Stanford Alumni Consulting Team

League of Women Voters
South San Mateo County

Final Presentation

February 11, 2017

Changing the world one project at a time.

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About the Stanford Alumni Consulting Team

http://www.gsb.stanford.edu/act-nonprofits

- Provides pro bono management consulting to nonprofits through a network of Stanford Graduate School of Business (GSB) alumni volunteers

- Contributes $3 million in pro bono consulting services to the Bay Area annually

- Founded by GSB alumni in 1987; sponsored by the Stanford Graduate School of Business

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Presentation Outline

1. Review of project plan

2. What we have learned

3. Recommendations

4. Questions and discussion

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1. Project Objectives

Agreed objectives
- Substantially increase LWV SSMC membership
- Increase the number of members who actively participate in the organization
- Recruit members who are willing to take over leadership roles
- Retain as many existing members as possible
- Develop a membership strategy that could be replicated by other local Leagues and scaled up to use at state and national levels of League

Proposed additions
- Increase diversity
- Attract younger participants

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What the ACT team has learned

2. Progress to Date - What We Have Learned

Survey design and implementation

- 17 questions using a Google Form
- Email sent to neighborhood listservs
- Advertisement in Menlo Park Almanac
- Not a statistically valid sample
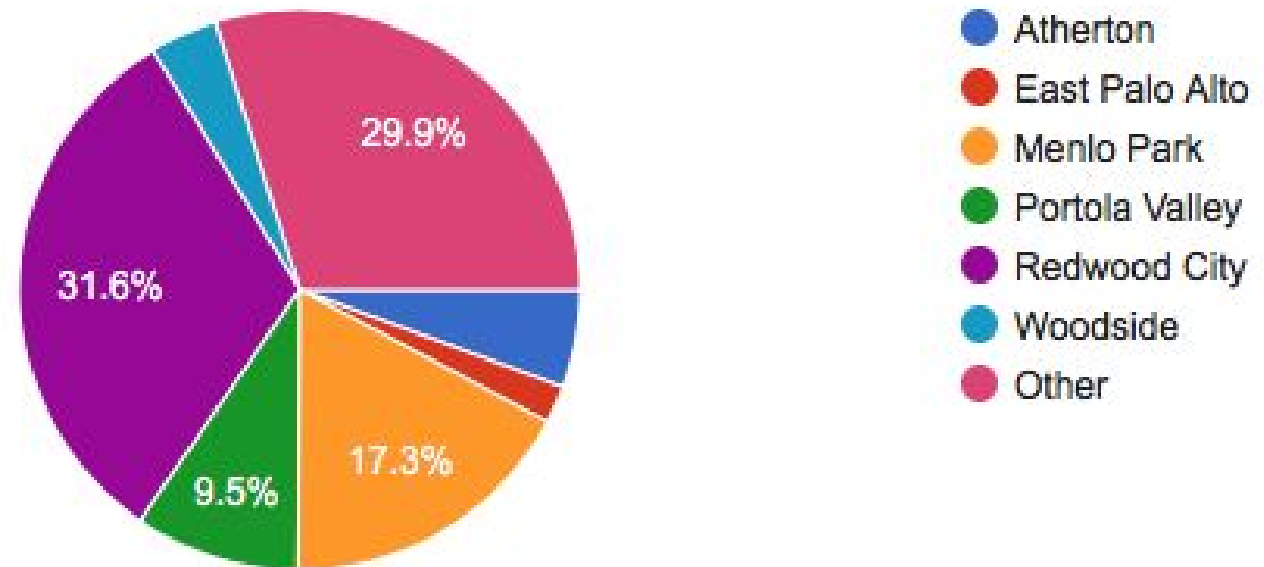- Follow up email sent as a thank you

Responses (n=239)

- 96% have heard of the League
- 82% have positive impression
- 61% are politically active
- 50% are active volunteers
- 74% are female
- 87% are white
- 96% are registered voters

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2. Progress to Date - What We Have Learned

Where do you live? (231 responses)

- Atherton
- East Palo Alto
- Menlo Park
- Portola Valley
- Redwood City
- Woodside
- Other

29.9%
31.6%
9.5%
17.3%

2. Progress to Date - What We Have Learned

What is your age? (222 responses)

- 17 or younger
- 18-19
- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70-79

1/2

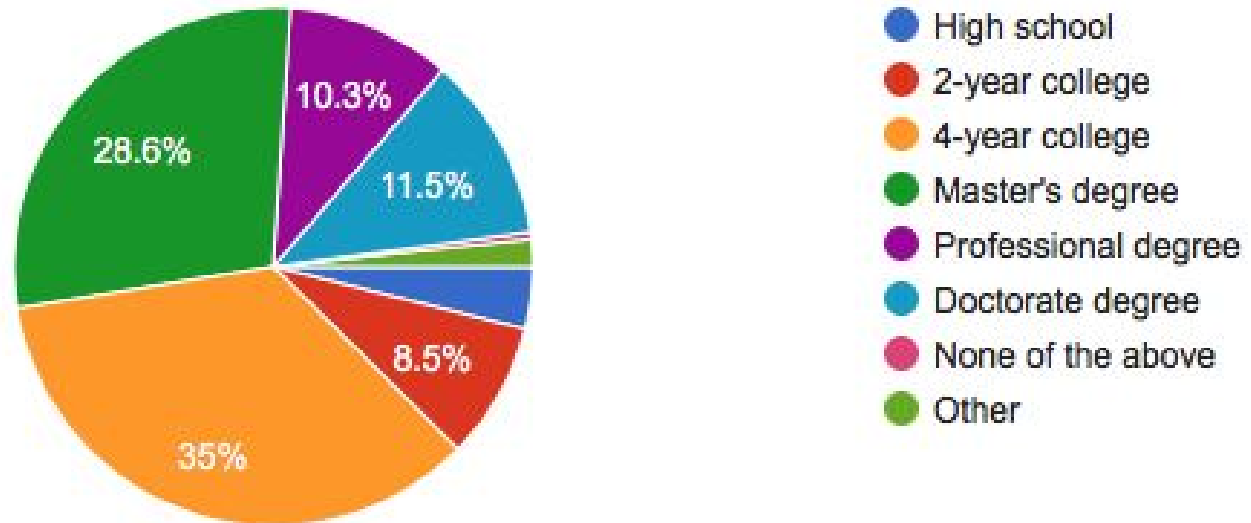30.6%, 21.2%, 25.2%, 13.5%

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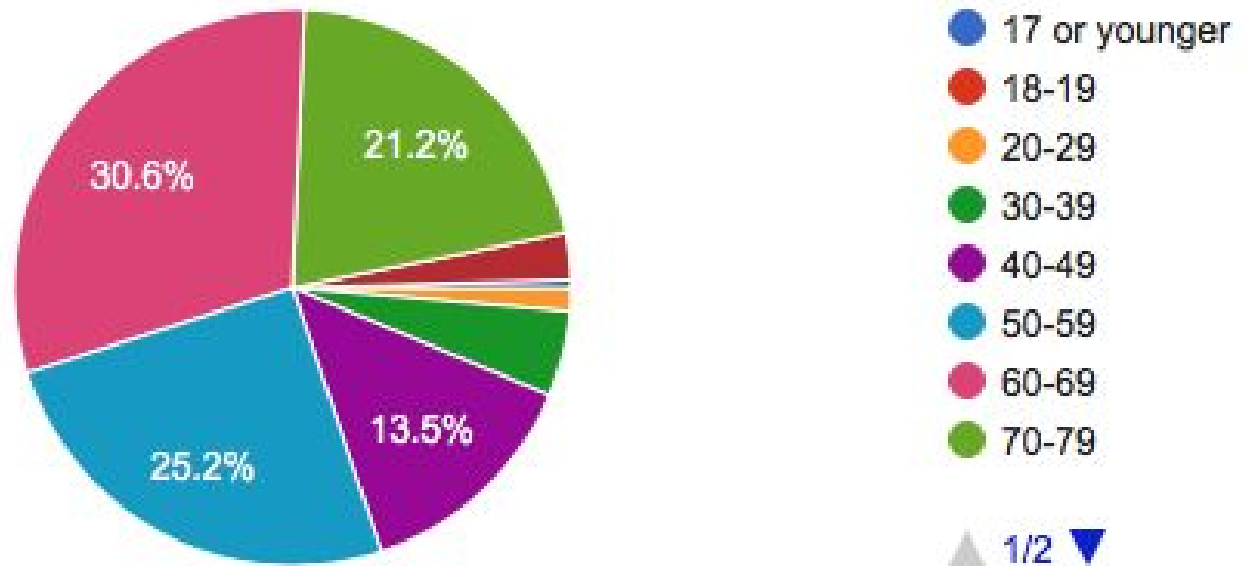
2. Progress to Date - What We Have Learned

