



JCC Database Management Systems Project

Project Recommendations and Review

May 2, 2004

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To: Executive Directors, Chief Financial Officers and Interested Parties

From: Bob Dietz, Senior Vice President for Administration
Alan Goldberg, Regional Vice President for Community Services

Date: May 2, 2004

Subject: **Project Recommendations and Review**

Several months ago, JCC Executive Directors identified a need for a database management software system to serve local JCCs. JCC Association was able to secure funding through its New Initiatives Fund to conduct an extensive evaluation and selection process of an appropriate system and vendor. 15 vendors completed our Request for Information and five were selected for detailed evaluation. During the past 6 months, a Technical Advisory Committee comprised of professionals from local JCCs, completed demonstrations of each software product and interviewed JCC and YMCA clients who utilize each software system.

Based on this extensive research, the committee recommends CSI Software Inc. and its Spectrum Software for the JCC market. The attached "Project Recommendations and Review" provides detailed information about the careful research and analysis that went into selecting CSI Software.

We are indebted to the members of the Technical Advisory Committee whose names appear in Appendix 1. These JCC professionals participated in every step of the evaluation process and provided significant time and effort to the successful completion of this project.

Steve Lancman of Promise Technology Partners ("PTP"), our DBMS project consultant, provided excellent guidance throughout the project and is available to consult with individual JCCs during your DBMS implementation process. Steve can be reached at (973) 324-1636 or by e-mail at slancman@promisetech.net.

We encourage you to contact CSI software to schedule a demonstration of their software either on line or in person. Please contact Andy Wigderson at CSI software 800-247-3431 x230 or by e-mail at andy@CSISoftwareusa.com. CSI software can be found on the web at www.csisoftwareusa.com.

If you have questions please contact Bob Dietz at (212)786-5134 or by e-mail at dietz@jcca.org or Alan Goldberg at (212)786-5122 or by e-mail at gold@jcca.org

We look forward to helping you to implement a DBMS system to meet your JCC's needs.

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Summary Recommendation

JCC Association and a Technical Advisory Committee (“TAC”) of representatives from 13 JCCs believe Spectrum software from CSI Software Inc. offers the best combination of:

Functions that meet JCC requirements, today and tomorrow

- Spectrum supports all key JCC functional requirements for Membership, Camp, Preschool, Daycare, Classes, A/R and Cash Management, Resource Scheduling, Web/On-Line registration, and others;
- Spectrum supports a broad range of additional functions that will help JCCs improve membership recruitment and retention (Retention and Prospect Management modules) and sell new services (Facility Rental, Locker Rental, Gift Card, Series Sales, Fitness Assessment, and other modules);
- CSI has agreed to provide a number of enhancements to Spectrum on a timeframe established by the TAC.

Large base of satisfied customers

- Over 100 large fitness centers, JCCs, and YMCAs;
- Customer satisfaction with Spectrum, and with CSI’s phone support, documentation and training, and software enhancements, is uniformly excellent.

Competitive prices

- CSI’s total costs, in the first year and over a 5-year period, are among the lowest of all vendors able to meet JCC functional requirements;
- CSI has agreed to provide additional, significant discounts on all products and services sold to JCCs.

Stable, viable company

- In business since 1978;
- Per CSI’s auditors, the company has no debt, positive net worth and has been profitable for most of its history.

Commitment to the JCC market

For member JCCs purchasing Spectrum software from CSI, JCC Association has negotiated:

15% reduction in current CSI list prices of:

- Spectrum software including all optional modules
- CSI implementation services (excluding travel expenses)
- CSI-resold peripheral devices
- CSI on-line services

No increases in CSI's current list prices, for four years

A schedule of enhancements that CSI will develop for Spectrum, primarily in the areas of:

- on-line registration, and various membership, accounting, and program functions
- a new fund raising module (subject to JCC demand)
- an Application Service Provider version

CSI will also support JCC Association's capacity to help JCCs to successfully implement and use Spectrum software. JCC Association will assist JCCs:

Obtain board approval for investing in new JCC DBMS, by:

- providing written materials and/or making presentations as appropriate, that support JCC Association's choice of CSI as its recommended vendor of DBMS software

During the installation process, by:

- documenting the primary configuration choices in Spectrum software
- analyzing current business practices and developing best practices in JCC operations that are consistent with Spectrum software
- acting as an overall liaison with CSI

Organize a JCC Users Group that:

- rationalizes and prioritizes requests for additional Spectrum enhancements
- shares 'tips and tricks' and case studies via newsletters and/or on-line forums
- organizes regional and/or national users' meetings
- conducts training
- disseminates information, and where appropriate recommendations, regarding the above, to JCC Association member JCCs

Other activities may also be pursued subject to funding, JCC interest, and impact on JCCs' success with Spectrum.

CSI pricing and discounts, negotiated as part of their selection as the recommended DBMS provider, are provided in Table 1.

