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

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**IT Strategic Assessment Report**

**Nov. 26<sup>th</sup>, 2016**

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# Revision History

Date	Version	Description	Author
17/Nov/16	1.0	Initial Draft	Quincy Tennyson
26/Nov/16	1.1	Added Executive Summary	Quincy Tennyson

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## Executive Summary

The Kentucky Horsemen's Benevolent and Protective Association has wisely included the development of its information technology strategy as part of its overall vision for the future of the organization. The University of Louisville's Center for Non-Profit Software Services, in conjunction with the Computer Information Systems program, has completed a comprehensive assessment including the current IT stance of Kentucky HBPA, and recommendations for a better IT position in the future.

Like many non-profit organizations, Kentucky HBPA has historically lessened focus on IT development in favor of its core business activities. Thus far, this has given Kentucky HBPA favorable results in operations, but as its user base becomes younger and more in touch with technology, particularly the use of mobile platforms, Kentucky HBPA must recognize the need to allocate resources across a spectrum of IT needs.

Among these needs, at the forefront is a ground-up website redesign using a framework or content management system that will afford developers the ability to build to Kentucky HBPA's needs *and* hand over the site with continued management from Kentucky HBPA. Critical to the recommendations of this assessment is the understanding that it the content creation and continuous maintenance of this website will determine its real success. The framework chosen, implementation, and initial maintenance are only secondary (but necessary) to the continued support of the website in perpetuity.

Additionally, recommendations contained herein cover the gamut of IT needs for the organization, including better utilization of existing technology, improvements to existing systems, and exploration of alternative solutions (including those at no cost to the organization) that can accomplish part of all of identified requirements.

With a significant operational budget proposed for IT solutions, Kentucky HBPA is in a solid position to leverage IT for greater organizational success.

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## History and Purpose

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

*“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.”*

*-KYHBPA.org*

Nationally, Kentucky HBPA is the largest of all the HBPA affiliates providing services and representation to 6,000 owners, trainers, and backstretch employees. Historically, the HBPA as a national entity dealt primarily with the basic needs of horsemen in the mid-1900s, including burial services, medical attention, and feeding and housing for needy families.

As racing evolved to include modern technology like simulcasting and direct betting via the Internet, and contemporary business practices like marketing campaigns, horsemen's needs evolved as well. In 1940 a number of founders, including Irv Gushen, Doug Davis, John Manfuso, Dr. Alex Harthill, Johnny McDowell, Mort Wolfson, and Jack DeFee formed the HBPA. Since that time, the HBPA has become involved in myriad issues affecting modern horsemen.

Any owner, owner-trainer, or horse trainer is eligible for membership provided they have started a horse in the last two years. While the association is all-inclusive to anyone identifying as a horseman, and meeting the membership criteria, Kentucky HBPA has indicated they are usually promoting the interests of owners/trainers, which are in some cases counter to those of breeders.

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Building upon this, the Kentucky HBPA is in direct competition with the Kentucky Thoroughbred Association, an organization that favors the interests of breeders.

Kentucky HBPA and Kentucky Thoroughbred Association compete for a majority of members; as we develop this assessment, this is critical to understand, because 1.5% of all purses in Kentucky (by Kentucky law) are shared with the association holding the majority of members. This revenue, along with donations from members and external sources, is what keeps Kentucky HBPA financially secure. Put another way, Kentucky HBPA's revenue and ability to support members is **directly** tied to its ability to attract and retain members.

### **Purpose of the Kentucky Horsemen's Benevolent and Protective Association**

The Kentucky Horsemen's Benevolent and Protective Association (HBPA) supports thoroughbred owners, trainers, and all backstretch personnel across the state of Kentucky through a number of channels. These include lobbying efforts in racing legislation focused on the uses of therapeutic medicines in horses, simulcast royalties, and the relationships between horsemen and tracks, among other topics.

In addition, Kentucky HBPA facilitates the transfer of racing purses to horsemen, ensuring they are adequately compensated, as well as providing insurance coverage for palliative horse care, e.g. euthanizing, and even free medical consultation/care for backstretch employees here in Louisville.

