

IT Strategic Assessment Report

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1. Executive Summary

Wilderness Louisville is a nonprofit located within the city of Louisville whose primary purpose is to increase the community's environmental education while also be an advocate for continued conservation with a focus on equity for Jefferson Memorial Forest and other natural areas controlled by Louisville Metro Parks and Recreation. Wilderness Louisville also acts as the donation hub for Jefferson Memorial Forest and other natural areas as donors are not allowed to donate directly to Louisville Metro. Currently as an organization, there are 10 major technology issues Wilderness Louisville is currently facing:

1. Lack of a well-designed website
2. Lack of IT experience
3. Lack of an IT budget and plan
4. Reliance on Metro Louisville IT
5. All meetings minutes and documentation are in a single Google Drive
6. Lack of social media plan
7. Inability to edit current website splash page
8. Lack of compatibility between the Metro Parks and Wilderness Louisville technology
9. Lack of IT Staff
10. Organization wants to improve its customer relation software

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I will be basing my recommendations on helping Wilderness Louisville to improve in areas related to these 10 technology-related issues. I will be using the knowledge I have gathered throughout my four years of university experience along with my knowledge of the current business processes and goals in play at Wilderness Louisville to help guide them through the process to help achieve their goals as an organization. I have 5 recommendations to help Wilderness Louisville to achieve these goals:

1. Create an IT plan and budget
2. Rebuild the website
3. Hire permanent IT staff
4. Evaluate current relationship between Wilderness Louisville and Louisville Metro Parks and Recreation
5. Create a customer database for customer relation usage

2. History and Purpose

2.1 History of the Wilderness Louisville

Wilderness Louisville was founded as an organization in 2013 and it received its non-profit status a year later in 2014. The organization was founded to allow for charitable donations to be collected for Jefferson Memorial Forest and other natural areas and be used towards helping the community especially those in under-privileged neighborhoods gain access to conservation education. Wilderness Louisville was able to gain in more influence thru the community by creating a deal with Louisville Metro Parks and Recreation which allows them to host events in forest and keep the proceeds for usage in their mission to be champions of Louisville's natural areas. The partnership

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with Louisville Metro gives Wilderness Louisville access to Metro's vast resources such as cameras and software such as Survey123. Wilderness Louisville has continued to grow thru its funding of the Louisville is Engaging Children Outdoor (ECHO) program which is managed by Jefferson Memorial Forest and Louisville Metro. This program is focused on giving children equitable access to the outdoors in Louisville and has four major components of school-based outdoor experiential learning, out-of-school time education/recreation, an outdoor job training and employment component, and annual community events (ECHO). Over time Wilderness Louisville has not only grown its brand but has also focused on growing its board of directors which is now up to thirteen members with Andy Reynolds (Chair), Vicki Welch (Vice-Chair), Charlotte Caldwell (Treasurer), Patricia Tennen (Secretary), Tom Armstrong (Member), Krista Drescher-Burke (Member), Chuck Haddaway (Member), JoAnn James (Member), Jenny Johnston (Member), Lynn Rippy (Member), Randal Strobo (Member), Bennett Knox (Executive Director), Dana Kasler (Ex-Officio). When talking to Bennett and Andy they say the board is one of Wilderness Louisville's strongest suits and they say they believe this board is the one which will be best suited for carrying out the goals of Wilderness Louisville into the future.

2.2 Purpose of the Wilderness Louisville

The primary goal of Wilderness Louisville is to raise funds and advocate for improvements at Jefferson Memorial Forest and other natural areas within the City of Louisville. Wilderness Louisville works with the city of Louisville and Louisville Metro parks and recreation to find programming that increases access to nature and nature education for low income youth and youth of color. This is the major function which is

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provide by Wilderness Louisville and is the main goal of the organization along with several other initiatives. Wilderness Louisville also provides funds to Jefferson Memorial Forest for property acquisitions to help increase the ecological connectivity. Another initiative under way by Wilderness Louisville is helping Metro Parks and Recreation restore habitats destroyed by invasive species and helping to plant new trees throughout the parks controlled by the city of Louisville. These initiatives help to fulfill the mission of Wilderness Louisville which is to provide quality conservation education to the community of Louisville with a major focus being placed on equity along with general stewardship and conservation practices being carried out in Jefferson Memorial Forest and other nature areas throughout Louisville.