Table 1: CSI Price List and JCC Association Discounts

SPECTRUM LIST PRICING (US \$)		JCCA Discount	
First Two Users and First Site	\$15,985.00	15%	\$13,587.25
Management System includes:			
- Member Management			
- Front Desk Mgmt/Attendance/Guest			
- A/R, includes member billing			
- Point of Sale			
- Inventory			
Program Registration			
Credit Card processing			
Employee Management			
Each additional user:	\$895.00	15%	\$760.75
Each additional Site (inc 1st 2 Users)	\$8,490.00	15%	\$7,216.50
Each additional user:	\$895.00	15%	\$760.75
Software options, per site (add'l sites discounted 50%) (1)		JCCA Discount	
Food and Beverage	\$4,495.00	15%	\$3,820.75
APGL			
- Intermediate/Large Intermediate	\$1,995.00	15%	\$1,695.75
- Large	\$2,495.00	15%	\$2,120.75
- Metro	\$4,495.00	15%	\$3,820.75
Facility Management	\$1,995.00	15%	\$1,695.75
Contract Program	\$2,495.00	15%	\$2,120.75
Fitness Assessment	\$2,495.00	15%	\$2,120.75
Spa Scheduler	\$2,495.00	15%	\$2,120.75
League Scheduler	\$1,995.00	15%	\$1,695.75
Gift Card Program	\$1,995.00	15%	\$1,695.75
Equipment Checkout	\$1,995.00	15%	\$1,695.75
Scheduler (personal training, etc)	\$1,995.00	15%	\$1,695.75
Prospect Management	\$1,295.00	15%	\$1,100.75
Series Sales	\$995.00	15%	\$845.75
Locker Management	\$995.00	15%	\$845.75
ID Card printing	\$595.00	15%	\$505.75
APGL interface	\$1,000.00	15%	850.00
Implementation services		JCCA Discount	
Training & Data Conversion services (2)	\$750.00 per day	15%	\$637.50 per day
If data provided in CSI Standard			
Conversion File format	\$1,500.00	15%	\$1,275.00
Travel & Expenses billed separately at cost			

- (1) An additional site is a JCC branch operation that includes a full service fitness facility and where membership fees are charged.
- (2) Custom development of additional software functions is \$195.00 per hour.

Table 1: CSI Price List and JCC Association Discounts, continued

On-line services – monthly fees		JCCA Discount	
Program Registration (a)	\$250.00	15%	\$212.50
Member Inquiry (b)	\$150.00	15%	\$127.75
Scheduler (c)	\$150.00	15%	\$127.75
Online Service Package (a, b and c)	\$400.00	15%	\$340.00
Credit Card Processing	\$95.00	15%	\$80.75
Software Support		JCCA Discount	
% of license, if paid up front	15%	NA	15%
% of license, if paid monthly	18%	NA	18%
CSI hardware list pricing		JCCA Discount	
Metrologic Member Card Scanner	\$695.00	15%	\$590.75
Inventory Label Scanner	\$795.00	15%	\$675.75
Epson Thermal Receipt Printer	\$550.00	15%	\$467.50
Cash Drawer	\$220.00	15%	\$187.00
Logitech Quick Cam	\$95.00	15%	\$80.75
Magnetic Credit Card Reader	\$200.00	15%	\$170.00
Fargo Membership Card Printer	\$2,495.00	15%	\$2,120.75
Touchscreen Monitor	\$1,395.00	15%	\$1,185.75

JCC DBMS Project Review

In April 2003, JCC Association launched the JCC Database Management Systems (“DBMS”) Project, to “identify a system based on specifications developed by JCCs...to replace MOST, MARKS, CUSTOS, etc.” Table 2 below provides an overview of the JCC DBMS Project to date.

Table 2: JCC DBMS Project Activities

Dates	JCCA Activity	Findings
April- June 2003	JCC Computer Software Survey	<ul style="list-style-type: none"> • 46 of 64 respondents “prepared to install” new system in 12 months or less • 82% use DBMS w/o flexible reporting; on-line registration; and/or integration with MS Office, email, access control, credit card charge • 85% no longer using core DBMS, for General Ledger and A/P
July 2003	Benchmarking Y-USA and Y- Canada DBMS efforts	<ul style="list-style-type: none"> • Y-USA effort to build new George software in late ‘90s, cost \$24million and was aborted • Y-USA exiting Y-Ware and Y-Metro software business, is providing information on alternatives to its field • Y-Canada ran a selection process and chose Class Software, implemented by 9 largest Canadian YMCAs
Aug- Oct 2003	Developed Vendor Request for Information (“RFI”)	<ul style="list-style-type: none"> • Input from interviews with staff from all functions, at 16 JCCs • RFI covers JCC functional requirements for Membership, Camp, Preschool, Daycare, Classes, A/R and Cash Mgmt, Fund Raising, Resource Scheduling, Canadian, Web/On-Line and General system
Nov ‘03 -Jan ‘04	RFI analysis and selection of finalists	<ul style="list-style-type: none"> • RFI sent to 18 vendors, 15 submit detailed responses • 10 vendors claim to meet ~70%+ of JCC functional requirements • 6 vendors have 5 or more current JCC and/or YMCA customers
Jan 2004	JCC Readiness Survey	<ul style="list-style-type: none"> • 55 JCC respondents “ready to buy” from selected vendor, over 2004-2006; 23 claim to be ready in 2004 • 85% want JCC Assoc to lead a “JCC Users Group” that manages relationship with selected vendor, going forward
Feb- Mar 2004	Analysis of finalists	<ul style="list-style-type: none"> • 5 vendors invited by TAC, to each provide a day-long demonstration of their software at JCC Association in NY • 39 of the 4 finalist vendors’ customers are interviewed regarding overall satisfaction, and satisfaction with ongoing support
April 2004	Negotiation of a deal with the winner, CSI	<ul style="list-style-type: none"> • Completed, see details above