What is your highest completed education degree (234 responses)

Legend:
- High school
- 2-year college
- 4-year college
- Master's degree
- Professional degree
- Doctorate degree
- None of the above
- Other

Pie chart values: 28.6%, 10.3%, 11.5%, 8.5%, 35%

2. Progress to Date - What We Have Learned

2. Progress to Date - What We Have Learned

Survey results - Prompts to be more politically active

- **Time**, term limits on Congress, turned off, nothing, electing Trump, **issues that affect me personally**, if health would allow it, bi-partisan group, higher income, candidate that excited me, no interest, guiding hand, **more diverse choices and candidates**, hope, fit with schedule, friends pushing me to get involved
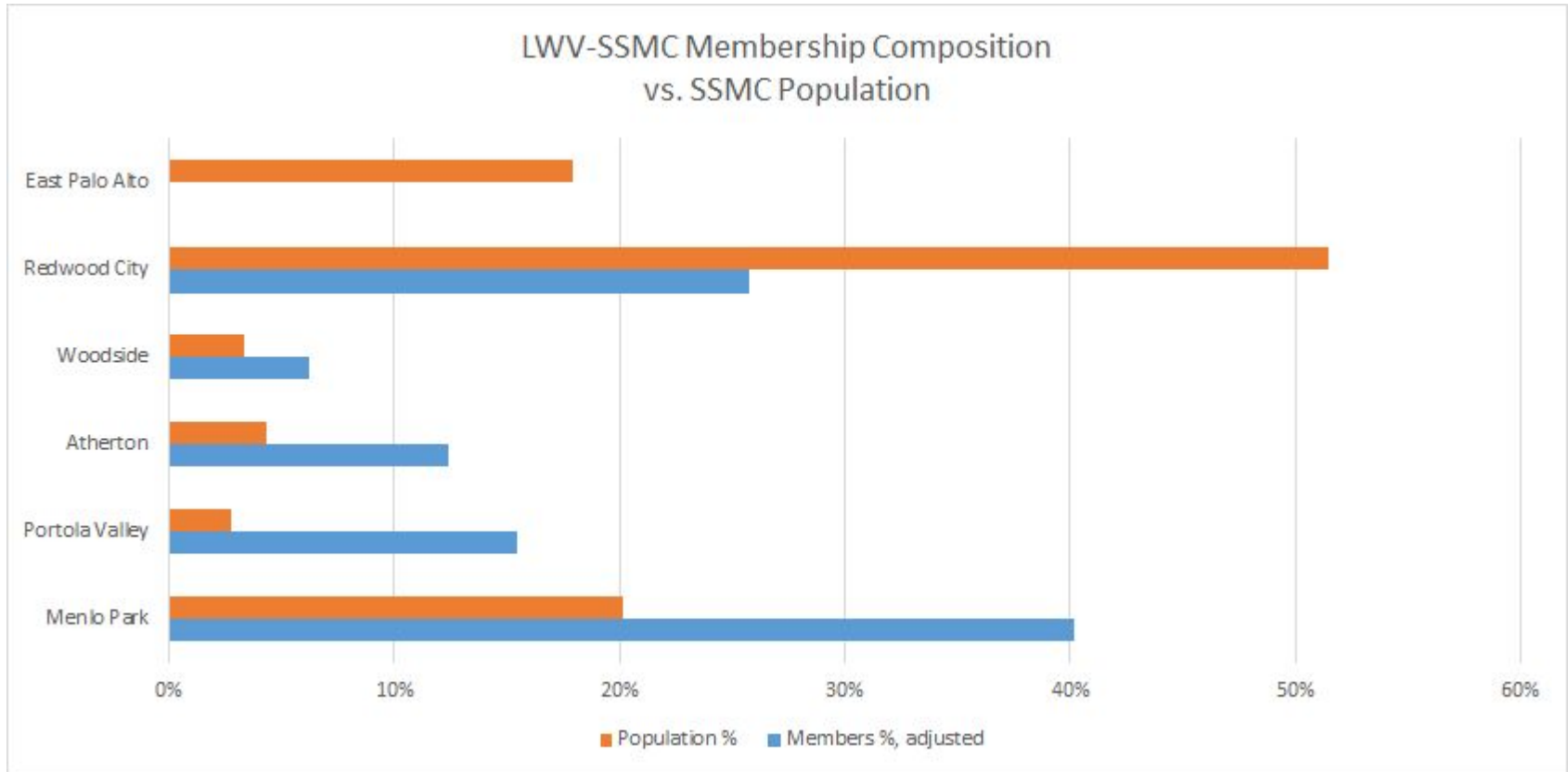
Survey results - Other organizations where they volunteer

- DAR, church, museum, music, schools, YMCA, libraries, home association, guide dogs, animal rescue, hospitals, Lions, soccer, city commissions, CASA, Scouts, PEO, Abilities United, synagogue, art, hospice, Stanford, Sierra Club, Rotary, Jewish organizations, math, Lake Tahoe, cancer, SV2

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2. Census Data

East Palo Alto and Redwood City are under represented in League

LWV-SSMC Membership Composition vs. SSMC Population

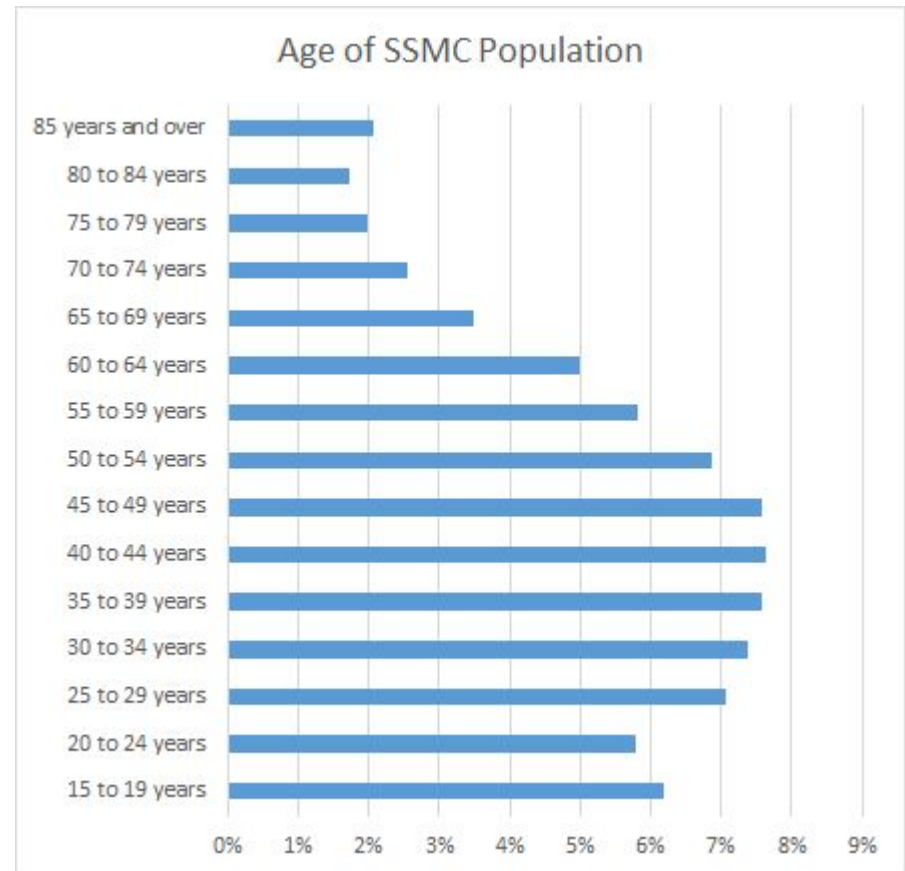STANFORD GRADUATE SCHOOL OF BUSINESS | Alumni Consulting Team