3. Management and Business Processes.

[In this section, document the major processes necessary for the organization to fulfill its mission.]

3.1 Hosting Events

One of the major processes which is used by Wilderness Louisville is hosting events in the forest for community engagement. Some examples include the ECHO program and Forest Fest. These events are used to not only increase community involvement in conservation and stewardship, but also gives Wilderness Louisville the ability to get its name out into the community. This typically leads to new donors being found at these events which allows for increased coffers for Jefferson Memorial Forest which allows them to hold even more events and use the funds to expand and restore natural areas. This is clearly a well thought out cycle which has worked out well for Wilderness Louisville so far.

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3.2 Membership Program

Another process used by Wilderness Louisville is the usage of a membership program for donors. There are currently three stages of annual memberships with those being Enthusiast (\$25), Ranger (\$50), and Trailblazer (\$100). Each of the tiers has their own benefits with Enthusiast getting a shirt or hat, a bumper sticker, access to the monthly newsletter, and an invitation to the annual membership appreciation event. Rangers get both a shirt and hat and the other benefits previously mentioned in the Enthusiast category. The highest tier of membership is Trailblazer which has access to Trailblazer exclusive events and they get the benefits of the previous tiers. Memberships are the main form of donation to Wilderness Louisville and therefore they are integral to the success of this organization all the events, marketing and social media presence are all attempting to get people to become members so the organization can have a large impact within the conservation community and increase the amount of funding it can put towards educational programming such as Louisville ECHO. These donations are also what is used to cover the expenses of Wilderness Louisville and they are the main source of income for the organization.

3.3 Leveraging Social Media

A process which was discussed at length in our Teams meeting with Andy and Bennet was the usage of social media as a tool for the organization. Wilderness Louisville current's main form of social media interaction is using Facebook and Instagram. This process is mainly used to get people on those platforms to head over to the website to become members. This process is still a work in progress as the use of social media is still rather new to the members of the organization and its use is limited

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by a couple of factors. First, the staff's inexperience with the technology is a limiting factor on its use. Second, Wilderness Louisville lacks the necessary software to create good graphical images for use on the Facebook page and Instagram. These limits have not hindered the usage of the software, but the Board feels with a more experienced user they will get a larger return for the effort being put towards the implementation of social media activity.

3.4 Large Organization Support

The next process Wilderness Louisville uses to help increase its brand throughout the region is getting large companies to donate to its programs. We discussed how they had gotten a \$7,500 donation from Toyota. These large companies' donations show they believe Wilderness Louisville's brand and its' cause is worth donating towards. The engagement with large companies should help to spread the reach of Wilderness Louisville in all different directions. Wilderness Louisville may even be able to get help in sponsoring events and in terms of volunteers from these large companies. The support of large companies typically will allow an organization to remain stable for a long time so long as they continue to work on their mission and maintain a brand which these companies feel would be worth investing in. The major program which these companies invest in is the Louisville ECHO program which is helping the youth in the community who are generally at risk and the program also aligns with the mayor's goals regarding conservation and job creation. These reasons give large companies the incentive to give to this program as it will likely benefit them in the long run. The way it works is that ECHO has its own membership for kids which allows them to become ECHO kids. They are then able to go thru the program all the

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way thru young adulthood which allows them to effectively be trained and prepared for jobs in the environmental sector.

3.5 Customer Relationship Software

The final process we discussed was the usage of customer relationship software particularly Bloomerang. This system is currently used to accept donations, but Wilderness Louisville is looking to expand on its functionality to allow for creating a wider variety of content for its members based on information obtained by the customer relationship software. The usage of such information could be used for simple projects such as the creation of a mailing list, whereas it could also be used to reach out to donors to inform them their membership may soon expire or it could be connect with the social media platform to allow Wilderness Louisville to customize its social media platforms to better reflect the personalities of its current members to potentially gain even more members.