Selection Process

As described above, 15 vendors responded to JCC Association's Vendor RFI. JCC Association and the TAC conducted a four-phase process to select four finalists: ARC (Finesstri), Class, CSI (Spectrum), and Daxko (MemberST). CSI presented the best combination of support for JCC functional requirements; customer satisfaction; and competitive pricing.

Phase 1: RFI Review

The 15 vendors responding to the RFI (see Vendors section, Table 3) fell into three groups:

- 4 vendors with no current JCC or YMCA customers: were eliminated from further consideration, due to lack of proven experience with the J/Y market, and either very high prices (Kintera, TMA), or lack of current support for JCC requirements (Bookings Plus, Seabridge). Although Kintera and TMA claim support for most JCC requirements, none of their live customers operate fitness centers, camps, or childcare.
- 5 vendors with 1-2 current JCC customers:
 - Agile, Bock, Dietz Software, and ICS were eliminated from further consideration. Although all came strongly recommended by their respective individual JCC customer, all had small staffs; little/no experience selling, supporting, and maintaining software used by a large national customer base; and lacked current support for key JCC requirements especially on-line registration;
 - C Systems was considered further, primarily due to iMIS software's strong reputation among non-profits, and its selection by JCCs of Manhattan and Detroit.
- 6 vendors with 5+ current JCC or YMCA customers: ARC, CCC (Christensen), Class, CSI, ESF (Marks), and Daxko, were all considered further.

Phase 2: Selection of Finalists

JCC Association held extensive discussions with each of the 6 vendors with 5+ current JCC/YMCA customers and with C Systems, and interviewed several of their customers. Five vendors (ARC, Class, CSI, C Systems, and Daxko) were invited by the TAC to demonstrate their software at JCC Association headquarters in New York.

ESF was eliminated from further consideration due to:

- customer feedback regarding support for Visual MARKS did not meet minimum standards
- small staff (12), spread across three products (Visual MARKS, DOS MARKS, V-Manager) for three markets (JCCs, synagogues, religious schools)
- lack of on-line registration
- use of the legacy Microsoft FoxPro database, vs. the standard Microsoft SQL Server
- financial difficulties and staff turnover as recently as late 2002

CCC was eliminated from further consideration due to:

- use of obsolete BASIC programming language. Risks for customers include disruption as CCC attempts to re-write its software in a modern programming language, while supporting its 70 BASIC customers, all with a small staff.
- poor support for JCC accounting requirements, especially Accounts Receivable

Phase 3: Demonstrations

Five finalist vendors (ARC, C Systems Class, CSI, Daxko) each demonstrated their software to JCC Association and the TAC, once at day-long sessions in New York, and a second time on-line. The demonstrations followed a comprehensive JCC Association script containing sample data and scenarios covering all JCC requirements. Scores from the demonstrations are shown in the Support for JCC Functional Requirements section, Tables 6 and 7.

C Systems was eliminated from further consideration after its demonstration in New York. C Systems is a "platinum-level" reseller of iMIS software developed by Advanced Solutions International ("ASI"). iMIS is targeted at non-profit associations, and supports a core set of membership, A/R, on-line, and fund-raising functions. ASI sells iMIS primarily through resellers, who typically "extend" or customize iMIS to meet individual customers' needs. ASI's resellers make most of their profits from this customization or "consulting" work.

As mentioned above, C Systems has signed contracts with JCCs Manhattan and Detroit. As part of its contract with JCC Manhattan, C Systems will license JCC Manhattan's custom-built Program Administration on-line registration software, and will pay JCC Manhattan royalties for reselling this software to other customers.

JCC Association and TAC concerns with C Systems and iMIS include:

- iMIS needs significant work, to meet JCC requirements in camp, childcare, and other areas. C Systems proposed 510-750 hours of additional development, to integrate 3 software systems - iMIS, Redesoft, and Program Administration (built for JCC Manhattan by another vendor, not widely deployed or tested) - and to develop many new functions in iMIS
- C Systems' proposal represents considerable work for a JCC; a reasonable estimate is 1-3 hours of JCC staff time, for each of the 510-750 hours of C Systems consulting time
- Because C Systems did not follow the JCC Association demonstration script, did not provide detailed pricing, and does not have any customers using the system described above, its proposal was difficult to compare directly to those of the 4 finalist vendors
- C Systems support model may not be appropriate for most JCCs:
 - one full-time support/"help desk" person
 - customers pay for C Systems support by the hour, in addition to a substantial annual support and maintenance fee
 - although ASI and iMIS have rich web resources where end-users help each other, this may not be relevant for customers using a mix of iMIS, Redesoft, Program Administration, etc.