2. Census Data
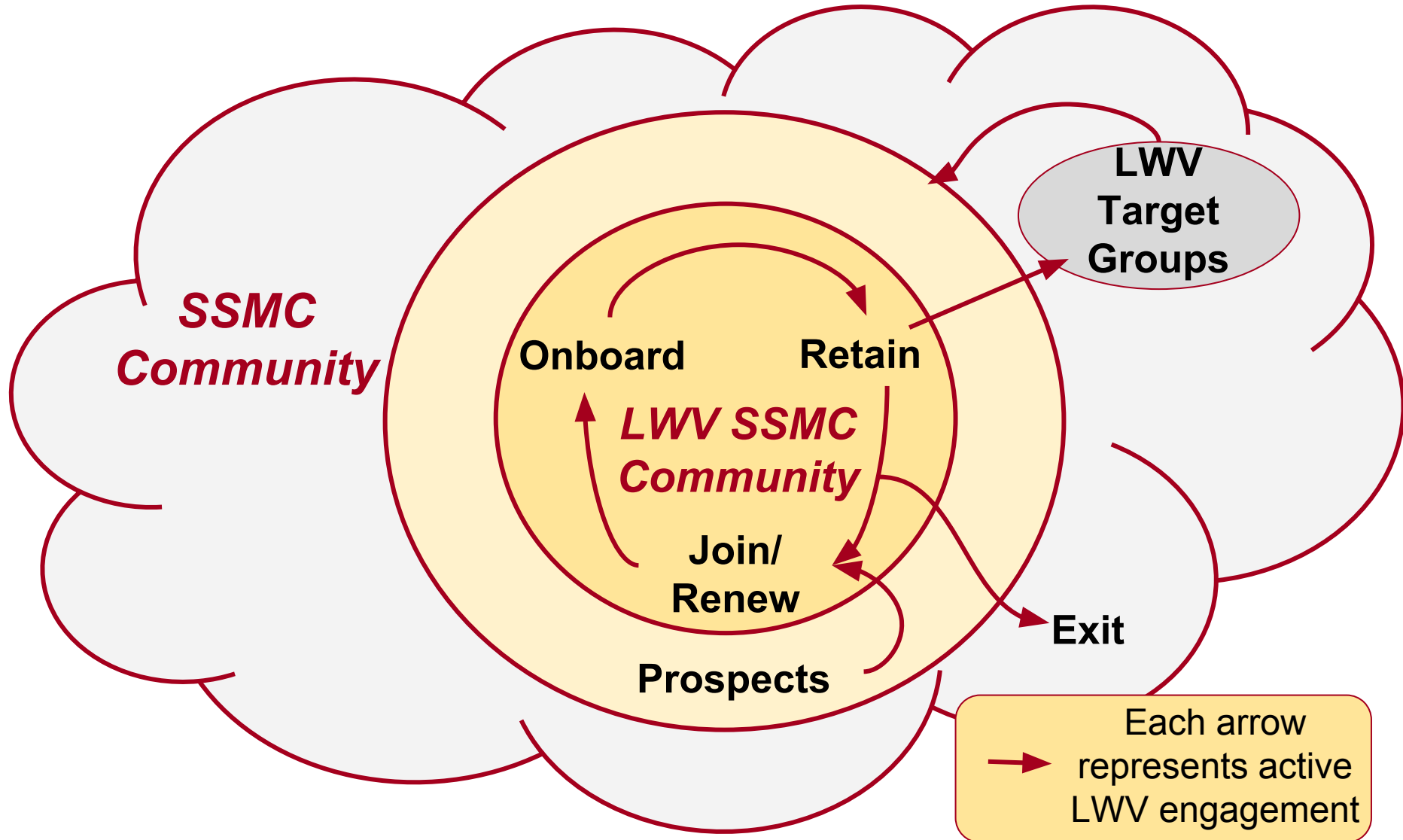
Race/Ethnicity of SSMC Population

- 36% Hispanic or Latino
- 9% Asian
- 5% Black or African American
- 2% Native Hawaiian and Other Pacific Islander
- 1% American Indian and Alaska Native
- 5% Two or more races
- 45% White & not Hispanic/Latino

Does not add to 100% due to census survey design

Age of SSMC Population

2. Membership Development Lifecycle

SSMC Community

LWV SSMC Community

Onboard → Retain

Join/ Renew

Prospects

LWV Target Groups

Exit

Each arrow represents active LWV engagement

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2. Targeting strategies

Who?

- Identify target groups to increase diversity of membership and better reflect the population of SSMC
- Friends and family of current members are easiest, but only if you actively pursue them

How?

- Identify individuals within target groups who can act as recruiting leaders
- League leadership attracts new members with similar demographics
- Personal asks and invitations

Where?

- Go where they go - networking meetings, clubs, other organizations (see list from survey results)

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2. Targeting new members

Younger	Older
- On-campus discussion sessions, book/article/film clubs - Services professional looking for clients - e.g. attorneys, CPA's 88% of 18-29 uses Facebook	- Target individuals already involved in community - e.g. PTAs, Library Foundation 72-84% of 30-64 uses Facebook
New to area	**Diverse subgroups**
- Use realtors to identify newcomers - Estimated 14% of SSMC residents are new to current house (<1 year)	- Partner with other organizations - e.g. NAACP, CAIR - Dedicate sub-groups to work on Islamic Center, Hispanics, LGBT