The Kentucky HBPA leverages a variety of important legislation to further their purpose across the state. One example of this is the Interstate Horseracing Act which legalized race betting over the Internet and other telecommunication methods. Originally, horse racing was regulated through legislation that primarily applied to the key horseracing states, .e.g Kentucky, New York, etc. In 2016, 80-90% of the horseracing wagers occur remotely. For this reason, much of



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Kentucky HBPA’s resources are used in lobbying for legislation that ensures an equitable distribution of these simulcast generated purposes.

Resources are also expended lobbying for legislature that favors therapeutic medicines used in racing. U.S. Horse Racing is unique among other nations where the sport is popular. The use of certain medications, such as Lasix (an anti-bleeding medicine), is strictly prohibited in most countries. Kentucky HBPA and other “pro-medicine” advocates believe medication is necessary and humane for the health of the horses.

Kentucky HBPA also facilitates the use of the Kentucky Racing Health and Welfare Fund. This fund provides financial support to the aforementioned backstretch employee clinic in Louisville, and other health and welfare resources in Kentucky. This fund is generated by unredeemed betting tickets at tracks across Kentucky. Backstretch workers, mostly Hispanic immigrants, are absolutely reliant on this care and support. Wages in the industry are nominal, as are most benefits and amenities.

**Kentucky HBPA has offices at 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

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## Management and Business Processes

### Lobbying Efforts

In order to maintain an environment that Kentucky HBPA deems acceptable to its membership and all-member Board of Directors, the primary business process that Kentucky HBPA engages in is lobbying. Kentucky HBPA must apply a concerted effort through its representative offices, and headquarters in Louisville, to all Kentucky legislative efforts impacting horse racing.

From the perspective of this assessment, and the client's desires, our impact in improving this system through IT solutions is relatively minimal. However, it is important to note that any exploitation of existing processes through IT could potentially alleviate issues caused by difficult meeting deadlines, excessive stress, etc.

### Membership

Membership processes are a joint responsibility between the Louisville headquarters office and an employee working from home in Lexington, KY. Membership applications are typically submitted in person by owners, trainers, and other backstretch employees. Some applications arrive through electronic mediums like e-mail or fax.

Membership applications are received and retained internally. They are tracked via an Excel spreadsheet that is a shared responsibility between the Louisville headquarters office and an at home user in Lexington, KY.

Retention of financial paperwork and membership cards is critical to the organization. Should the Kentucky state government require an official 'count' of members associated with Kentucky HBPA and/or Kentucky Thoroughbred Association (membership is not mutually exclusive), then both associations will be required to turn over their membership cards. Regardless of a

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member's history with either organization, if a card is not present, membership is not considered official.

## **Benevolence Program**

Through the Kentucky Racing Health and Welfare Fund, Kentucky HBPA makes certain levels of medical assistance and care available to their members, particularly backstretch workers who have minimal time and resources to receive proper care.

Participation in this process requires some paperwork to be completed on the part of both parties. In addition, the information contained specifically within the benevolence program is considered sensitive, and is subject to the Health Insurance Portability and Accountability Act of 1999 (HIPAA). This paperwork is handled at both the headquarters and remote offices.

A full range of benefits can be viewed at <http://hbpa.wpengine.com/kentucky-hbpa/benefits/>

## **Claiming Coverage**

Claiming coverage is an insurance service provided by Kentucky HBPA to members who sign up. Its primary purpose is to provide coverage for euthanizing in cases of thoroughbred injury. This process requires three specific items of paperwork to be completed by the member.

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.

After the documentation has been verified, Kentucky HBPA provides the owner/trainer with up to \$10,000 / 50% of the cost of euthanizing the horse.

## **Public Relations**

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Kentucky HBPA has some efforts related to PR outside of formal lobbying efforts at the government level. These include a typical social media presence on platforms like Facebook, Twitter and Instagram.

The current HBPA website includes some archival newsletters, as well as other equine/horseracing posts. Many of these are rather dated, and this indicates that they are no longer handling news processes on a regular basis.

Direct links to larger stories, as well as an industry publication - *The Horseman's Journal* - are facilitated by the National HBPA and appear on the site as links. However, it is likely these are facilitated by the umbrella WordPress engine under which Kentucky HBPA falls. More detail will be provided on this matter in the IT environment portion of this document.