4. Current IT Environment

4.1 Hardware

Currently, Wilderness Louisville owns no hardware as an organization. The hardware it is using is either personal devices of the staff or is equipment which Metro Parks has given Wilderness Louisville permission to use. Louisville Metro Parks and Recreation gives Wilderness Louisville access to computers, cameras, and other device within the department for business use. These devices are used to access and edit the current website along with managing members, social media, and general office tasks. The agreement which was signed between Louisville Metro Parks and Recreation and

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Wilderness Louisville established this sharing agreement and it is currently what supplies Wilderness Louisville with all its hardware needs.

4.2 Software

In terms of software, Wilderness Louisville has a rather large amount of it. First, the website they currently have is a combination of Site5 and WordPress. They can add pages to it, but they are unable to edit the overall layout and splash page due to restrictions from when the site was built. Another major software component is their customer relationship software known as Bloomerang. Bloomerang is a software for non-profits which tracks donations and it allows for the storing of customer information. Wilderness Louisville also uses Bennett's Google Drive to store a lot of its documents such as meeting minutes and other random documents. This is the only place these documents are stored, and it is currently a jumbled mess according to Bennett. Wilderness Louisville also has access to software owned by Louisville Parks and Recreation. They use a software called MailChimp to send out emails to those who have signed up for the e-newsletter and Surevy123 to send out surveys to members via their emails. Wilderness Louisville also uses the computers of Louisville Metro Parks and Recreation to access their social media accounts to edit the content on them via an internet browser.

List of software currently in use:

- Google Drive
- Survey123
- Bloomerang
- Site5/WordPress

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- MailChimp
- Microsoft Office

4.3 Staff IT Skills/Training

Currently, most IT staff for Wilderness Louisville are employed from the AmeriCorps Vista program. This program is designed to relieve poverty, but it has the issue of typically being a temporary position. Therefore, Wilderness Louisville is constantly having to get new Vistas up to speed regarding their software and social media management. This constant switching of IT employees has left Wilderness Louisville without a solid IT group as it is changing all the time. It was also discussed how Information Technology is the weakest link for Wilderness Louisville as no one on the Board has any real experience with managing technology and the implementation of such as system.

4.4 IT Budgeting and Spending

The current IT budget for Wilderness Louisville is basically the cost of the software they use and that is it. Wilderness Louisville does not have an exact budget related to IT rather they typically adapt to the current amount of funds they have on hand and use them as they see fit. They also currently pay an accounting firm to handle their invoices from their donations and they do not have actual payroll.

4.5 Porter's Five Forces

Threat of New Entrants

The threat of new entrants is low for Wilderness Louisville. The threat is low since they have an agreement with Louisville Metro Parks and Recreation for usage of

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their resources to develop a business to take in donations for Jefferson Memorial Forest. The only way for this organization to be replaced is for an organization approved by Louisville Metro Parks and Recreation to take over and be able to build a better brand than Wilderness Louisville.

Bargaining Power of Suppliers

The bargaining power of suppliers is low due to Wilderness Louisville effectively be a government sanction monopoly when it comes to obtaining donations for Jefferson Memorial Forest.

Bargaining Power of Consumers

The bargaining power of consumers is high for Wilderness Louisville. The major obstacle for Wilderness Louisville is getting people to become members by donating via the website. There are countless other organizations people could donate to therefore the most important thing is for Wilderness Louisville to be able to convince donors that Wilderness Louisville is the organization which deserves their donation.

Competitive Rivalry

Competitive rivalry is low for Wilderness Louisville. While there are other organizations supporting conservation education and stewardship throughout the Louisville area, none of them are focused directly onto Jefferson Memorial Forest like Wilderness Louisville. Therefore, they can use the donations they receive to continually improve the area in and around the forest with the help of Louisville Metro Parks and Recreation without the fear of being overtaken by another organization.