Generally the remaining 4 finalists support most JCC functional requirements. Gaps in the 4 remaining finalists' support for JCC functional requirements are discussed in the Support for JCC Functional Requirements section, and shown in Table 8.

Phase 4: Customer Interviews and Pricing Analysis

As summarized in Table 5: Finalist Vendors Customer Feedback, JCC Association interviewed 39 ARC, Class, CSI, and Daxko customers, following the Customer Interview Guide shown in Appendix 2. Class, CSI, and Daxko customers were generally satisfied, even enthusiastic, regarding their software and support. ARC customers were satisfied with their software, but had decidedly mixed reviews of ARC support.

During the analysis of finalists, JCC Association and TAC members came to view customer satisfaction, in particular satisfaction with support, as one of the most important selection criteria – especially given the generally high level of functional support for JCC requirements across all four finalist vendors' software.

JCC Association carefully reviewed the pricing information provided in the RFI response, with ARC, Class, CSI, and Daxko, as shown in Table 9: Finalist Vendor Pricing. Of these, ARC and CSI had significantly lower pricing in the first year, and over five years.

As shown in the tables below, CSI has the best combination of functional support; customer satisfaction; and pricing.

Vendors Considered

Table 3 provides an overview of the 15 vendors that responded to the JCC Association Vendor RFI. KTS, vendor of the MOST (Pick-based) system currently used by the largest number (28) of JCCs, declined to respond to the RFI. KTS considered making a proposal to build a new JCC DBMS using modern software technology, but decided it “could not create a new JCC solution that will satisfy your needs as well as our long term strategies.”

While JCC Association and the TAC were evaluating the 15 vendors listed in Table 3, JCC Association received requests from individual JCCs to consider additional vendors, including:

- Y Metro – is being taken over from Y USA by a consortium of 25+ of its YMCA customers, and has good support for JCC requirements; however Y Metro is built using IBM AS400 “green-screen” technology generally considered obsolete; and the consortium’s ability to sell, support, and enhance Y Metro is unproven
- Chaverware – synagogue software – did not meet JCC requirements for membership, on-line registration, camp, access control, and other functions
- Dynamic Data Concepts – yeshiva software – did not meet JCC requirements for membership, on-line registration, A/R and cash management, access control, and others

In addition, JCC Association learned from Y USA, of efforts underway by several YMCAs, to build new Y software “from scratch.”

JCC Association believes there may be many more software vendors serving niche markets that have some level of similarity to JCCs. Many of these vendors may be reputable, offer good products, and/or be willing to build enhancements to meet JCC needs and win JCC business.

After evaluating the 15 vendors listed in Table 3, as well as those described above, JCC Association believes that It is unlikely that an effort to evaluate additional vendors, or to build new JCC software “from scratch”, will identify a better product and/or a better vendor for the JCC community.