## Current IT Environment

### Hardware

Kentucky HBPA has a SOHO-oriented infrastructure in all regards. Their internet connectivity is provided by AT&T over a business broadband account. Their internet connection is distributed on both a wired connection (SOHO Netgear Ethernet switch – 10/100 Mbps throughput), and the provisioned AT&T wireless modem/router combo.

One observation made by this assessment team was that users in the office were defaulting to a hardwired connection as opposed to wireless, despite the near ubiquitous use of laptops by staff. The reason for this was unknown by Kentucky HBPA representation at the time, and further investigation may be necessary at their discretion. Users choosing the hardwired connection may be symptomatic of poor wireless range/penetration in their individual offices / common spaces.

Each office has a small, portable Canon inkjet printer of varying models. These printers appeared to be in good condition, and were working according to staff. The common area in

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which the Executive Assistant works has one enterprise grade, network capable Canon copy/fax/printer, but networked capability is not used at this time. Another Canon printer sits alongside the Executive Assistant, this is used solely for the desktop PC in that location. Put another way, the enterprise-grade Canon printer is used only for its copy/fax functionality at this time.

Voice equipment includes plain old telephone service (POTS) phones, and the use of staff mobile phones. No voice over Internet protocol (VOIP) systems are in place or used based on our observations.

Staff mobility is a primary concern, hence the use of laptops for almost all employees. Kentucky HBPA representation confirmed that maintenance of the machines is not a major concern, and laptops are generally replaced with age/damage/poor performance. Laptop models and brands vary, and it must be assumed that individual laptop components will be equally as variable.

An informal inventory may be kept for laptops, but staff indicated laptops are considered the property of individual staff and replaced as needed. Hardware at the sites of other HBPA regions, e.g. Turfway, Keeneland, is unknown and will be considered unavailable for the purposes of this assessment.

Storage is individually maintained, with the membership database residing on two PCs, one local in Louisville (Executive Assistant's PC) and one remote in Lexington. There is an external HDD kept in a fire safe at the Louisville office. The staff described this as "containing critical member financial information".

Lastly, a security system is not currently in place. However, staff indicated that a system was being installed within a week (est. 11/23) and that it would cover all portals of entry into the building and would be attached to the office's landline.

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## Software

Kentucky HBPA has a relatively uncontrolled software environment with multiple operating systems in play, including Windows 10, 7, XP, and one Mac device running an unknown version of OS X (was not available for inventory at time of assessment).

The staff has access to the standard Microsoft Office suite through an Office 365 subscription. Microsoft Excel is used frequently, and is the retention method for all membership information in lieu of a more formal database solution.

KYHBPA.org constitutes Kentucky HBPA's web presence. It is a relatively basic HTML/CSS/JS site that, based on our observations, is produced with a WordPress engine associated with National HBPA. According to staff, there is notable history with the management of the website that will be discussed here. Originally, Kentucky HBPA's web presence was maintained by an organization called Jockey Club IS.

Details about this relationship and website are minimal; however, the main point relayed to the assessment team was that Jockey Club IS charged between \$300-\$400/hour for website upgrades and maintenance. They also stated that Jockey Club IS handled requested work "on their own time".

Kentucky HBPA discontinued their relationship with Jockey Club IS, and established a relationship with National HBPA's web service through Blue Million and WordPress. Kentucky HBPA stated that this cost them only \$25/month, but did not indicate whether or not that is part of a larger agreement with National HBPA. This subscription includes web hosting fees, and site maintenance, but does not include major "updates" to site content – these require an additional fee.

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As of today, the Kentucky HBPA is a WordPress based site with basic HTML/CSS/JS implementation, likely facilitated by WordPress plug-ins. The implementation appears professional, if not contemporary, and the site functions as expected. There are a number of pages outside of the Home page containing some news blips, and advertisement.