Threat of Substitutes

The threat of substitutes is low for Wilderness Louisville. The reason the chance

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is low is there is no other organization capable of taking donations for those who wish to support Jefferson Memorial Forest. This allows Wilderness Louisville to have complete control over the donations and what functions they are allocated towards.

5. Envisioned IT Capabilities

5.1 Leadership's Vision

The leadership of Wilderness Louisville is ready to take the next steps to grow their organization. They are wanting to use technology to grow their brand and reach out to even more people in the hope of gaining more members. They are aware of their current lack of modern IT infrastructure and are looking to change that around in a big way. Wilderness Louisville is looking to become the premier nature education and stewardship organization in the city of Louisville.

Wilderness Louisville is even prepared to step up to be the head education organization for Jefferson Memorial Forest over time with maintenance and stewardship still being handled by Louisville Metro Parks and Recreation. While this goal is still a way off, they are constantly looking to the future for ways to further their brand recognition. Wilderness Louisville is attempting to grow their current membership base using technology and with an effective social media campaign. They are willing and can create IT positions through the agreement they have made with Louisville Metro Parks and Recreation. These positions will likely be programmers to help develop the website, database administrators to manage the database of members, and a social media manager to handle the social media needs of Wilderness Louisville. All these changes are needed in order to achieve the current vision which the leadership of Wilderness Louisville is looking to implement. The first obstacle to overcome in Wilderness

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Louisville's quest to become the premier conservation education and stewardship organization in Louisville is the lack of a well-designed website

5.2 Top 10 Technology Issues

1. Lack of a Well-Designed Website – The first issue Wilderness Louisville is currently facing is their current website is not up to the standards of the organization and is lacking the functionality the leadership of Wilderness Louisville desires. The website as it stands is unruly and can be difficult to navigate.
2. Lack of IT Experience – Another issue Wilderness Louisville is facing is a lack of IT experience throughout the organization. The current staff is not familiar with modern IT technologies and the management and usage of such systems. Therefore, they are finding it difficult to grow especially in the current COVID-19 crisis as it has cut them off from their events which are where they find most of the members. Therefore, the current lack of experience in this field is starting to show as they are unable to find as many members as they normally would.
3. Lack of an IT Budget and Plan – The next issue facing Wilderness Louisville is the lack of a solid IT budget and plan. As it stands, Wilderness Louisville does not have a dedicated IT budget rather they pay for the technology they are using and that is the budget. Generally, they will approve the purchase of new software if the cost is justified but there is not a fixed budget for IT. This coincides with the lack of an overall IT plan. Wilderness Louisville has not prepared a detailed plan for what they want IT to do in the future rather they find technology they believe will help them and will purchase it to see how it fits with their existing software

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rather than part of an overall strategy for IT.

4. **Reliance on Louisville Metro Resources** – While it may currently seem like a benefit the reliance on Louisville Metro for Wilderness Louisville IT resources may eventually backfire. Some of the technology currently used by Wilderness Louisville is paid for by Louisville Metro and should Louisville Metro decide to switch to a different software product it could lead to Wilderness Louisville being forced to switch to a product they do not want to use or do not know how to use. Another issue arises if they decided to have their own IT employees as they will likely need access to their own devices for managing the IT resources for Wilderness Louisville. It is ok to rely on Louisville Metro to a degree but if Wilderness Louisville is planning to eventually take a larger role in the park system it will be of great benefit for them to get some equipment for themselves.
5. **Single Point of Failure Storage System** – Currently all the minutes and documentation for Wilderness Louisville is stored in the Google Drive of Bennett's network drive. This is an issue for several reasons. First, it limits overall access to the drive since other members of the board cannot access the drive and need Bennett to send them the documentation. Second, if the login information is lost or data is accidentally deleted, the data is gone and unable to be recovered due to it only being stored in one place. These reasons indicate that a more reliable system for storing documents needs to be created.
6. **Lack of Social Media Presence** – In the world today a major component to many successful businesses is an effective social media presence. Wilderness Louisville currently has both a Facebook and Instagram page, but they are used

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on an irregular basis for mainly announcement purposes. Social media could be a major catalyst for gaining members if a carefully planned and implement social media campaign could be organized in conjecture with Louisville Metro Parks and Recreation along with Jefferson Memorial Forest.