Table 3: Vendors Responding To RFI

Vendors with 5+ Y/J customers			Customers			Fit w JCC reqs	Est. Pricing (2)		Comments
Vendor (software)	founded	staff	a//	Y	JCC(1)		upfront	recurring	
ARC (Finesstri) Rockford, IL www.finesstri.com	1983	21	(3) 71 (40/31)	61 (37/24)	10 (3/7)	83%	1.1%	0.2%	- Focused on YMCA market since 1980s, first with CUSTOS DOS-based sw, now with Finesstri, Windows & Oracle-based sw
CCC Fountain Hills, AZ www.cccsoft.com	1977	25	69	68	1	69%	1.2%	0.2%	- Focused on YMCA market since mid 1990s - Legacy architecture (BASIC and terminal svcs) that runs in MS and other OS's
Class Burnaby, BC, Canada www.classinfo.com	1976	140	683	18	3	87%	1.7%	0.2%	- Focused on municipal parks & recreation mkt - Won Y Canada selection process in 2001, implemented by 9 largest Canadian Ys
CSI (Spectrum) Houston, TX www.csisoftwareusa.com	1978	26	109	3	3	90%	1.2%	0.2%	- Focused on large family-oriented fitness centers - Recently started to pursue Y & J business
Daxko (Member ST) Birmingham, AL www.daxko.com	1998	27	47	45	2	79%	1.0%	0.7%	- Focused on YMCA market since 2001, rapid sales momentum - ASP offering
ESF (Visual MARKS) Kew Gardens, NY www.esfmarks.com	1983	12	(4) 325 (250/75)	0	(4) 24 (6/18)	70%	1.1%	0.1%	- MARKS originally developed in DOS by ESF. - ESF acquired 2001 by Vinitzky, built Visual MARKS in Windows, for synagogues & JCCs
Vendors with 1-2 JCC customers									
Agile Membership Huntington Station, NY <i>no website</i>	2003	15	1	0	1	51%	np	0.1%	- Agile is a JV between Eisner & Lubin CPAs, and Microforce a custom sw developer - Agile built a custom DBMS for Jacobson JCC
Bock & Bock Dallas, TX www.bockandbock.com	1969	18	52	0	1	49%	1.3%	0.2%	- Accounting and custom sw services business - Supporting DBMS needs of JCC Dallas for 25 years
C Systems (iMIS) Edison, NJ www.csystemsllc.net	2000	20	30	0	2	79% (5)	np (6)	np	- iMIS sw is used by 2400+ non-profits; built by ASI, a 200-person company in Alexandria, VA - C Systems resells iMIS in NY& to Jewish mkt
Dietz Sw (Members First) Allen, TX www.yourmembersfirst.co	1994	2	9	0	1	68%	0.7%	0.1%	- DS maintains Joshua for 8 JCCs, and has MS-based JCC DBMS used by JCC New Orleans
ICS (MemberAdvantage) Scarborough, ME www.icsic.com	1988	12	100	0	1	70%	0.5%	0.1%	- IC is a custom sw developer, has off-the-shelf membership management system used by JCA Portland
Vendors with no Y/J customers									
BookingsPlus Belmont, MA www.bookingsplus.com	1996	10	100	0	0	38%	np	0.2%	- ASP reservation system for fitness centers - Interested in partnering with vendor for JCC DBMS reqs, had discussions with Bock
Kintera San Diego, CA www.kintera.com	1999	145	1500	(7) 2	0	(8) 54% (K) 74% (K+D)	3.9%	3.0%	- ASP fundraising and membership sw for non-profits. Will integrate ASP sw from Doceus, another sw vendor, to address JCC needs
Seabridge San Francisco www.seabridge.com	2001	16	1	0	0	55%	np	0.8%	- Startup offering ASP membership software. - Initial customer is fitness center.
TMA (TIMSS) McLean, VA www.tmaresources.com	1975	170	125	(9) 1	0	81%	3.6%	.3%	- Offers member mgmt sw for trade associations, professional societies, labor unions, etc.

- (1) JCC customers include those who have signed contracts but are not yet live, as described in Table 4
- (2) Est. Pricing is percentage of budget for \$5m budget JCC w 15 seats/concurrent users, not including JCCA discounts from CSI. See Pricing section.
- (3) ARC customer #s are total, then CUSTOS (DOS) / Finesstri (Windows & Oracle)
- (4) ESF customer #s are total, then MARKS (DOS) / Visual MARKS (Windows).
- (5) "a very large percentage" of C Systems responses to the RFI requirements are planned enhancements to iMIS for Manhattan JCC, and are not currently supported.
- (6) Not provided by vendor. C Systems (iMIS) did not provided pricing info; Agile, BP, and Seabridge did not provide implementation services estimates but other aspects of pricing are available.
- (7) Two YWCAs are using Kintera for Fundraising, but not for Membership, Camp, Programs, etc
- (8) Kintera claims its ASP sw meets 54% of JCC functional needs. To address program and resource reservation requirements, Kintera proposed to partner with Doceus, and once these packages have been integrated, Kintera claims the combined offering will meet 74% of JCC needs.
- (9) Charlotte Y signed a contract with TMA in December 2003 and will not be live until October/November 2004

Table 4 provides a list of JCCs using software from the 15 vendors that responded to the JCC Association Vendor RFI.

Table 4: JCCs Currently Using Vendors

Vendor	JCC using
ARC (Finesstri, not CUSTOS)	Oceanside NY, Omaha, Wayne NJ
CCC	Phoenix
Class	Salt Lake City, Palm Beach, <i>Peninsula CA</i>
CSI (Spectrum)	San Francisco, Minneapolis, Marin County CA
Daxko (Member ST)	Rochester NY, Birmingham AL
ESF (Visual MARKS, not DOS MARKS)	List not provided.
Agile Membership	East Hills NY
Bock & Bock	Dallas
C Systems (iMIS) ⁽¹⁾	<i>Manhattan, Detroit</i>
Dietz Software (Members First)	New Orleans, <i>Miami Alper</i>
ICS (MemberAdvantage)	Portland ME







Italics = signed contract, not yet live

(1) iMIS is also used by the Vancouver JCC, but was purchased from a reseller that is no longer in business.

Customer Satisfaction

JCC Association interviewed 39 of the four finalist vendors' customers, described in Table 5 below. For the purposes of analyzing customer interview results, support was broadly defined to mean phone support, documentation, ease of ongoing training, enhancements/maintenance, and all aspects of managing the ongoing relationship between the vendor and customer.