Site pages are as follows:

- **News** – currently empty
- **About Us** – contains relevant information about the organization as a whole
- **Board of Directors** – a basic table including the board of directors, president, as well as other officers with e-mails in varying domains listed.
- **Benefits** – a relatively detailed list of benefits available to members.
- **Calendar** – a somewhat interactive calendar with basic information for upcoming events. Appears up to date. Likely a WordPress plugin, based on past experiences
- **Links** – navigates user directly to the National HBPA website at a page of links to various associations related to the equine industry.
- **Contact Us** – contact information for Kentucky HBPA is listed, with details for each office. No form is present.
- **How to Join** – invites users to come by the HBPA office to join. There is no online method to request membership.

Web design is not contemporary, but isn't obtrusive or uninviting. However, Kentucky HBPA made it clear that their priorities include a substantially more attractive site. The page does lack the majority of functionality sought by the organization.

### Staff IT Skills/Training

No software development or IT skill/experience is located in-house. The executive assistant is proficient in the Microsoft Office suite, Excel in particular. We assume that the remote staff

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member in Lexington is also sufficiently skilled in Excel as they are jointly responsible for the membership spreadsheet.

The organization specifically points to both membership, and member-leaders having a preference for hard copy over digital solutions. One instance includes a staff member using Excel as a substitute for Word by expanding column A. This presents a challenge, as a high-quality user experience will be a fundamental part of converting users to digital systems and processes.

With regard to the website specifically, the staff is completely reliant on third parties for updating content and back-end services.

## **IT Budgeting and Spending**

No capital budget was given. Operational IT budget was given as an informal maximum of \$1,000/month, but this is, to our knowledge, pure conjecture. Guidance provided by Kentucky HBPA staff indicated the Board of Directors is highly supportive of IT initiatives, particularly regarding the website. This may suggest that the staff can allot time and money for effective training, beyond any open source options available.

## **Envisioned IT Capabilities**

### **Leadership's Vision**

Leadership's vision for the Kentucky HBPA is well aligned with their overall purpose. Leadership is aware that their ability to attract and retain members is critical to the successful execution of their mission. With this in mind, the board recognizes that a favorable perspective



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on IT is key to both maintaining and possibly strengthening Kentucky HBPA's current membership majority.

There is a strong desire for KYHBPA.org to be a central location for members to not only perform basic tasks such as joining the association, but also complete steps online in some of the more complicated processes like making a claim for euthanasia coverage, or taking documents for benevolence applications.

Beyond this, they see the website as an opportunity for marketing, fan education, and a platform for widespread communication through newsletters.

Overall, the vision can be summarized as a desire for the KYHBPA website to be a "home" to horsemen online.

## Top 10 Technology Issues

Kentucky HBPA provided a list of their "A.B.C's", where A's are "must haves", B's are "like to haves", and C's are "nice but can wait". As Kentucky HBPA directly conveyed these to us in written form, this team will present them here in a concise manner. Our recommendations will clarify our stance on these items from a holistic perspective, as well as additional items that we consider a higher priority in our expert opinion.

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

### 'A's – Must Haves

1. About Us Page: Mission Statement / Services Offered
2. Board Members w/ individual Bio Pages and contact information

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3. Sharable calendar of events page
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 B priority)
7. Horsemen Committee Meeting Minutes Page
8. Links to affiliated organizations. Equibase track conditions displayed on-site.

#### **‘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 w/ keyword search.
4. Ability to poll members.
5. Link to *The Horseman’s Journal* online.
6. Trainers page w/ 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.

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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)

**Along with the needs specified for the website, there are a number of other issues that Kentucky HBPA is concerned with.**

- 1. Difficult to communicate with members en masse, e.g. official statements or newsletters.**

Kentucky HBPA struggles with contacting many members simultaneously. Specific mention was made of an instance where an official statement should have been released after a horse's injury during a race, but the organization was unable to respond adequately with existing systems.

- 2. Lack of skill/knowledge to maintain existing website.**

Kentucky HBPA specifically noted that no one on existing staff has knowledge of web development, but the executive assistant expressed interest in learning.

**Additional needs identified by the assessment team.**

- 1. More redundant storage for critical information.**

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Kentucky HBPA has one external HDD for critical information that is kept in a fire safe. Employees have local storage on their laptops on which all other documentation is kept. No redundancy, data integrity, or shared storage systems exist. This creates single points of failure at every individual laptop.

