



REQUEST FOR PROPOSAL

The Board of Directors of PASAE hereby announces its intention to solicit proposals for the management and operation of PASAE.

PASAE (formerly known as both PA3 and the Pennsylvania Society of Association Executives) is interested in transitioning to a new management model and seeks proposals pursuant to the items and details outlined herein.

I. About PASAE

- A. PASAE is the society for Pennsylvania's associations and association professionals and is currently comprised of approximately one hundred (100) professional associations and their supporting business members. PASAE is perceived and functions as THE Pennsylvania organization to join by associations committed to advancing excellence and innovation in the practice of leading-edge association management. PASAE elevates the status of associations and their professionals to be highly regarded corporate and community citizens providing extraordinary benefit to the commonwealth of Pennsylvania, its communities and citizens.
- B. Novak Strategic Advisers (NSA) currently manages PASAE under contract. In addition to the management services provided by NSA, PASAE also retains a part time book keeper and one outside consultant that handles sponsorship and advertising sales.

The contract manager is currently responsible for the design, planning and execution of the following events:

- Seven monthly professional development sessions including networking luncheons
 - One annual Educational Summit and Expo
 - One annual Summer Outing
 - One annual Foundation Event
 - One charity event
- C. PASAE maintains a standing Board of Directors with various ad hoc committees and task forces. In addition to the Executive Committee, there are currently four other standing committees charged with various tasks. They are:
 - Professional Development
 - Foundation Event
 - Summer Outing
 - Educational Summit & Expo

II. Selection Process

- The Executive Committee and the PASAE Board of Directors will choose finalists from all applicants. Applicants may or may not be invited to interview with the Executive Committee or the Board.
- Important dates:
 - All proposals must be received by November 15, 2011 for full consideration.
 - If interviews are conducted, they may be held in-person or telephonically depending upon the availability of Executive Committee and Board members.

- The successful bidder will be awarded the contract on or by January 1, 2012
- The awarded contract will commence as soon as reasonably possible following the award of the contract.
- The initial contract term shall be for 2012 with subsequent renewal terms pending the agreement of both parties.
- Questions regarding the RFP should be directed to the contact listed at the end of this RFP.

III. Budget

PASAE's 2012 budget to retain a managing firm or individual is **\$3,000 - \$4,000 per month**. Please structure your RFP accordingly with the knowledge that Section IV provides the contract recipient with latitude to make recommendations and enact changes to PASAE's operations in consultation with the Board. Applicants are encouraged to contact PASAE if they would like more information on how the PASAE budget is structured or any other specific financial questions.

IV. Functions of the Existing Contract Manager

The functions currently expected to be performed by the individual or firm selected to manage PASAE include the following:

A. Membership Services

- Handle telephone requests and correspondence
- Assist in the production & distribution of monthly updates and publication of a quarterly newsletter
- Oversee production of annual Membership Directory
- Maintain the PASAE website (<http://www.pasae.org>)
- Assist in production of membership events
- Serve as the communications center for PASAE programs and business
- Administer all ongoing awards programs, events and monthly meetings
- Attend and participate in PASAE meetings as necessary

B. General Administration & Leadership Support

- Oversee the updating, maintenance, and production of business stationery, brochures, membership certificates, membership directory, and other materials as needed
- Maintain membership records and database, including the receipt and processing of membership applications and renewals in a timely manner
- Produce mailing labels for newsletters and other items as appropriate
- Assist Board with performance of its duties, including: preparation and distribution of meeting agendas, minutes, and financial reports; establishing and issuing reminders on action item lists; establishing a calendar of deadlines corresponding to Board meetings and bylaws
- Attend and participate in quarterly Board meetings throughout Pennsylvania
- Maintain PASAE records, including meeting minutes, financial reports, mailing lists, membership rosters, newsletter archives, and other membership services collateral material.
- Research, recommend and decide upon sites for conferences and workshops, including contract negotiation and contract management
- Oversee and assist all PASAE Committees listed in Section I C as well as any ad hoc committees