Table 5: Customer Interviews

Vendor	Interviewees	Summary		
ARC	JCC Omaha NE	13	3	
	<i>JCC Oceanside NY</i>		8	
	JCC Wayne NJ		<u>2</u>	
	<i>Y Bloomington NJ</i>			
	<i>Y Hackensack</i>			
	<i>Y Kettle Morain WI</i>			
	<i>Y McGaw IL</i>			
	Y Montclair NJ			
	<i>Y Providence RI</i>			
	<i>Y Reno NV</i>			
	<i>Y Scotch Plains NJ</i>			
	<i>Y Sonomish WA</i>			
	<i>Y Southington CT</i>			
	Class		JCC Salt Lake UT	11
JCC W Palm Beach		<u>1</u>		
Y Edmonton Alb				
Y Green Bay WI				
Y Hamilton Ont				
Y Kelowna BC				
Y London Ont				
Y St Thomas Ont				
Y Toronto Ont				
Schaumberg IL rec dept				
Des Peres MO rec dept				
CSI	JCC Marin CA	9	9	
	JCC San Francisco SF			
	JCC Minneapolis MN			
	Y Minneapolis MN			
	Y Santa Monica CA			
	Alaska Clubs AK			
	Chelsea Piers NY			
	Franco's LA			
	RDV Sportsplex FL			
Daxko	JCC Rochester NY	6	6	
	JCC Birmingham AL			
	Y Austin TX			
	Y Central VA			
	Y Fort Wayne IL			
	Y S Hampton Rd VA			

bold	Satisfied overall, inc w support
<i>italics</i>	<i>Satisfied with software/issues with support</i>
<u>underline</u>	<u>Unhappy overall with vendor</u>

Observations from the interviews include:

- CSI, Class, and Daxko customers that were interviewed expressed a noticeably high level of enthusiasm for these vendors' software and support (with the exception, in the case of Class, of JCC Salt Lake)
- 10 of 13 ARC customers that were interviewed raised considerable concern about support, particularly lack of:
 - management of, and communication regarding, enhancement requests
 - documentation and training materials; many customers felt compelled to create their own
 - servers and other 3rd party products, resold by ARC
- Few customers interviewed are using all DBMS functions; most started with core membership, program registration, and billing features, and are using additional features in phases over time. Some customers commented that it takes a full year to "absorb" use of core membership, program registration, and billing features, in a new DBMS.
- Few customers interviewed were using on-line registration, although most expressed interest in doing so at some point in the future.
- Most customers interviewed had either on-staff IT support (a technician maintaining PCs, network, and servers) and/or an on-staff DBMS administrator (in some cases, a non-technical staff member with good computer skills who became the leading 'power user' of the DBMS).

Support for JCC Functional Requirements

Tables 6 and 7 below show the major RFI categories of JCC functional requirements (the Program category combining Preschool, Daycare, and Classes requirements). Table 6 shows, for the 4 finalist vendors, the number of functional requirements in each category, that JCC Association and the TAC scored these vendors as supporting demonstrations. Table 7 shows, for the other 11 vendors that submitted RFI responses, the percentage of these requirements each vendor claims to support. The number of requirements is higher for the 4 finalist vendors, due to the addition of sample data, scenarios, and expanded requirements in the JCC Association demonstration script.

Each vendor's percentage support of requirements for each category has been coded for easier comparison:

- Green/bold text means support for 70% or more of JCC requirements for a category
- Gray/italicized text means support for less than 70% but more than 50% of JCC requirements for a category
- Red/underlined text means supports for 50% or less of JCC requirements for a category
- A box around a category's percentage, means the vendor does not support this function with its own software, but proposed in its RFI response to integrate software from another vendor

Table 8 summarizes the specific requirements not supported by each vendor in each category ("gaps"), and prioritizes these as follows:

- High Must-have in a new system
- Medium Could live without, but would be very helpful
- Low Nice to have, but not that important

With the exception of Daxko's lack of support for accrual accounting, most gaps appear to require a modest level of effort by the vendors to address in their software. All 4 finalist vendors expressed a strong willingness to rapidly address all gaps, in return for selection by JCC Association as the winning vendor.

Table 6: Finalist Vendor Functional Support By Category
(from JCC Association and TAC demonstration scoring)

	#reqs	<i>many Y/J customers</i>			
		ARC	Class	CSI ⁽¹⁾	Daxko
Membership	77	97%	97%	100%	86%
Camp	23	100%	96%	100%	91%
Programs	36	100%	100%	100%	94%
A/R	36	86%	100%	94%	83%
On-line	26	62%	65%	92%	81%
Res. Sch.	9	0%	89%	100%	0%
Fund Raising	19	95%	0%	0%	95%
Canadian	11	0%	100%	100%	0%
General	7	57%	100%	71%	57%
Total	244	83%	87%	90%	79%

(1) CSI has agreed to develop enhancements to Spectrum that will address almost all JCC requirements. These enhancements are included in their score.

