



UNIVERSITY OF
GEORGIA

UGA Case Study

Dawg Parents Country Club

Spring 2025

Table of Contents

Case Study	3
Background	3
Scenario	3
Engagement Objectives and Scope	7

Case Study

Background

Kim founded Dawg Parents Country Club in 2001. Dawg Parents Country Club (DPCC) is an Athens, Georgia based not-for-profit organization that offers recreational activities, community building, and other services for the parents of UGA students. DPCC also offers several UGA game-day festivities for visiting parents: including game day parking and transport, tailgating activities, and watch parties for members. DPCC has, at any given time, 20-30 employees, along with students and contractors that work for DPCC part or full-time while they are in school at UGA. DPCC receives dues from members to support the organization's operations, and occasionally receives donations from UGA alumni, prior and prospective members. DPCC is a 501(c)(7) tax exempt organization as a social club.

Scenario

DPCC's IT department is comprised of three individuals: Kim, Matt, and Duncan. Kim, President of the organization, is responsible for the administration of the IT department, the company's strategic plans, and the information system goals and objectives. The DPCC mission statement is to "Engage the parents of our UGA Bulldawgs and encourage the community of the Bulldawg family". The priority focus of the DPCC IT team is to provide a high availability, private, and secure, and easy to use member portal for users. Kim is the original founder and built the IT infrastructure from the ground up in the first few years the organization was active. As the organization grew, Kim hired additional support as the information technology environment became difficult for a single person to manage. Kim hired Matt, Infrastructure Manager and Senior Developer in 2005, tasked with bolstering the service offerings that the organization provided as new technologies emerged in the 2000s and 2010s. Matt is responsible for all internal systems development, maintenance, monitoring, and operational protocols for DPCC. Shortly after Matt took on the position, Kim also hired Duncan, Director of Human and Information Capital, to manage the hiring and onboarding process for the company's employees, the data stored on the systems that have been developed internally over the years by Matt, and the registry and management of club members of DPCC. Because the IT Team is small, Kim remains current on status and issues that come up throughout the course of the year. Kim prefers that all organizational upgrades or changes flow through her as a final approval.

Daily DPCC operations rely on several key information systems and applications. The predominant application that supports the business is the DPCC mobile application, DawgConnect, where members can access their membership accounts, pay member dues, reserve recreational activities such as golf tee times or tennis courts, and can connect with management as needed. Around 2,000 members are currently active at DPCC, and almost all use DawgConnect regularly to access the DPCC services. Members of DPCC expect that their sensitive data is protected appropriately in compliance with data privacy regulations, and trust that the employees of DPCC that interact with their data will do so in a manner commensurate with their job responsibilities. Aside from the payment of membership dues, DawgConnect also allows members to make purchases from Athens businesses that have partnered with DPCC on their member tab, and then process the payment at a later time. The DawgConnect accepts multiple forms of payment, including credit cards, debit cards, wire transfers, and is in beta testing of accepting images of checks.

DawgConnect is hosted on an AWS server instance. Active member data is stored using AWS S3 storage. AWS Glacier is used to store long-term inactive member information. Kim Mobley, Matt Flynn, and Duncan Phillips share access to the password for the 'admin' AWS account that configures the application hosting and the storage of information, and there is persistent access to the sensitive information stored in both storage locations (S3 and Glacier). DPCC has not enabled the optional security features provided by AWS, such as multi-factor authentication. Matt is primarily responsible for managing the AWS instances and storage and plans to look into new integrations with other Amazon services to improve the offerings and quality of services of DPCC. Currently, DPCC uses an automated process to backup member data to AWS S3 using AWS Backups, and periodic manual backups of inactive members to AWS Glacier. The nightly backups to S3 are retained for 14 days, and the Glacier backups are retained indefinitely.