7. Inability to edit the format of the current webpage – The website which is currently in use by Wilderness Louisville has had the same design since it was originally created. The programmer who originally made the site did it for free and as Andy and Bennett said they got what they paid for. The site can have pages added to it, but the overall design of the webpages is unable to be changed and the menus are static with no pages being added to those tabs. The design is one of the major factors which is subverting the success of Wilderness Louisville.
8. Lack of compatibility between Metro Parks and Recreation and Wilderness Louisville Websites – If Wilderness Louisville wants to have their website match that of Jefferson Memorial or the Metro Park sites, they currently must go in and manually change the site to match. They are hoping to eventually have the ability for all three sites to update at the same time instead of manually changing the site to match. The biggest problem with this is the calendars between the sites sometimes do not match and it requires someone to have to notice and change it rather than automatically change when the Metro site is edited.
9. Lack of IT Staff – Wilderness Louisville currently has no permeant IT staff for managing its IT assets. The IT side of things is mainly managed by employees in the AmeriCorps Vista program who stay for a very short time and temporary employees who may be volunteering their time to the organization. This lack of IT

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staff shows in the IT used by the organization must be easy to learn and it is only capable of doing rather simple actions unlike a full-fledged information system.

10. Improved Customer Relations Software – One of the main issues currently facing Wilderness Louisville leadership is whether they are utilizing the customer relations software to the best of their ability. The current customer relation software in use is known as Bloomerang. It is used to gather customer information when an individual or business donates. This information is then stored and available for Wilderness Louisville to use. The main issue is the data is being underutilized by Wilderness Louisville as it could be using the information to further its goals, but the information is generally not used except for sending out the monthly newsletter via email to members.

6. Closing the Gap

6.1 Create an IT Plan and Budget

The first step towards getting Wilderness Louisville to where it should be is the creation of an IT plan and budget. This plan should include what exactly Wilderness Louisville is looking to gain from technology along with what the functions that Wilderness Louisville views as necessary for the success of its business.

As we discussed, something that you were interested in is a way to meet virtual during times of crisis such as the COVID-19 pandemic. There are free options out there to fulfill this need such as Zoom or other online meeting technologies. This is an example of something which should be included in your plan and the bylaws of your organization should be changed in order to comply with your organization's technological needs.

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The other major part of an IT plan is having and maintaining a budget. Not only does having a budget prevent you from overspending but it also allows you to estimate how much you can spend over the length of the budget and you can allocate certain parts of the budget towards certain IT initiatives you may be looking into. Certain initiatives you may wish to pursue would be the creation of a new website, improved customer relations software, or even putting some of the budget towards hiring a full-time IT employee for help in installing, managing, and maintaining the IT needs of your organization. The decision on what to do is typically the hardest part of the entire process as you must know what the long-term goal of your organization is along with how much you are willing to spend to get towards the goal.

6.2 Rebuild the website

The current website may have served you well since the inception of your organization, but it is starting to become a hinderance to Wilderness Louisville. The site uses some out of date functions such as the math problem to send a message when most modern sites would use a Captcha for verification. Other issues with the site are the menus are clumsy and the site can be difficult to navigate for first time users. This is a major problem as first time impressions are massive in business and if you mess it up the first time, the chances of them coming back is slim to none. Therefore, it is of the utmost importance to your organization that a new website is created.