Table 7: Other Vendors Functional Support By Category
(from RFI responses)

	# reqs	<i>many Y/J cust</i>		<i>1-2 JCC customers</i>					<i>no Y/J customers</i>			
		CCC	ESF	Agile	Bock	C Sys	DS	ICS	BP	Kint	Seab	TMA
Memb.	42	88%	88%	74%	82%	94%	85%	79%	38%	90%	65%	82%
Camp	14	75%	89%	46%	50%	57%	93%	86%	21%	50%	50%	71%
Programs	31	78%	88%	72%	58%	80%	91%	57%	52%	80%	73%	74%
A/R	23	65%	74%	74%	85%	83%	87%	100%	0%	41%	46%	91%
On-line	26	73%	0%	0%	0%	58%	0%	0%	54%	85%	73%	69%
Res Sch.	9	11%	89%	0%	0%	89%	89%	89%	89%	56%	44%	89%
Fund Raisng	14	75%	86%	68%	0%	79%	64%	93%	0%	100%	29%	100%
Canadian	11	0%	9%	0%	0%	64%	0%	100%	27%	36%	0%	64%
General	15	67%	93%	57%	80%	93%	77%	73%	73%	87%	50%	97%
Total	185	69%	70%	51%	49%	79%	68%	70%	38%	74%	55%	81%

bold = 70% of JCC reqs supported
italics = 70% > and > 50% of JCC reqs supported
underline = 50% or less of JCC reqs supported
 = functions supplied by a partner vendor's product

Table 8: Vendor Gaps

JCC requirements not supported by finalist vendors

Based on JCC Assoc & TAC Demo Scoring

		ARC	Class	CSI (1)	Daxko
Membership	High				<i>accrual accounting; access control</i>
	Medium			1 mail/family; automatic grade & membership category advancement	Save reporting queries; automatic grade & membership category advancement
	Low	fitness assessment	fitness assessment		fitness assessment
Camp	Medium		global price increase	create combination codes	automate registration priorities
Programs	Low				class cards; sports leagues
A/R & Cash Mgmt	High			<i>open item accounting</i>	
	Medium	custom pmt plans			Custom pmt plans; flag tax deductible prog; POS Equipment
Web/On-line	High		<i>email registration confirmation</i>		
	Medium	membership application; fund raising; calendar	membership application; fund raising; calendar	membership application; fund raising; calendar	manage acct info
	Low	web forms; surveys; transaction queuing	surveys; transaction queuing	Web forms; surveys	surveys; transaction queuing
Fund Rsg	Low	sell ad space			sell ad space
Res Schd	Low		foodservice		
Canadian	Medium				
General	Medium	on screen help			on screen help
	Low	modify menu, help			modify menu, help

(1) CSI has agreed to develop almost all JCC requirements listed above except open item accounting. For open item accounting, CSI and JCC Association will identify various solutions to meet individual JCC business objectives

PRICING

Table 9: Finalist Vendor Pricing, described below, provides estimates for each vendor, for a JCC in each of the four size categories, based on an assumed JCC budget size and number of concurrent users/seats. "Total first year costs" shows the full cost in the first twelve months of implementation, including:

- Licensing / ASP fees:
 - Three finalists (ARC, Class, CSI) offer traditional licensing, and price based on a combination of seats used (number of simultaneous DBMS users) for core functions (e.g. membership), and pricing by module for certain other functions (e.g. on-line module)
 - One finalist (Daxko) is an Application Service Provider ("ASP"), and owns and operate customers' software, database, and server hardware. Customers access their software and data via a browser and can download copies of their data, all over a secure Internet connection. An ASP offering does not require purchase or maintenance of 3rd party database software or server hardware.
- 3rd party hardware and software – for ARC, Class, and CSI, the cost of the database server software (e.g. MS SQL, Oracle 9i), database and web server operating system (e.g. Windows Server 2003), and database and web server hardware (e.g. Dell, IBM, etc).
- Implementation services – vendors were asked to provide time and cost estimates for assessment, setup and installation, data conversion, and training. The numbers shown below do not include travel expenses.
- Support, maintenance, and other recurring costs – support services are narrowly defined here as phone and email assistance to end-users; maintenance services are bug fixes and periodic enhancements; other recurring costs include hosting on-line program registration modules (CSI) or 3rd party software support and maintenance (e.g. ARC Oracle 9i database). The first years' support and maintenance fee, is included in "Total first year costs."

Prices for peripherals, such as card swipe scanners, id card cameras, receipt printers, touch-screen POS terminals, etc. have not been included in the pricing analysis.

CSI pricing in Table 9 is based on CSI's original pricing provided during the RFI process. Table 1, found on pages 7 and 8, presents a CSI Price List that includes JCC Association discounted pricing, negotiated as part of their selection as the recommended provider.

