



## 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 seeking proposals from experienced professionals for the management, operation and domicile of PASAE.

### I. About PASAE

- A. PASAE (formerly known as both PA3 and the Pennsylvania Society of Association Executives) 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 will be perceived and function as THE Pennsylvania organization to join by ANY association committed to advancing excellence and innovation in the practice of leading edge association management. PASAE will elevate 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. PASAE is currently managed under contract by PANO (Pennsylvania Association of Nonprofit Organizations). PASAE currently has one full time administrative support person and one part time financial book keeper. In addition, PASAE's management contract provides PASAE with a variety of part time staff persons that fill needs within the following key areas:
- Executive Director
  - Meeting Planning
  - Communications (currently vacant)
  - Technical Support

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

- Ten (10) monthly professional development sessions including networking luncheons
  - One (1) annual Educational Summit and Expo
  - One (1) annual Summer Outing
  - One (1) annual Foundation Event
  - One (1) annual association orientation program
- 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 (4) other standing committees charged with various tasks. They are:
- Professional Development
  - Foundation Event
  - Summer Outing
  - Educational Summit & Expo

## **II. Selection Process**

- Finalists from all applicants will be chosen by the Executive Committee and a representative(s) from each finalist company will be interviewed by the PASAE Executive Committee. Following the initial round of interviews, the remaining finalists will proceed to an interview with the entire PASAE Board of Directors.
- Important dates:
  - All proposals must be received by April 1, 2010 for full consideration.
  - The Executive Committee will review all proposals by May 1 with the first round of finalist interviews scheduled with the Executive Committee for the first week of June. The remaining finalists will be interviewed by the entire Board of Directors in mid to late June.
  - Interviews 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 July 1, 2010
  - The awarded contract will commence August 1, 2010
- The initial contract term is for the remainder of fiscal year 2010 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. Functions of the Contract Manager/Chief Staff Executive//Headquarters Office**

The functions expected to be performed by the individual or firm selected to manage PASAE may 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
- 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. PASAE Strategic Plan**

PASAE recently concluded crafting a comprehensive Strategic Plan for 2010 and beyond. A copy of this plan is attached as Exhibit A. The successful bidder will acknowledge and incorporate elements of PASAE's Strategic Plan in their response to this RFP.

### **C. 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

#### **D. 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

#### **E. Financial Operations & Management**

The successful bidder will work with the current 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

#### **F. General Management & Support**

- Provide advice and counsel to Board of Directors
- Assist in establishing and quantifying organizational goals and objectives
- Assist in achieving organizational goals and objectives in conformity with the Strategic Plan set forth in Exhibit A

## **V. Qualifications of RFP Respondent(s)**

Please answer the following questions so that we may have a better understanding of your capabilities and the likelihood that you can offer the breadth and scope of services we seek. Feel free to include supporting material.

### **A. General Background**

Please provide answers to the following questions in your proposal.

- Are you familiar with PASAE? If yes, please explain.
- Please provide a list of current clients and a short description of the work you provide for them.
- Please list three client and/or professional references.

### **B. Administration**

- What is the largest budget your company's staff has managed?
- What is the smallest budget your company's staff has managed?
- Have you had experience in working with an outside accounting firm? If so, please explain.
- Please detail your experience in database management.
- Does anyone on staff have experience with any of the membership management software programs created and serviced by Avectra? (e.g. net forum pro). If yes, please elaborate.
- Please detail your experience in financial reporting.
- Please describe your experience/computer capabilities.
- What kind of computer hardware and software programs do you own and operate?
- Have you initiated the startup of any social media or networking groups on behalf of an existing client? (e.g. LinkedIn, Facebook, Twitter). If yes, please elaborate upon your experience with creating, operating and managing such groups.

### **Association Management**

- Briefly describe your professional background as it relates to duties outlined.
- Have you had experience managing an association the size of PASAE (either in terms of the total number of members or in financial position)? If yes, please explain. If no, please detail how your qualifications match the outlined duties.
- Please describe your experience in managing conferences.
- If you were to be awarded this contract, what skills/tools would you need to acquire to meet the requirements outlined on the previous page?
- If you were to be awarded this contract, what additional staff would you need to hire or what additional skill sets would you need to fill?
- Describe your experience implementing an aggressive strategic plan for an association and both its successes and lessons learned.

## **VI. Contract Cost**

Please state with specificity your projected total cost to manage PASAE for the contract period. In addition, please state with specificity your projected total cost to manage PASAE for a yearly period. Your proposed cost will be considered in conjunction with your answers to the above questions when selecting a recipient for the PASAE management contract.

### **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 Chad Harvey via email at Chad@modularhousing.com or by phone at (717) 238-9130.

**Proposals must be received by noon (12pm) on April 1, 2010 to be considered.**

# Exhibit A



PASAE 2010 “Member Focused”

STRATEGIES

&

Initial Goals

Developed by the 2009 and 2010  
PASAE Board Members

## *Introduction*

The draft “member focused” strategies and initial goals that were developed by the PASAE Board of Directors are found in the pages below. The strategies were developed by the Board during strategic planning sessions held in October and November of 2009. A key input to the strategic plan was the accumulation of information gleaned by Bob Stearns from a series of surveys and focus groups that he conducted with PASAE members and non-members. It is the intention of the PASAE Board to share these goals with the membership for response in anticipation of pursuing these goals in 2010 and 1011.