My recommendation for fixing the website would be allow the University of Louisville to undertake your website as a project for CIS 320/420. This route has several benefits. The website will be built for free but will still be high quality as it is graded by the professors at a very high level to ensure quality. The next benefit is that it will most

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likely be built from the ground up to your specifications using .NET which allows the University of Louisville to create all kinds of unique functions for your website which may not be possible with a WordPress site. This route does require a lot of time commitment from Wilderness Louisville if you want to go this route as this will take place over two semesters with CIS 320 laying the framework and creating the users stories and in CIS 420 they will build the site to the specifications you requested and had approved. In CIS 320, there will be competing groups each coming up with different ideas and user stories for the site. At the end of the CIS 320 semester, you will choose a winner from the groups and their framework will be used to design the site. In CIS 420, there will be groups who take the framework in different directions and will be several different options for the final website to choose from. Once you have chosen the winner from CIS 420, the group will help to set up the site with you using the site hosting of your choice. However, once the site is setup the class is over, and it is then the responsibility of Wilderness Louisville to maintain the site and have a developer change it if they want changes performed. I believe this will be the easiest way for you to obtain the site you want while also not breaking the bank. If you are interested in this option, you could talk to Dr. Barker about going further down this route as he is the one in charge of those classes.

6.3 Hire permanent IT staff

It was stated when we talked that Wilderness Louisville can create positions for IT jobs. I believe this is the next logical step after you get the new website up and running. First, you will likely need a programmer who can help to maintain the site that was created in 420 since it will likely be written in .NET and any major design changes

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to the site will likely require changes to the actual code. The languages used to create the site will most likely be C#, HTML, CSS, and maybe Java. Now from other than the programmer, it is really up the organization on whether to hire further IT staff. A position which may become useful would be a database administrator especially if you intend to create a website which gives different functionality to different users such as board members having logins to access documents on the website or giving certain members such as Trailblazers access to more pages than the average member. These changes would require different access levels which would be setup in a SQL database and the lack of staff experience with IT work would necessitate the need of hiring someone to be able to change and maintain this database. A third position Wilderness Louisville may want to consider would be a social media manager/graphic designer. This is more marketing than IT, but if you are looking to constantly be putting out new content to expand your brand onto the website and social media it would be of great benefit to your organization to find someone with experience in this field already who could be a great asset to your organization.

6.4 Evaluate the relationship between Wilderness Louisville and Louisville Metro

Wilderness Louisville is currently heavily reliant on Louisville Metro for many of its IT needs ranging from hardware to pieces of the software it currently uses. This relationship does have great benefits such as allowing you to use the resources of Louisville Metro Park and Recreation for free and getting access to software such as Survey123 to reach out to your members to complete surveys regarding the services you provide. However, as you continue to grow as an organization you may begin to find that you need certain things outside of Louisville Metro's current resources. For

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example, if you were to hire a programmer it would be in the best interest of Wilderness Louisville to purchase a laptop for the handling of coding needs for the organization. Another issue which was brought up was the need for graphic design software since Louisville Metro does not have what you are looking for. This can be solved by going out and get a software on your own such as Adobe Photoshop which is a graphic editing software often used to edit photos which are later uploaded to the internet. The third reason I would look to potential become more independent of Louisville Metro Parks and Recreation is the goal of growing your organization into the leader in conservation education within the city of Louisville. I believe it is in your organizations best interest to become more independent to get out from underneath the shadow of Louisville Metro Parks and Recreation to become a more visible organization in and around the community of Louisville.

6.5 Create a Database of Members

Currently, Wilderness Louisville is underutilizing the customer relation software it has since it is only being used to collect information regarding members and sending them the monthly newsletter. Therefore, I propose a feature for the website where a login system is implemented into the website to allow members to gain access to features through the website. It could be something simple like a member-only forum on the website where members can interact with each other. Things like this bring people to the website more often since they gain that interaction with the organization and with other like-minded people. This recommendation would likely require the database administrator which I mentioned earlier as if you intend to give different roles to different members such as giving Trailblazers their own forum would require someone to be able

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to implement and change roles if necessary. There could even be a Board role which would allow the storing of documents on the website for ease of access compared to the current Google Drive storage method. It may be possible for the website to include some form of voting technology to allow the board to be able to vote on issues over the internet as it was stated in our meeting that the biggest issue you are currently having at the moment due to the COVID-19 crisis is an inability to meet with the board and vote due to the current restrictions in the bylaws of Wilderness Louisville.