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2. Recruiting: What we heard
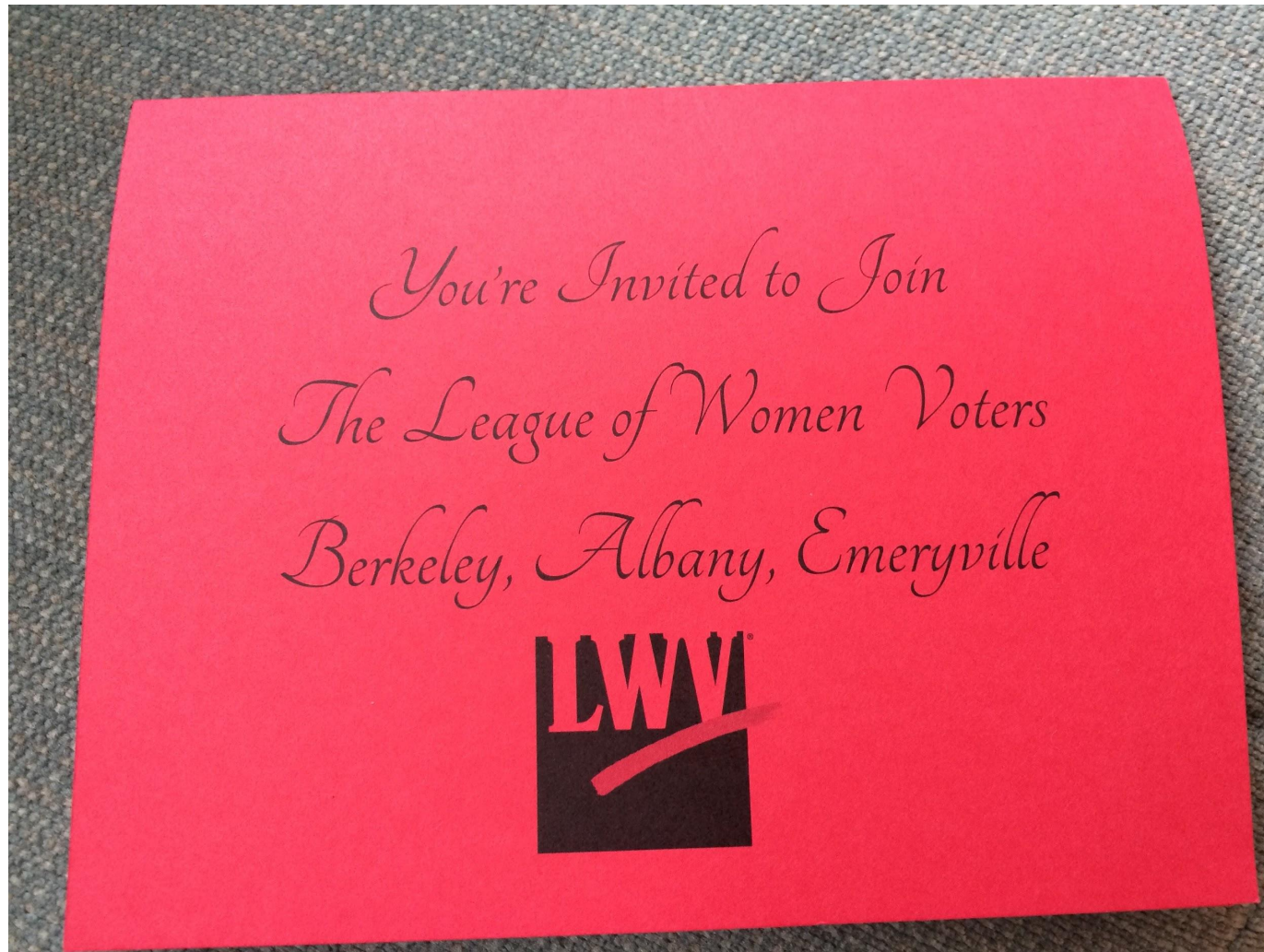
What we heard from other Leagues

- "Friends bring in other friends"
- "You have to ask"
- Events work, when combined with great content
- Treat a target member to a League event
- Be aggressive about public relations, in print and online
- Social media is necessary and effective
- Publicize the League's involvement in issues and as a resource
- Write a regular column in the local newspaper
- Involve schools, can award membership as scholarship

What we heard about your League

- Members are impressive, gracious, persistent, and welcoming

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2. Recruiting: You're invited!

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2. Why do people join?

Social
- Asked by friend or relative
- Friends there
- To establish relationships with smart, informed people
- Invited to an event
- Accessible gatherings

Issues Oriented
- Desire to "get smarter"
- Education - want training, want to potentially teach others
- Non-partisan
- Interesting programs

Mission
- Meaningful work
- Service - give back, make a contribution, have an impact

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2.   What makes it hard for people to join?

Social
- Perceived age cohort
- Meeting times

Mechanics
- Website
- Only recently able to join online/confirmation lacking
- Lack of social media presence
- General lack of outbound communication to members

Structural
- Not enough time
- Cost of membership
- Health

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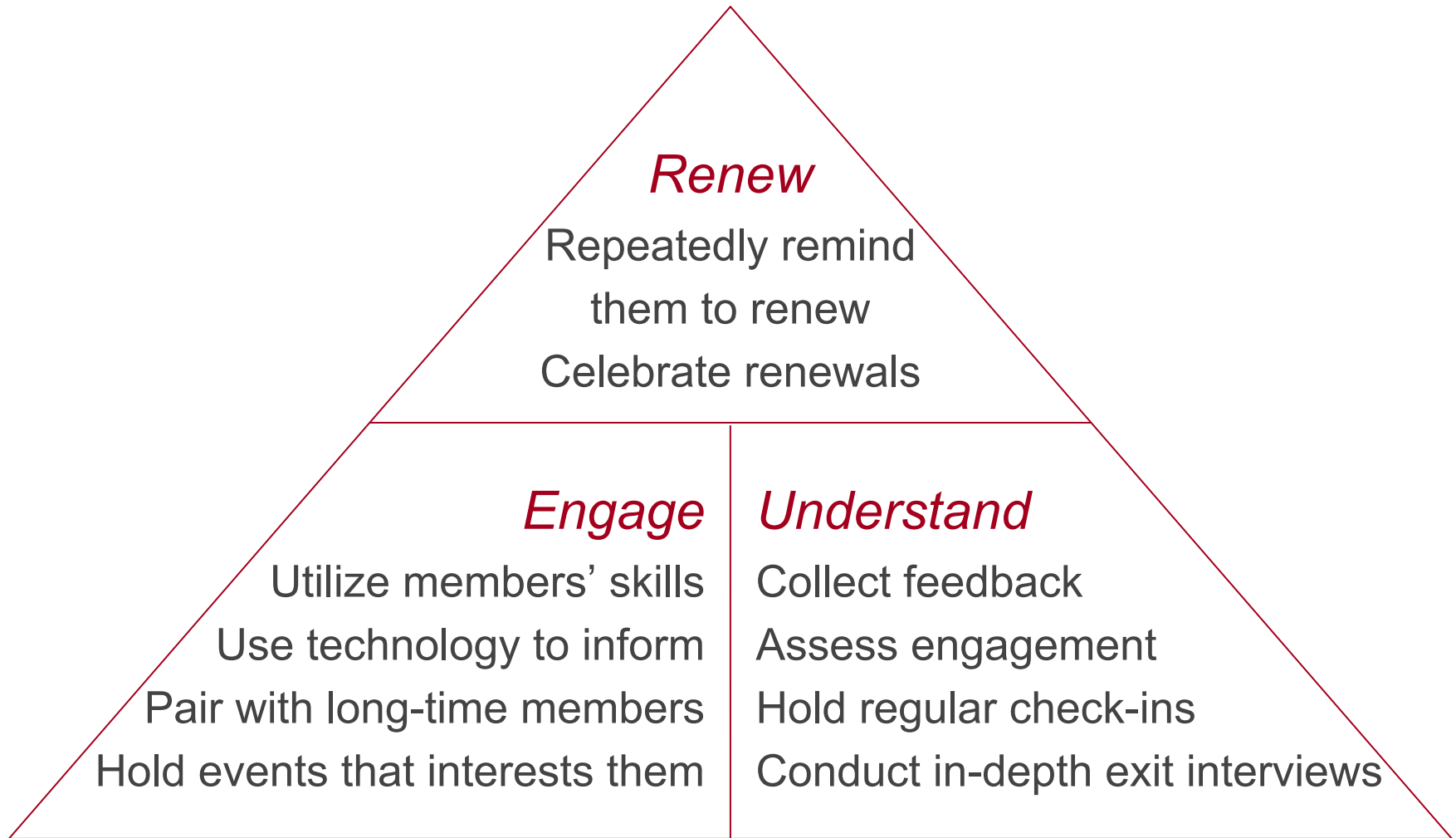
2. Onboarding

Introduction

- Welcome new members formally, immediately
- Conduct in-depth interviews
- Assign a mentor to each new member, train her/him and guide her/him toward her/his passions
- Explain separation of education and advocacy work

Ongoing

- Get new members active early on projects that interest them, even with logistics work
- Nurture them actively over time
- Keep them informed and engaged
- Listen to new ideas with open minds
- Use technology to develop membership

2. Retention

Renew
Repeatedly remind
them to renew
Celebrate renewals

Engage
Utilize members' skills
Use technology to inform
Pair with long-time members
Hold events that interests them

Understand
Collect feedback
Assess engagement
Hold regular check-ins
Conduct in-depth exit interviews

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2. What has worked for other Leagues?