DPCC maintains an inventory of physical assets on an Excel sheet shared between Kim, Matt, and Duncan. There are a significant number of physical assets that DPCC owns and maintains, such as golf carts, tennis nets, office equipment, vending machines, etc. Due to the existing process of manually maintaining the DPCC asset inventory on a local document, there have been instances of assets being misappropriated, stolen, or lost without adequate version control or tracking of activity. Matt has suggested several times that this inventory should be kept in a more robust inventory management solution and not in an Excel spreadsheet, and he has been conducting research into available options both internal and external to the AWS suite. Matt has been responsible for evaluating the cost benefit analysis of different inventory management softwares, and performing demos

with potential implementation partners to discuss the business need and fit for the software offered.

The accounting department, led by Davis Champion, also utilizes the DawgConnect to facilitate the management of member dues, donations, and other financial transactions for DPCC. DawgConnect interfaces with a general ledger system, which tracks member account balances and payments. There is a single bank account that is linked to the application ledger, and DPCC relies on the Accounting Team to track and monitor transactions that occur. There are three junior accountants reporting to Davis; they all share a password for the 'accounting' service account login, as only a single account was created when the department was set up. The passwords to both the 'admin' AWS account and the 'accounting' service account have not been changed since the systems were put into place back in 2007. Prior to these systems, most of the administration was done on pen and paper, with physical records being stored in the file cabinets in the DPCC offices. DPCC management retains the physical records, and has not yet gotten around to converting them to digital versions. The file cabinets stay locked unless a record needs to be accessed; Kim is the custodian of the keys, which are stored in the desk in her workspace.

DPCC has temporary staff that support the day-to-day operations of the club. There are volunteers and contractors that work part-time to complete administrative tasks, property management and customer service, such as caddying for golfers, scheduling, or account management. These workers have access to generic, shared DawgConnect accounts that allow them to view member information. There are 20 generic accounts (i.e., temp1, temp2, temp3, etc.) that the IT team uses to provide access to part-time and volunteer workers. The IT team changes account passwords as transient workers turnover and reassigns the account to new personnel; accounts are not closely monitored and access is not limited. Additionally, the IT team is responsible for deactivating member accounts that have discontinued membership or have not paid member dues for an extended period of time. Once a quarter, the Accounting Team will identify all accounts that have not paid dues and place them on probationary status. Members that are on probation must pay dues by the following quarterly review, or the Accounting Team will send notice to the IT Team to deactivate their accounts. Once the account has been deactivated, the member is considered inactive and would have to refile a membership application and pay the outstanding dues on their account.

Three years ago, after the initial setup of the IT infrastructure and the release of the DawgConnect mobile application, DPCC contracted a third party provider to conduct a

vulnerability assessment to identify areas of improvement as the company continued to develop the IT systems and IT environment. Management has been focused on remediation efforts, and is holding off on additional internal or external vulnerability or penetration testing until they have addressed all the prior issues.

Application Description (Provided by DPCC)

Technology Name	Technology Type	Business Process Supported
DawgConnect - Member Portal	Mobile/Web Application	Member application to access DPCC amenities and services
DawgConnect - Accounting Module	Mobile/Web Application	Processing of Billing, Payments, and Financial Transactions for Members
Amazon AWS	Cloud Hosting Service	Hosting of DPCC applications
Amazon S3	Cloud Storage Solution	Short term storage for active members information
Amazon Glacier	Cloud Storage Solution	Long term storage for inactive members information
Filing Cabinet (Office)	Physical Storage	Retention of paper records prior to the transition to cloud based data storage
Inventory.xlsx	Excel Spreadsheet	Inventory management tracking

Engagement Objective

Based on her knowledge, Kim is concerned about the organization's cybersecurity posture. Unsure of where to begin, and concerned that there are more issues that are yet to be uncovered, DPCC is interested in consulting with experts to determine where to start; Kim has reached out to Johnson Lambert for assistance, and presented them with the summary and application inventory above.

The IT Team recognizes the opportunity to strengthen the IT environment and control procedures, and is looking for support in identifying a roadmap to make these improvements.

Scope

The scope of the assessment will be limited to the NIST CSF 2.0 controls listed in the ***Risk Assessment Template***. The template can be used as a guide for assessment, and as a tool to prepare the presentation.

Deliverables

- + Review documentation
- + Provide a summary presentation of NIST CSF 2.0 risks, control maturity, and short-, mid- and long-term recommendations for improvement