6.6 Long-Term Recommendation

This final recommendation is for the long-term, I say around 10-15 years into the future for your organization. I believe the logical path you should follow is to get to the point where Wilderness Louisville will be able to take on not only the education for Jefferson Memorial Forest by for all the parks in the Louisville area. I believe your organization has the potential to be something great for the city of Louisville and its community. I understand that Bennett was discussing how Metro Parks and Recreation is looking to take a step back and really focus on the maintenance and stewardship of the parks. I believe this is a prime opportunity for Wilderness Louisville to look long-term as a potential conservation leader in the city of Louisville and to prepare the IT needs now so they can be built upon further down the line to make it easier to achieve your goals as an organization.

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7. Conclusions

In conclusion, I believe that Wilderness Louisville is in a great place as an organization. You have strong Board of Directors along with a niche which you as a business are a leader in. These qualities are what help to make up strong organizations are building them up is a great first step. Now, as you look to expand your organization, I believe the next logical step is to build up your IT resources to take your company to the next level. By building up an IT infrastructure it will allow Wilderness Louisville to engage much easier with its members, extend its technological reach throughout the community, and it will make it easier for the organization to find new members.

8. Appendices

8.1 Basis of Analysis

The basis of my analysis for this strategic assessment came from the many theories and models that were illustrated during class this semester. The most used model in the class was the Cash model illustrated below:



I used this Cash model to reflect upon each part of the organization. An organization is created and maintained using each of these aspects. I analyzed each one of these aspects to create my recommendations for how Wilderness Louisville can leverage technology to continue to grow as an organization. The implementation of IT infrastructure must be in line with this model else it will be much more difficult to near

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impossible for an organization to effectively implement such a system.

Another model I used was Porter's five force which I listed above. This model allowed me to review the current environment in which Wilderness Louisville is operating in and how that environment may change over time.

Next, I investigated the generic strategy of Wilderness Louisville which I decided was a focus strategy. Wilderness Louisville is focusing on the niche of donations to help with Louisville's need conservation education and stewardship and the have a great deal of knowledge within this niche.

Another model which I used to help develop my recommendations was the internet enabled business model. I was able to use the model to determine certain aspects of Wilderness Louisville which follow the ten parts of the model. The ten parts to the model are profit site, customer value, scope, pricing, revenue, connected activities, implementation, build capabilities, sustainability, and cost structure.

The other major factor to consider with the internet enable business model is the type of sustainability strategy which Wilderness Louisville should implement. There are 3 main sustainability strategies which are run, team up, and block. The strategy which is implement is chosen based upon the imitability and assets of an organization.

Wilderness Louisville will be difficult to imitate since they are well-established in what they do, and they have the backing of Louisville Metro Parks and Recreation for helping them build their assets. Therefore, a block strategy is what Wilderness Louisville should use. A block strategy means they should attempt to block the entry of any new organizations attempting to cut into their market.

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8.2 Technology Inventory

- Hardware provided by Louisville Metro Parks and Recreations includes cameras, laptops, and all the assets owned by their division of Louisville Metro
- Google Drive
- Survey123
- Bloomerang
- Site5/WordPress
- MailChimp
- Microsoft Office

8.3 Top 10 Technology Issues

1. Lack of a well-designed website
2. Lack of IT experience
3. Lack of an IT budget and plan
4. Reliance on Metro Louisville IT
5. All meetings minutes and documentation are in a single Google Drive
6. Lack of social media plan
7. Inability to edit current website splash page
8. Lack of compatibility between the Metro Parks and Wilderness Louisville websites
9. Lack of IT Staff
10. Organization wants to improve its customer relation software

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8.4 Works Cited

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