- Address the target demographic (there are multiple demographic groups)

- Event locations that are convenient for members and prospects

- Accommodate lifestyle, including work schedules

- Communicate broadly, informing members and prospective members, be active in social media

- Provide time for both social interaction and topic-related discussion or presentation

- Regularly scheduled meetings improve turnout

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2. What hasn't worked for other Leagues?

• Brochures in purses
• Missed opportunities to capture contact info

• Lack of targeting
• Infrequent activity in the community
• Meeting times incompatible with targets' schedules
• Membership/ leadership not reflective of the community
• Membership drives without other content

SSMC Community

LWV Target Groups

Onboard   **Retain**

LWV SSMC Community

• Meeting times incompatible with member schedules

• Impersonal treatment of new members
• No assigned mentor

Join/ Renew

• Solo membership efforts
• Not getting help from LWV US

Prospects

Exit

• Not asking/selling persistently

Recommendations

3. Recommendations - Membership Target Planning

Identify the types of people your League wants to include by

- Age (younger)
- Location (underrepresented cities)
- Race
- Issues (climate change, affordable housing, religion, etc.)
- Skills (database, social media, language, event planning, etc.)

Activities

- Find a few "beacons" in each target segment
- Invite them to be your guest at an event or meeting, preferably targeted to their personal interests
- Make a personal ask after the event (and make it easy for them to say yes!)
- Ask them to start inviting their circle of friends to an event

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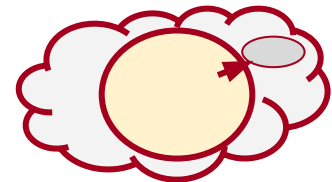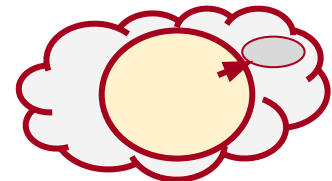
3. Recommendations - Activities

Activities Must:
- be accessible (location, time)
- engage members (interesting, meaningful)
- serve a dual purpose (social, educational)

Must communicate these activities through email and social media (Facebook, Twitter, Instagram, YouTube, website)

Market these activities (Nextdoor, school newsletters, local papers)

At every activity/event, have a sign in sheet and ask for contact info of non-members. Follow up with each person. ASK them to join.

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3. Recommendations - Activities

- League Orientation - at least twice per year

- Hot Topic Luncheons - monthly or bi-monthly

- Breakfast Speakers - monthly or bi-monthly

- Speakers Bureau - as often as you can find opportunities, make presentations to other organized groups

- Community Educational Programs - When relevant, Pros/Cons

- Campus Outreach - introduce through student governments

- Holiday Party - invite more people

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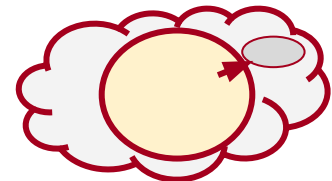
3. Recommendations - Acquiring Prospects, then Members

Acquiring Prospects

- Facebook can and should be your new BFF! (best friend forever…)
- Write a column in local print and online papers (Almanac, East Palo Alto Today, Canada College Olive Press)
- Ask every member to brainstorm five prospects

Acquiring Members

- Decide that everyone is responsible for membership
- Write an elevator pitch that everyone can remember and give
- Create a paper invitation to give with each ask
- Start each meeting/event with names of new members

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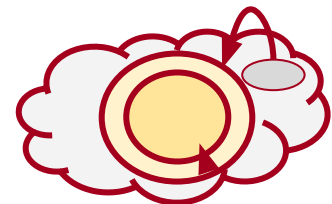
3. Recommendations - Onboarding

Member-oriented
- Promptly email a new member welcoming them to the League and instructing them on how to log on to the website.
- Give new members an organizational overview so that they understand the organizational structure (education vs. advocacy, committees, etc.)
- Have new members complete online membership profile (interests, skills, desired level of engagement).
- Distribute information electronically on a regular basis.
- Call the new member when an opportunity to volunteer arises.

League-oriented
- Update/Install a member management system.
- Assign mentor(s). Mentor should invite the new member to everything they attend. New member could "shadow" experienced Leaguer.
- Send an email to the entire League welcoming a new member.
- Use information provided to introduce new members to teams/committees.
- Personalize the experience: be sure to include new members in activities that reflect their interests.
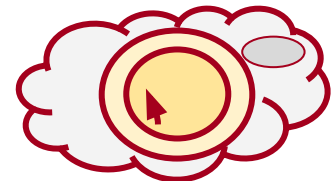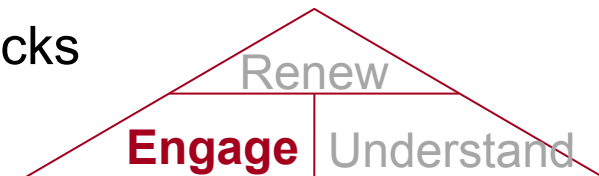
3. Recommendations - Retention, Renewals, Exits

Use member database to understand members' interests, preferences, and participation

- Skills and interests (language, social media)
- Affiliations (religion, ethnicity, hobbies, other organizations)
- Communication preferences (Email, snail mail, text, Facebook, phone, language)
- Events they attended
- Any feedback given
- Use this information to create appropriate events and connect members to others with similar interests

Databases evaluated by Orange County, FL

- ClubExpress (chosen), Wild Apricot, MemberClicks

Renew

Engage Understand

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3. Recommendations - Retention, Renewals, Exits

**Twice a year check-ins with each member:**

- League representatives could be: board member, long-time member, mentor, membership committee
- Check-in questions:
    - How engaged do you feel with the League? (scale of 1-5)
    - What is the League doing well at engaging you?
    - How could the League do better at engaging you?
    - Do you plan to renew your membership?
    - Would you recommend the League to your friends?
- Evaluate answers and implement feedback

Exit interviews for those who do not renew:

- After renewal deadline, call member and ask:
    - Would you like to renew your membership?
    - If not, why not?
    - What would encourage you to renew your membership?
- Evaluate answers and implement feedback

Renew

Engage **Understand**
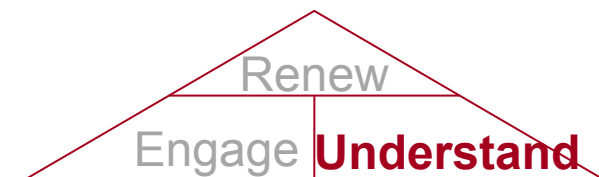
3. Recommendations - Retention, Renewals, Exits

Surveys for each event to gather actionable feedback

- At event: Paper survey and pens to collect feedback
    - Was the content engaging?
    - What did you like about the event?
    - How could future events be better?
    - What are the best times and locations for you?
    - Would you be interested in planning or hosting future events?
- After event: Online survey for people who did not attend
    - Why didn't you attend the event? Time, location, content?
    - What kind of events would you like to see?
    - Would you be interested in planning or hosting events like the ones you listed above?
- Evaluate answers and implement feedback

Renew

Engage | **Understand**

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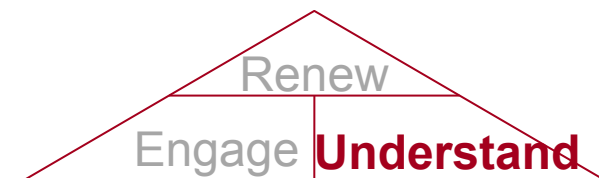
3. Recommendations - Retention, Renewals, Exits

Membership cycle: July 1 - June 30

At events in April - June:

- Announce reminders to renew
- Publicly recognize people who have renewed (name them during announcements or have them stand up)
- Personally talk to each member/participant and ask:
  - Have you renewed?
  - Do you plan on renewing?
  - What would get you to renew?