## **2. Use existing resources effectively**

Kentucky HBPA may benefit from using their network-capable printer in the Louisville office. They may also benefit from a better understanding, as a whole, of their existing software solutions, e.g. Excel.

## **3. Apply controls to software use.**

There are a number of different operating systems running within the Louisville Kentucky HBPA office, which increases the risk of incompatibilities across systems, or an inability to troubleshoot or maintain system problems day-to-day.

## **4. Seek and incentivize IT knowledge training for all employees.**

Kentucky HBPA established that the Board of Directors was willing to invest in IT, and for that reason should be willing to invest in the training of all employees in the basic use of the Microsoft Office suite. Further training should be sought out for employees with more specific technical responsibilities, including but not limited to: KYHBPA.org, network systems, storage systems, telephony, etc.

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## Closing the Gap

### Website Improvements

Kentucky HBPA has done a commendable job of identifying the needs of their website, and what will help them align their vision of acquiring and retaining members with technology.

Many of the top priority needs identified can be accomplished through the University of Louisville non-profit affiliation program. However, it is important to keep in mind that maintenance of any site will be a top concern long-term.

Kentucky HBPA has indicated and demonstrated that their ability to maintain the site without external help is very limited. Before committing to any solution, a strategy should be established for how the site will not only be maintained, but filled with daily content that will attract members. We cannot emphasize enough that the value of any website implementation will be reduced severely by a lack of continuous content that is of interest to members.

The “look and feel” of the website to the user is an important factor, as Kentucky HBPA has identified. However, we want to emphasize that members may come and be briefly impressed by the way they get around the site, but it is the content they will *return* for. I will share a personal example: <http://www.usms.org> is the website for U.S. Masters Swimming.

As a Masters swimmer, I am obviously interested in the benefits I receive as a member, and the news that exists on a daily basis. However, I return to the site daily because of the quality of the *content*, and the interaction that takes place on the attached forum. On any given day, text is wonky on some link, and the site still only occupied 60% of my available screen space. Those are hiccups, but the content is always excellent and therefore I return.

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With that said, there are some critical things missing from the KYHBPA.org site that can be easily rectified. Examples are online payments, online membership capabilities, and commonly used documents for members being available.

Summarily, to retain and acquire members, KYHBPA.org must be attractive and usable enough to avoid turning a user away immediately, and filled with enough valuable content to retain the user. The site must also be **mutually** useful. For Kentucky HBPA, it must provide competitive advantage. For users, it must provide the aforementioned reasons to return.

Discussion forums are common additions to sites that have a specific member base, because members are inclined to talk with one another about subjects related to their profession/hobby, or off-topic subjects. You will find many organizations that focus on a special interest often have forums attached to their website either locally, or sometimes hosted externally through a forum-specific platform (recommended); this is a simple way to encourage recurring visits from members.

From a technical perspective, the existing WordPress solution would likely need to be decoupled from the National HBPA solution if there was a desire to stick with WordPress. While this is not ideal from a customization perspective, i.e. the web developer's perspective, we must be cognizant of the fact that Kentucky HBPA has no one on staff to maintain the site. After implementation is complete, a third party would likely be required to update content regularly, and perform maintenance of the site. This means any non-web content management system (WCMS) solution would require a monthly fee for consultation.

Alternatively, Kentucky HBPA could use some of their financial resources to develop their own staff, in particular the executive assistance who has already expressed interest in this, to shore up their lack of knowledge and skill with regard to web development. As the role would primarily be concerned with the continuous updating of content, skills in HTML would likely be all that's

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required. If alternative front-end frameworks, e.g. AngularJS, are used then the foundational skills of web development will still be applicable.

In the case of any solution, the client has requested mobile support as many of their members are trackside from dawn until dusk. Their time in front of a computer may be minimal, or non-existent, therefore, the BA/Development team must be sure to design mobile first.

It cannot be stressed enough that the ability to maintain the quality of the site and its content will be the lynchpin to this effort.