Questions about this document and/or comments about that strategic plan can be addressed to Bob Stearns directly at (724) 933-3935 or via email at [bobstearns@extraordinaryperformance.com](mailto:bobstearns@extraordinaryperformance.com), or to any member of the PASAE Executive Committee or executive director. The contact information is posted on the bottom of this sheet.

Please consider the content carefully. The strategies and goals were developed in response to the question “It is now the end of 2012 and PASAE has been successful. The specific goals we have accomplished are:” The strategies/overarching goals we would like to pursue are underlined. The potential initiatives we may pursue to achieve these goals are numbered below each strategy.

The Board is highly interested in your reaction and feedback! Thank you in advance for your consideration.

Dan Tunnell, Chair	(717) 214-2000	<a href="mailto:dtunnell@bcapa.com">dtunnell@bcapa.com</a>
Chad Harvey, Vice Chair	(717) 238-9130 ext. 12	<a href="mailto:chad@modularhousing.com">chad@modularhousing.com</a>
Deb Tingley, Secretary/Treasurer	(717) 526-1010 x3336	<a href="mailto:dtingley@pacounties.org">dtingley@pacounties.org</a>
Jim McCormack, Past Chair	(717) 234-3156	<a href="mailto:jim.mccormack@pcua.coop">jim.mccormack@pcua.coop</a>

PASAE 2010 STRATEGIES  
&  
Initial Goals

**I. PASAE has put its governance and structural house in order. The Governance, Bylaws and strategic plan are well known and understood.**

*Champions: Chad Harvey/Dan Tunnell/Deb Tingley*

1. Review and revise dues structure
2. Increase Board attendance at monthly meetings
3. Board members facilitate Special Interest Groups (SIGs)
4. Review bylaws and ensure they are aligned with strategy of PASAE
5. Determine best organizational structure i.e. management contract, consortium, etc.
6. Improve Board selection process and succession plan
7. Have an equitable RFP process for PASAE contracts
8. Communicate/market new direction to membership

**II. We double the participation of Association members in all PD programs. At least 100 members who never attended a program attend one.**

*Champion: Bob Stearns*

Overarching Strategy: We double the participation of Association members in all Professional Development programs. At least 100 members who never attended a program attend one.

1. Create and implement a blended delivery format for formal PD programs to double attendance and so participants rate programs as 5 out of 5 in value
2. Improve Marketing of programs
3. Implement a program for leadership development for emerging leaders as a means for engaging 20 emerging leaders into PASAE in 2010
4. Implement 2 new informal learning/member connection opportunities.

**III. We doubled # of PASAE members engaged in PASAE activities.**

*Champions: Heather Sharar/Jim McCormack*

1. We have implemented an appropriate Reward and Recognition process. Celebration dinner with media
2. Include “Young” leaders in strategy and visioning (SIG)
3. Create more opportunities for volunteering and engage more volunteers
4. Implement SIGs/networking opportunities for different association positions such as executive directors, second-in-commands, communications, marketing, IT, membership, human resources, government relations, etc.
5. New member orientation program
6. Publicize how members can become engaged in PASAE – information packet for members to give to their new hires
7. Improve marketing of PASAE events – target marketing to specific segments
8. Members display PASAE logo on their web site (logo usage guidelines)

**IV. PASAE Services and Operations fully meet our members’ needs.**

*Champion: Jeff Heishman*

1. Review decision to publish magazine
2. Review current programs and decide which ones to keep
3. Implement review process to evaluate whether we are fulfilling their needs
4. Implement member satisfaction survey and goal – twice a year
5. Improve the information available on the website and also ask for input

**V. Increase resources provided to our members through collaboration (strategic partnerships) with other organizations.**

*Champions: Camille Kostelac-Cherry/Tom DeWall*

1. PASAE acts as clearing house for all associations to publicize legislative issues so associations with like issues can work together
2. Develop relationship with PAGR to collaborate on Lobbypalooza
3. Develop relationship with PANO on govt. relations
4. Determine whether to develop a legislative committee. (Eventually develop a PAC?)
5. Determine what issues are common to PASAE members legislatively
6. We are championing the events of our member organizations – offering special fee for PASAE members

**VI. We have doubled the number of Associations that are members to 200 while retaining current members.** *Champion: TBD*

1. Determine who will be the point person(s) to promote membership
  - A) Full time sales
  - B) Part time sales
  - C) Committee
2. Develop membership recruitment material
3. Initiate strong membership recruitment effort in July
4. Implement strategies for retention

**2011 Strategies**

**VII. The sponsorship program has been a huge success potential sponsors have been turned away.**

**VIII. We've made better use of our Foundation.**

**IX. We implemented a process to encourage young people to seek careers/ leadership positions with Associations.**