In newsletters:
- Add section on renewals (& new members)

Send renewal notices in multiple ways:
- Current: Snail mail
- Add: Email, phone call

Renew

Engage | Understand
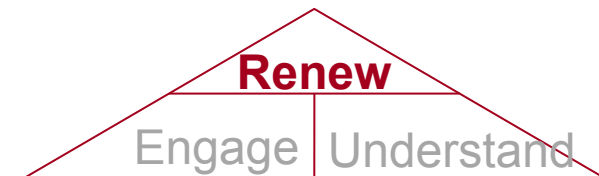
3. Unlocking the puzzle of membership

National

- No membership option
- Asks for donations and provides electronic communication
- Donating does not equal joining

State

- California membership is $85 annually
- Includes email newsletters, Voter's Edge, and Action Alerts
- Asks for your local league during sign up

Local

- Membership fees vary by League
- Communications and events also vary by League
- Search "join LWV" takes six clicks to get to your Join page

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3. East Palo Alto opportunity

Different strategy required

- If using survey, will need to be translated into Spanish
- Consider communicating in person rather than online
- Might make sense to hire Spanish speaking, EPA resident to learn more about concerns and opportunities

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3. Organizational Implications - What

Committees

- Membership lifecycle
  - New member target groups (age, location, race, issues, skills)
  - Onboarding
  - Retain and renew (retain, renew)
- Committee leadership should represent target

Staff

- Considering hiring intern / part-time employee / consultant
  - Web design and social media
  - East Palo Alto and other outreach
  - Membership database
- Avenues for finding interns
  - Stanford Haas Center for Public Service
  - High schools, colleges

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3. Organizational Implications - How

Goal setting

- **Establish metrics**
  - Membership in (city, age, ethnicity, etc.) dimensions
  - Number and kinds of events per (time frame)
  - Attendance and membership sign-ups at each event
  - Membership renewals
  - Engagement rate (from twice a year check-ins)
- **Set shared, specific goals and measure outcomes frequently**
  - Everyone agrees to the goals and works toward them together
  - Select an attainable and realistic improvement number to achieve by a specific time
  - Measure twice a year or annually

Funding

- Consider fundraising in addition to membership fees
- Consider hiring part-time / full-time employees to fundraise

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3. Evolving Role of LWV

What has changed

- Society has changed - Fewer stay-at-home moms, opportunities/needs different than before

- Volunteerism has changed - companies, team building

- Reaching volunteers has changed - technology, you must go to them

What remains the same

- Well regarded, respected organization and the need for civic education

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3. Is it time for LWV to change?

- The role of women in our society has changed dramatically since the founding of LWV in 1920

Demographic changes for Women/Whites	1920	2016
Women - labor force participation	21%*	58%
Earnings - Women vs. Men	54%	78%
Women granted bachelor's degrees	3.8%	33%**
Whites in the US population	90%	63%

* Typically unmarried women in clerical, textiles and domestics
** Greater than men granted bachelor degrees
Sources: US Dept of Labor, Journal of Labor Economics, US Dept. of Commerce, NY Daily News

- Women have not yet reached parity with men in all areas, but work has added time constraints, and greater earnings have given them more options
- Minority populations must also affect political goals and LWV positions

Today's women are more diverse, have more discretionary money and less discretionary time than in 1920, when the current LWV model was created.

3. Is it time for LWV to change?

- Most non-profits use a wider variety of resources to operate and achieve their missions:
  - Extensive fundraising (for a look at alternative funding models, see http://bit.ly/2dJdMmI)
  - Paid staff
  - Volunteers who don't have to pay to contribute

- This multi-pronged approach allows volunteers to tailor their participation levels in real time, without jeopardizing the mission of the organization

- Is it time for LWV to reassess your approach to the "business"?

3. Your Decision

- **As you know, your current state is not sustainable**
  - Aging and fatigued membership
  - Membership levels dwindling as people age out
  - Historic inability to recruit younger, more diverse members

- **But, you do have choices:**
  - **ACT** on our recommendations to build your membership base, making it both larger and more representative of your community. This will, in the short run, increase what is already an onerous workload for you.
  - **MERGE** with LWVNSMC, as many others have done to spread the load. We understand your reluctance to pursue this path.
  - **CONTINUE** on your current trajectory, eventually becoming non-viable.

- **We strongly encourage you to muster the energy for the first path**

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3. Recommendations - Prioritized

1. *Identify your new member targets.*
   - Age, location, race, issues, skills (Should reflect your geographic boundaries)
   - Buy a member database (some suggestions in the appendix)

2. *Tailor activity planning to reach each of your member targets.*
   - Scheduling, location, content, social time
   - Requires additional EPA outreach to get information

3. *Assign a membership committee, mirroring your targets.*
   - 4+ people, with regular meetings to plan, execute, and adjust goals over time
   - Write your elevator pitch and commit it to memory - everybody

4. *Learn or buy social media skills to reach targets and advertise LWV.*

5. *Don't be afraid to ASK for volunteers/donations at every opportunity.*

6. *Assign a mentor to each new member. Actively, regularly engage.*

7. *Take advantage of help that has been offered.*
   - LWV Palo Alto, LWV Oakland, BAE social outreach consultant
   - New LWV US Chief Development Officer

8. *Consider more aggressive fundraising to enable task offloading to paid staff.*