Upon review of this assessment, and if chosen by the Center for Non-Profit Software Services, a University of Louisville (UofL) team will be tasked with conducting the business analysis portion of this project. Kentucky HBPA can expect a far more thorough set of documentation that will establish the organization's system requirements (similar to what was given in the ABC's), and help Kentucky HBPA with further elicitation of their needs.

## Mass Communication

One of the obstacles to facilitating mass communication on a regular scale is the composition of that communication. To extend that communication beyond official statements and other irregular releases, e.g. newsletters, legitimate marketing campaigns, a significant amount of time must be invested by a qualified professional.

Kentucky HBPA may have access to such a resource, and if so, can facilitate mass communication through their website. Again, this calls for the skills necessary to understand posting new content to the site, and distributing that content in the desired manner.

Alternatively, mass communication is one area where a third-party would be recommended by this assessment. Services like Constant Contact, Inc (<http://www.constantcontact.com>) may be

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able to facilitate the desire for mass communication more effectively, and without overtaxing Kentucky HBPA's limited resources.

## Infrastructure Improvements

The foresight to maintain an external disk with critical customer data, and keep it safely locked away, is commendable. The next step in this process would be to make at least one offsite, secure copy of that data, or possibly consider a secure cloud service for that data. Consumer HDDs are inexpensive, and a decent value for most, but they do not have the robust integrity and reliability available in enterprise solutions. An additional data storage solution is recommended to mitigate the high risk of losing critical data which could result in the unnecessary expenditure of resources, harming the perception of Kentucky HBPA, or possibly litigation.

Shared network storage, or cloud service, should be used to store documents for staff. Any user keeping all data locally on their laptop is incredibly risky, and should be remedied as soon as possible. This can be remedied with something as simple as Google Drive.

Attaching the Canon network-enabled printer to the existing Ethernet switch would not be incredibly complex, and an IT service could likely accomplish this for the organization at a nominal fee. This would reduce the costs of ink used by the portable printers, and also the cost of replacing the small printers which are, in my experience, prone to failure.

Determining why users prefer a hardwired connection over wireless would be valuable from a user experience and satisfaction perspective. This is usually a simple case of user error, or lack of wireless availability in certain parts of the building due to underlying construction. If landlines are effective for Kentucky HBPA at this time, I would not recommend a VOIP solution due to cost and additional maintenance. However, if landline cost is excessive, a VOIP service of some sort might be worth considering.



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## Apply Controls to Software

Consider applying processes to the use and installation of software within the Kentucky HBPA, particularly in the Louisville office.

The executive assistant expressed that she did not know how Windows 10 works, and there was a user within the office that had upgraded to Windows 10 on their own. While this is fine if the user is technically savvy, it may reduce the functionality of the entire office when one person becomes a single point of failure due to their technology choices. This may be seen in symptoms such as incompatibilities among documents or applications that the organization uses.

Applying controls can be accomplished informally through a simple inventory system supported by an Excel spreadsheet. It would be beneficial to control all elements of software on each PC, and take note to inventory PCs on a regular basis.

If existing skills for developing a robust, and easily workable spreadsheet are not available, the University of Louisville team could leverage significant experience with Excel and the Microsoft Suite in general to both facilitate the spreadsheet and educate end users.

## Social Media and Marketing Presence

Leveraging social media tools such as Instagram, Facebook, and Twitter was one subject of discussion during our initial assessment. While this assessment isn't intended to couple marketing decisions and IT decisions, it stands to reason that IT systems are merely a manifestation of other business functions. Viewing them as entirely separate is unwise, and, when appropriate, it may fall within an IT assessment of this sort to make judgments regarding the use of existing IT platforms for purposes typically left to other functional business areas.

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Returning to the recommendation of the website for a moment, the key to success in social media marketing is a continuous presentation of high-value content to the target market. In this case, the target market is horsemen, most of which we've established are interacting through a mobile device. As the majority of social media platforms are now oriented toward the mobile environment, this provides an advantage to Kentucky HBPA which is natural to their market.

Possible solutions for automating some portions of the social media marketing process already exist and are free for use.

An app called **If This Then That** or more commonly **IFTTT**, is an easy to use application that provides automation for many services that the public uses. The premise of the program is that you simply turn on an automation – which is essentially just pre-packaged programming logic – and the application will perform services for you.