Table 9: Finalist Estimated Vendor Pricing

CSI estimates are from their RFI response and **do not include** JCC Association discounts

\$000s	ARC	Class	CSI (1)	Daxko
Metro - \$10m budget, 25 concurrent users				
Total - 1st yr costs	\$74.2	\$111.1	\$78.0	\$94.8
Total - 5 year costs	\$129.7	\$168.6	\$115.3	\$383.8
License / ASP	\$25.0	\$57.5	\$42.2	\$72.3
Implementation services	\$15.4	\$30.0	\$20.2	\$22.5
db & web servers	\$19.9	\$9.2	\$6.3	none
Supp & maint / ASP	\$13.9	\$14.4	\$9.3	\$72.3
% budget - 1st year	0.7%	1.1%	0.8%	0.9%
% budget - recurring	0.1%	0.1%	0.1%	0.7%
Large - \$7.5 budget, 20 concurrent users				
Total - 1st yr costs	\$61.6	\$96.2	\$68.9	\$76.2
Total - 5 year costs	\$106.3	\$142.7	\$103.5	\$292.9
License / ASP	\$20.0	\$46.5	\$37.7	\$54.2
Implementation services	\$13.6	\$29.0	\$16.5	\$22.0
db & web servers	\$16.8	\$9.0	\$6.1	none
Supp, maint / ASP	\$11.2	\$11.6	\$8.7	\$54.2
% budget - 1st year	0.8%	1.3%	0.9%	1.0%
% budget - recurring	0.1%	0.2%	0.1%	0.7%
Large Int - \$5m budget, 15 concurrent users				
Total - 1st yr costs	\$56.2	\$83.0	\$58.8	\$52.1
Total - 5 year costs	\$100.5	\$120.8	\$90.7	\$196.6
License / ASP	\$18.0	\$37.8	\$33.2	\$36.1
Implementation services	\$12.1	\$28.0	\$12.7	\$16.0
db & web servers	\$15.1	\$7.8	\$4.9	none
Supp, maint / ASP	\$11.1	\$9.4	\$8.0	\$36.1
% budget - 1st year	1.1%	1.7%	1.2%	1.0%
% budget - recurring	0.2%	0.2%	0.2%	0.7%
Intermediate - \$2.5m budget, 10 concurrent users				
Total - 1st yr costs	\$50.5	\$76.8	\$51.2	\$33.1
Total - 5 year costs	\$94.1	\$110.6	\$80.4	\$105.3
License / ASP	\$15.0	\$33.8	\$28.7	\$18.1
Implementation services	\$10.5	\$27.0	\$10.5	\$15.0
db & web servers	\$14.1	\$7.6	\$4.7	none
Supp, maint / ASP	\$10.9	\$8.4	\$7.3	\$18.1
% budget - 1st year	2.0%	3.1%	2.0%	1.3%
% budget - recurring	0.4%	0.3%	0.3%	0.7%

bold lowest costs over 5 years

underline highest costs over 5 years

(1) RFI proposal pricing. JCC negotiated pricing is included in Table 1.

Appendix 1 – TAC Members

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Appendix 2 – Additional Information Available Upon Request

Copies of the following documents from the JCC DBMS project will be made available upon request:

- JCC Association Demonstration Script, with CSI scoring
- JCC Association Analysis of Computer Software Survey and JCC Interview Results
- Y USA and Y Canada Benchmarking

Certain items of information, including vendor RFI responses, customer lists, and details of customer interviews, were provided to JCC Association in confidence and cannot be shared with individual JCCs.

JCC Association is available to discuss any aspect of the JCC DBMS project with individual JCCs, at their convenience.

Appendix 3 – Customer interview guide

Introduction – 5 minutes

- Describe JCCA project
- Establish context – briefly review size of interviewed Y/J (budget, # members, locations, major programs & # of users), and briefly review computer, network, internet connection infrastructure, and access control system.

History – 5 minutes

- How and when did you select Vendor?
- Which other vendors did you consider?
- Why did you select Vendor, in the end?
- Describe the implementation process, including customization, integration, training, system configuration and installation, general rollout. How long did implementation take, start to finish? Did Vendor meet commitments, stay on schedule and on budget?

Current usage – 15 minutes

- Review major functions, and how well Vendor's DBMS supports interviewee's business in each; if function is not supported by Vendor, then ask how/whether interviewee has obtained sw support for this function, and if any integration exists:
 - Membership
 - Camp, Programs
 - A/R and Cash Management, APGL integration
 - Web / on-line
 - Fund raising (if other system, obtain name and level of integration)
 - Resource scheduling (if other system, obtain name and level of integration)
 - Canadian (if appropriate)

Support, Maintenance, Training – 20 minutes

- When new staff join, how are they trained in the system?
- How user-friendly/intuitive is the system? Do staff use manuals, on-line help?
- When support is called, is Vendor available, responsive, and helpful? Are issues resolved quickly?
- How often have you experienced bugs? How quickly were these fixed?
- How often has Vendor released enhancements? Has implementation of enhancements been smooth / buggy? Are enhancements well-documented, and/or accompanied by training?

Performance and Stability – 10 minutes

- How often does Vendor's system crash? How easy is it to bring back up?
- Have you ever experienced data corruption, or any other data loss?
- Is Vendor's system sufficiently fast/performance?

Wrap-up

- Do you believe you were able to accomplish your business objectives for investing in new software, with Vendor's system?
- Are you satisfied with Vendor, overall? Would you recommend purchase of Vendor's system, to another Y/J?



Edward H. Kaplan
Chair

Allan Finkelstein
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