Questions and discussion
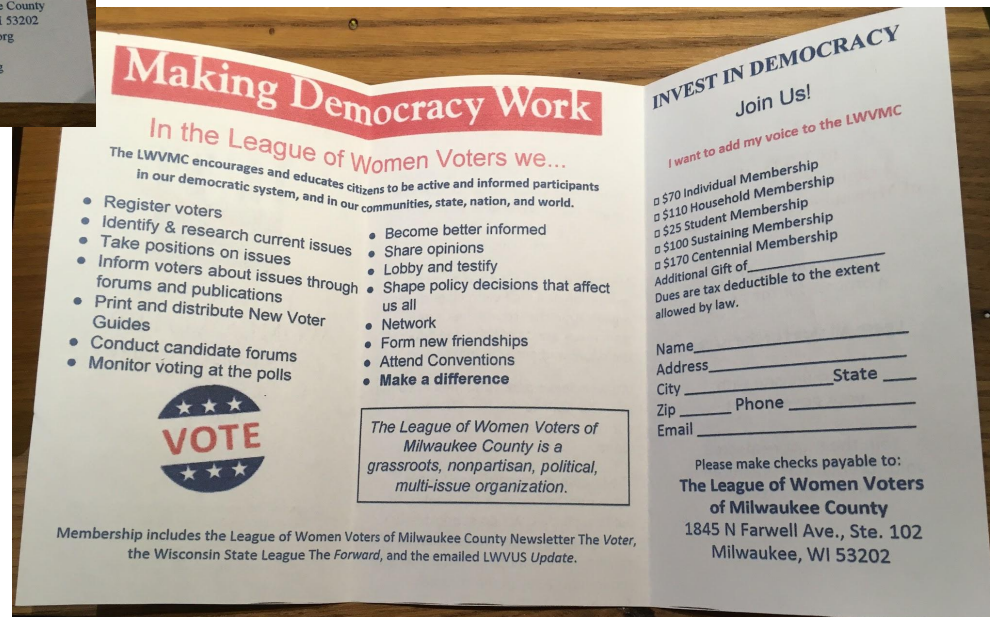
change lives. change organizations. change the world.
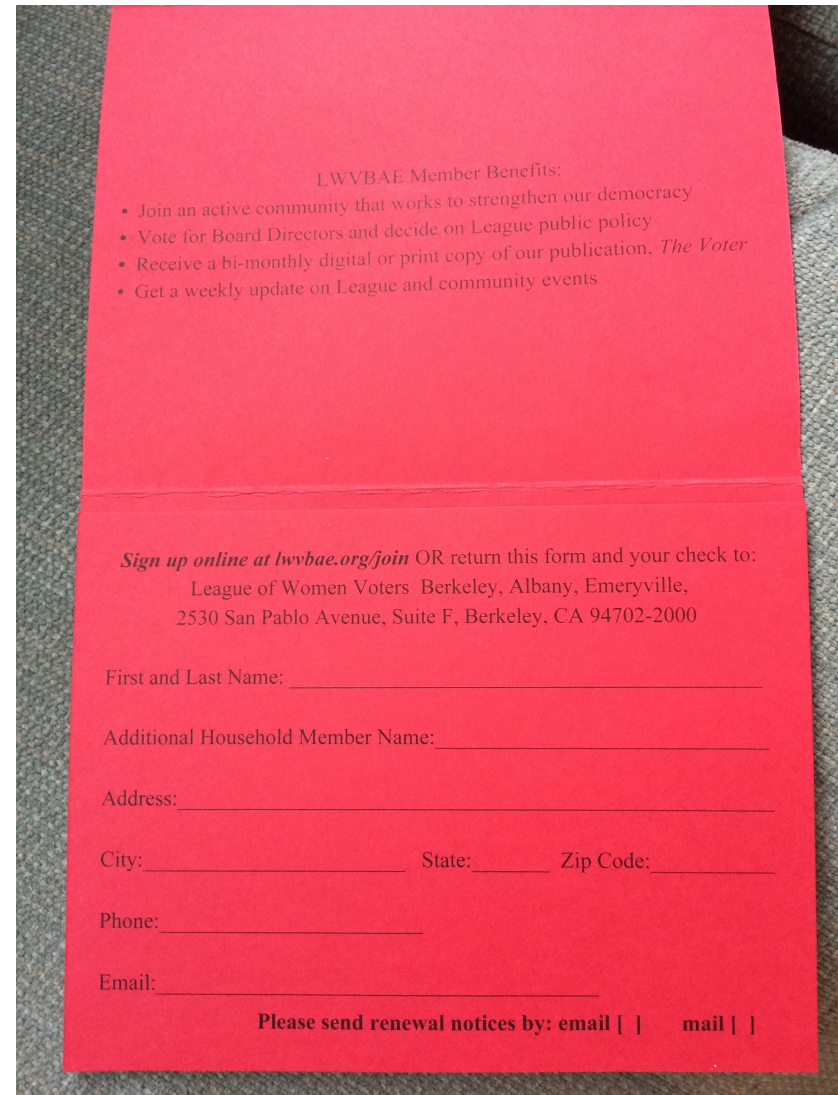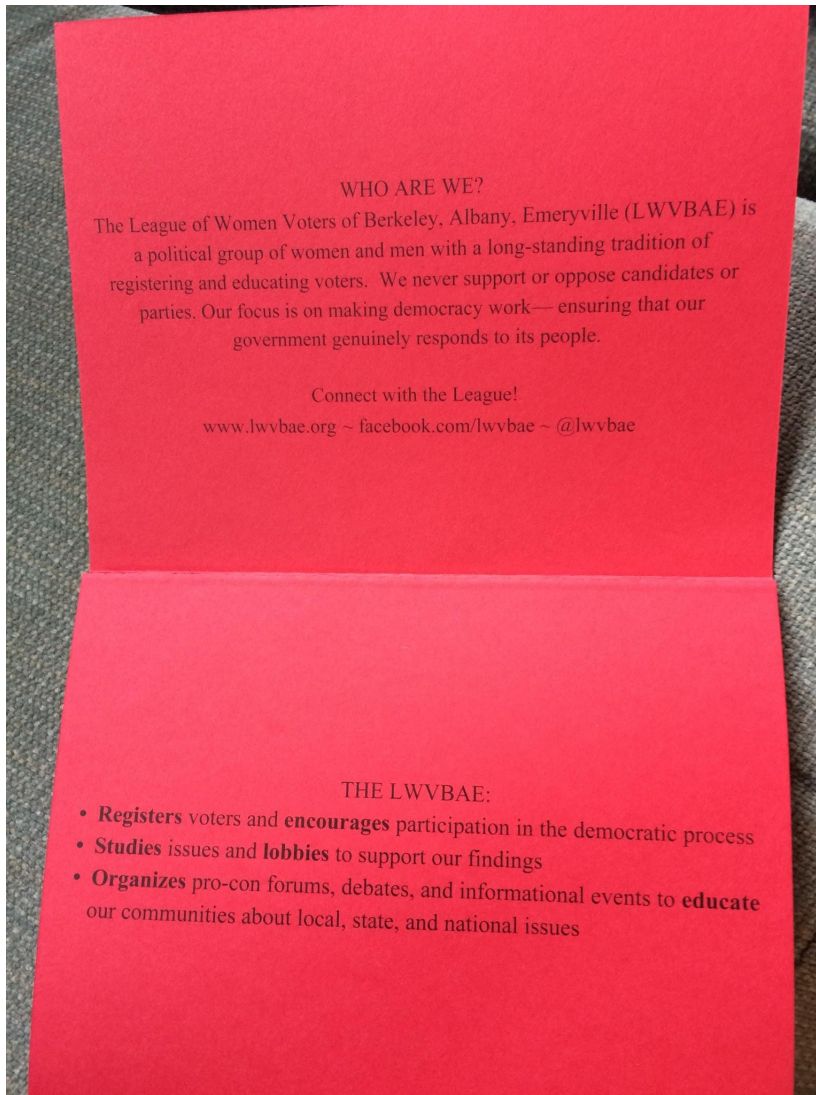
Appendix - Survey and useful articles

- Survey link: https://goo.gl/forms/i2G7wM7oQFx2wTz63

- http://www.nten.org/article/engage-inform-recruit-how-nonprofits-can-use-social-media-to-recruit-donors-and-volunteers-0/
  How to use social media to engage, inform and recruit donors and volunteers:
  1. Engage with compelling content - photos/videos, inspirational quotes/photos, asking question, humorous/cute photos
  2. Inform - news (accomplishments, announcements, and events), education (tips, articles), events (invite, photos/videos, tags)
  3. Recruit - link to volunteer opportunities, share statistics on volunteer help, post opportunities on LinkedIn

- http://blogs.volunteermatch.org/engagingvolunteers/2010/07/07/a-volunteer-communications-strategy-13-steps-to-driving-recruitment-engagement-and-leadership/
  Marketing: Segment the market and targeting communications to drive engagment from one level to the next.
  Converting: Ask them to join and then have an orientation program.
  Retaining: 80-20 rule -- focus on 20% of most engaged volunteers; train volunteers as messengers; establish feedback loop; track outreach

- https://topnonprofits.com/8-ways-keep-volunteers/
  Not all are applicable, but some things that resonated include:
  1. Inspire volunteers through stories of lives enriched or changed by nonprofit's work
  2. Share volunteers' success stories to demonstrate the difference they make
  3. Honor top volunteers, such as "Volunteer of the Month"
  4. Provide ways for volunteers to invite others to join them

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Appendix - Brochure from Milwaukee

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Appendix - Invitation from Berkeley, Albany, and Emeryville

WHO ARE WE?