A great example can be found under the **Instagram** section of IFTTT. It is literally called “**Promote your business by sharing Instagram photos with Twitter, Pinterest, Tumblr & Facebook Pages**”. After a brief setup, Kentucky HBPA could immediately began simultaneously sharing photos across all platforms for no additional cost, which is one of the specific desires we discussed during our initial assessment.

This is one example of many options like this that are available with a few Google queries.

## Conclusions

Kentucky HBPA is in a great position to make easy gains in business process efficiency, member retention, and cost reduction by embracing the recommendations provided through this

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assessment. Many of these recommendations come at no cost, and are merely utilizing existing resources, or no-cost resources available to anyone.

As has been stated, development of the website should be viewed distinctly from maintenance and **use** of the website. Therefore, it is critical that both leadership and staff have a clear understanding of the long and short term goals of the site, and document said goals within the framework of a larger project initiative of which the website is a critical piece.

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## Appendices

### Basis of Analysis

#### Organizational Structure

Kentucky HBPA has an informal functional structure. The member-owned organization has a Board of Directors composed entirely of Owner/Trainers, and the staff of the organization carry out the direction of the board. The Louisville HBPA office holds the main staff including the executive director, Martin “Marty” Maline, and the executive assistance, Sara Toomey, from whose guidance this assessment was generated.

### Five Forces Analysis

#### Competitors

Kentucky HBPA faces competition specifically from the Kentucky Thoroughbred Association. As was discussed in Section 2 of this document, these two organizations compete directly with one another over maintaining a membership majority in the state of Kentucky. This majority determines which organization is eligible for the 1.5% share of all purses earned in the state. Kentucky HBPA must be especially aware of Kentucky Thoroughbred Association’s ability to recruit and retain members, as a loss of majority would have a significant impact on the HBPA’s funding.

The threat of competition is high for Kentucky HBPA.

#### New Entrants

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While it is certainly possible that another association for horsemen could be founded, it is unlikely to develop the wide range of member services that Kentucky HBPA offers its horsemen. However, with the rise of a new generation of horsemen who are knowledgeable about both the industry and ways to leverage the Internet, social media, and modern technology to pursue their shared interests, Kentucky HBPA could find itself at a disadvantage to entrants equipped for representing horsemen in the 21<sup>st</sup> century.

The threat of new entrants is relatively low, but only as long as Kentucky HBPA maintains its edge.

### Substitutes

Although Kentucky HBPA and Kentucky Thoroughbred Association are not precisely substitutes, they are essentially pitted against one another regardless. Therefore, the analysis for competition and substitutes are one in the same.

### Suppliers

Kentucky HBPA is supplied with funding by track purses, and donations. Its members could also be considered suppliers, since without members Kentucky HBPA would be essentially irrelevant. Considering the volume of resources committed to influencing the racing industry, and the value that Kentucky HBPA has placed on maintaining its member base, it is clear that suppliers have significant bargaining power with Kentucky HBPA.

The bargaining power of HBPA with racetracks is essentially a function of member volume and activity, and vice versa.

### Customers

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Kentucky HBPA's customers are its members. Considering that it is a member-led organization, and relies on volume and participation of members to exist, the bargaining power of Kentucky HBPA's customers is incredibly high.

## Technology Inventory

### Hardware Inventory Detail

	Quantity	Comments
<b>Hardware</b>		
<b>Laptops</b>		
Various Models	6	
<b>Printers</b>		
Canon Pixma	3	Portable
Canon Copy/Fax/Print Enterprise	1	Network capable
Canon Pixma Copy/Print	1	
<b>Phones</b>		
POTS – Multiline	6	
<b>Security System</b>		
Unknown	1	Install occurs 11/23/16
<b>Network</b>		
AT&T Modem	1	Modem/wireless router
Netgear Ethernet Switch	1	5-port - 10/100 Mbps
<b>Storage</b>		
500GB External HDD	1	Critical financials –

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		kept in fire safe.
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## Top 10 Technology Issues

Issues are listed under Top 10 Technology Issues in main document.

## Strategic Planning/Visioning Documents

Not available.

## IT Budget/Spending Documents

Not available.