C. Meeting and Event Management

- Conduct reviews and make recommendations regarding hotel/venue site selection

- Conduct contract negotiations for hotels and other meeting sites (NOTE: Selected sites should be chosen solely from the approved list of PASAE hotelier members)
- Conduct air and ground transportation negotiations and arrangements if necessary
- Make appropriate food & beverage arrangements
- Develop and implement event marketing, including program design & distribution
- Assist with program development, speaker selection/contracting, program evaluation
- Handle event registration, both advance and on-site, including acknowledgements
- Take responsibility for badges, credentialing, security, and admissions control
- Negotiate and execute entertainment contracting when necessary
- Develop and deliver BEOs for all functions, and follow up to ensure compliance
- Conduct pre-conference planning and execution tactical sessions
- Conduct insurance/risk management assessments and ensure appropriate coverage
- Conduct or make arrangements for special event planning and management

D. Financial Operations & Management

The successful bidder will work with the PASAE financial book keeper on the following:

- Receive, deposit, disburse, and report on PASAE funds
- Prepare and update budget and financial reports for the organization, including detailed financial statements, records, tax accounting, and tax filings (Forms 990 and 990-T and others, as required, in conjunction with an accounting firm retained for this purpose)
- Oversee the annual audit and review process with the approved CPA firm
- Provide financial services for conferences and seminars, working closely with volunteers
- Prepare & produce general invoices
- Produce and distribute dues invoices
- Maintain records of accounts receivable
- Pursue receivable accounts
- Maintain general ledger of accounts
- Prepare checks for signature
- Reconcile bank statements
- Prepare and distribute monthly financial reports
- Prepare and assist in preparation of annual budgets
- Complete and file annual tax returns

E. General Management & Support

- Provide advice and counsel to Board of Directors
- Assist in establishing and quantifying organizational goals and objectives

V. Functions of the New Contract Manager/Chief Staff Executive/Headquarters Office

During 2011, PASAE conducted polling, member research and environmental scanning to better assess how it currently serves its membership base and determine any changes that it should make to its model. The successful contract recipient will understand that this change is a work in progress that PASAE will depend on its partner to complete. Because of the work done thus far, PASAE intends to focus upon association professionals in the following manner:

A. CEO FOCUS

- Provide opportunities for CEO's to spend time with their peers through breakfast or lunch meetings
- Schedule the first meeting and let the CEO group decide when and where each subsequent meeting is held
- Hold the meetings approximately every two months

- Publicize the meetings just to CEO's and Deputy Directors (aka "Number Two's")
- Do not overly structure the sessions - there is not a need to provide a topic or specific focus in advance of each meeting

B. ASSOCIATION EXCELLENCE (NON-CEO ASSOCIATION PROFESSIONAL) FOCUS

- Focus on the development of association staff and not just CEO's
- Assess the current organizational membership structure as it may negatively impact the involvement of non-CEO association personnel
- Explore the creation of a PASAE listerv as there is value on the ASAE listserv
- Focus on association professionals that intend to make associations their career
- Build coalitions with other associations to deliver content to the membership (e.g. consider alternating the hosting of sessions - one at PASAE and one at PAGR)

C. SPECIFIC GOALS

In furtherance of V A and V B, the following shall be done:

1. Define the name of PASAE
2. Create CEO-focused roundtables
3. Determine what PASAE's optimum membership model is (see "Membership Model" in Section V D below) by:
 - a. Environmental scanning and discussion with the association community
 - b. Researching other state SAE's
4. Deliverables for Association Excellence to be defined with contract recipient (i.e. association staff that are the focus for professional development and engagement)
5. Create a 1/2 day targeted program for association professionals that focuses on legal and accounting issues.

D. POTENTIAL MEMBERSHIP MODELS*

- 1) Organization Size-based Model: The purpose of this model would be to provide PASAE membership to as many association professionals as possible, eliminate confusion as to who is a PASAE member and provide access to PASAE's membership at a reasonable cost. Proposed size breakdowns could operate as follows:
 - a. 10 employees or less (\$350)
 - b. 10-20 employees (\$500)
- 2) Individual Member Model: The purpose of this model would be to restore a sense of ownership to the individual's membership in PASAE. It clarifies who is a member and places responsibility for determining who is the PASAE member upon the CEO of each association.
 - a. \$250 for first member then \$25 for each additional member
 - b. Segment membership by sections

**The costs outlined above are not actual, recommended or proposed dues costs. They are for illustrative purposes only.*

Responses

To respond to this Request for Proposal, please send one digital copy of your proposal to PASAESEARCH@gmail.com Questions regarding this RFP may be directed to the current PASAE Chair, Chad Harvey at (717) 234-3255.

Proposals must be received by noon EST on November 15, 2011 to be considered.