The League of Women Voters of Berkeley, Albany, Emeryville (LWVBAE) is a political group of women and men with a long-standing tradition of registering and educating voters. We never support or oppose candidates or parties. Our focus is on making democracy work— ensuring that our government genuinely responds to its people.

Connect with the League!
www.lwvbae.org ~ facebook.com/lwvbae ~ @lwvbae

THE LWVBAE:

- **Registers** voters and **encourages** participation in the democratic process
- **Studies** issues and **lobbies** to support our findings
- **Organizes** pro-con forums, debates, and informational events to **educate** our communities about local, state, and national issues

LWVBAE Member Benefits:

- Join an active community that works to strengthen our democracy
- Vote for Board Directors and decide on League public policy
- Receive a bi-monthly digital or print copy of our publication, *The Voter*
- Get a weekly update on League and community events

Sign up online at lwvbae.org/join OR return this form and your check to:
League of Women Voters Berkeley, Albany, Emeryville,
2530 San Pablo Avenue, Suite F, Berkeley, CA 94702-2000

First and Last Name: _____

Additional Household Member Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____

Email: _____

Please send renewal notices by: email [ ]   mail [ ]

Appendix - Orange County, FL New Member Orientation

LWV **ORANGE COUNTY**

Join us for the League Showcase and

New Member Orientation
Tuesday, October 25, 6:30pm

Winter Park Community Center
721 W. New England Ave., Winter Park

*Join us for an evening of wine, refreshments and good conversation.
Get to know our leaders and hear about all that we do.*

Have friends who may be interested in the League? Bring them!

Refreshments
Free Parking
Free Admission

RSVP at lwvoc.org
or email pat grierson at
lwvpat.grierson@gmail.com

STANFORD GRADUATE SCHOOL OF BUSINESS | Alumni Consulting Team

Appendix - Evaluation by LWV Florida

Membership Management Software Evaluation performed by LWV Florida included in the next 16 slides

STANFORD GRADUATE SCHOOL OF BUSINESS | Alumni Consulting Team

Mission:

Evaluate membership management software for a recommendation to the LWVF for managing membership renewals for local Leagues at the state level.

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Members:

Kate Betsko, *Citrus MAL*

Melissa Dynan, *Miami-Dade*

Pat Grierson, *Orange County*

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What is a Member Management System

- An Online System of applications integrated into a single system hosted on a web server.

- Designed to have more people be able to use its benefits – cloud based, easy to use.

- Eliminates duplicate entries of information and gives greater/easier access to membership data.

- Includes many membership management features as standard with constant improvements/updates.

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Benefits of Member Management Software

An integrated system that shares the same information

• Membership records
• Payment of Dues
• Profiles of Members

MEMBERSHIP   COMMUNICATION
• Email campaigns
• Newsletters
• Notices

• Event planning
WEB   **EVENT**
• Event registration
OPERATIONS   **MANAGMENT**
• Event payment processing

• Website
• Online Community
• Social Media

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Additional Benefits:

- Integrated payment and automatic renewals.
- Detailed member profiles with images and ability for members to update their own information.
- Ability for committee members to have and update their own website information.
- Constant Contact like email communication capabilities *available to all designated members* and linked to the member database.
- Member activities are automatically tracked, helping us stay closer to our membership
- Online event planning, ticket processing, receipt capabilities and ability to access online information at check-in.

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Most Important Benefit:

Automated systems for administrative responsibilities enables our volunteers to work in support of the League's core missions.

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Selection Criteria:

- Subscription base software, not stand alone
- Similar client base with proven track record
- Must support the League structure of state office and local Leagues.
- Affordable cost, initially and as we expand
- Strong technical support
- Industry leader in membership management

LWV **FLORIDA**

Online Management Systems Reviewed
- Wild Apricot
- Club Express
- Memberclicks

LWV FLORIDA

Wild Apricot
Member Management Magic

http://www.wildapricot.com/

Wild Apricot is a self service software solution with a lot of capabilities for the lowest cost out there.   Their concept is out-of-the-box solutions geared towards membership organizations similar to the League. It does not have a lot of custom capabilities and doesn't offer that service but their solutions are way ahead of where the League is and they continually improve. Also offer terrific membership education in their knowledge center tab. They provide free tech support by phone M-F and 24/7 by email. This is a Canadian-based company, when I had my conversation with the tech about our use, I had a lot of difficulty understanding him.   The company was established in 2001 and the product was launched in 2006. They are clearly filling a niche that was lacking - low cost for people not afraid to jump in do it yourself. This is a good solution if we are willing to use a system without much hand holding or customization.

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http://www.wildapricot.com/

POSITIVES

Leader in DIY software

Very intuitive

Least expensive

Many built in options

Excellent on-line education

 community

FLORIDA

http://www.memberclicks.com/

MemberClicks is more established than the other Wild Apricot and Club Express. They do a lot of handholding and that is how they are structured for their service. They are the most expensive due to the set up charge. They are ideally suited for the central office of a large membership organization, where everything is run out of one location. When that is the case, they are an excellent choice as they set up and tailor their product to each client's needs. However their set up charge would be prohibitively expensive for many of our chapters.

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http://www.memberclicks.com/

POSITIVES

Leader in customized software

Easy online interface

Many integrated features

Technical support to set up and maintenance

LWV FLORIDA

ClubExpress ®
MORE PASSION. LESS PAPERWORK.

http://www.clubexpress.com/

ClubExpress was one of the responders to a Capterra solicitation and was by far the most impressive. The company was started over ten years ago by Dan Ehrmann who was a software developer and founder of Kallista Inc., for an auto club. He sold his company and has built this company since. They are based in Chicago. This company appears to support the League structure better than the others and they offer unlimited support at all levels and customization at a very competitive cost.   This may make them more suitable to the League's needs. They have the most transparent and informative website - the diagram of difference organization structures they support and the pricing are the best and they are willing to make a presentation at a state meeting. All contact and presentation was from Dan, and he very impressive as is their website.

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ClubExpress®

MORE PASSION. LESS PAPERWORK.

http://www.clubexpress.com/

POSITIVES

Excellent technical support, *free*
and unlimited for all members

Moderate cost, *scalable*

Very intuitive online interface

Supports the League's state/chapter structure

Custom capabilities

Content adapts to smart phones, tablets

Fully support mailings

Supports surveys

NEGATIVES

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MEMBERSHIP MANAGEMENT SOFTWARE EVALUATION TASK FORCE

Pricing	Set-up Fee	Cost for Pilot
Wild Apricot	None	$100/month
ClubExpress	$150 basic set up* $960 website starter $1960 website builder	Set-up + $132/mo
memberclicks	$2495/account	Set-up + $200/mo

*Note: ClubExpress offers 3 options for set up depending on your needs, choose one.

LWV FLORIDA

Task Force Recommendation:

1. ClubExpress has the right combination of hands-on technical support for free - people rarely need it. They are moderately priced and their pricing works well with the Leagues statewide structure.

2. They are based out of Chicago, our contact, the president will make presentations to the League as needed.

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