

**MISSOURI SOCIETY OF ASSOCIATION EXECUTIVES
RFP FOR
ASSOCIATION MANAGEMENT SERVICES**

Description

The Missouri Society of Association Executives (MSAE) is seeking candidates (individuals or companies) to provide full service management to the organization. The successful candidate will exhibit leadership, management, organizational skills and technical knowledge.

The selected candidate is directly responsible to the MSAE Board of Directors and President. The Board's desire is to invest in a long-term commitment, based on satisfactory performance, with the selected candidate to ensure continuity of our efforts.

Our History and Mission

The Missouri Society of Association Executives was formed in 1973. The mission of MSAE is to promote and support excellence and professionalism among association executives and to work diligently to increase the effectiveness, the image, and the impact of associations as they serve their members and society.

Membership Overview

The MSAE is a statewide association of professionals who manage trade, professional, educational, technical, and business associations, societies, and non-profit organizations which consists of approximately 250 regular members and 200 associate members. Our member associations come from a wide range of industries, including local, state, and international.

MSAE seeks to enhance its members' knowledge and job performance abilities to the highest level through peer-to-peer interaction, quality education and events.

MSAE regular members include association and nonprofit executives and managers. Our members work in a variety of roles from chief staff executives and executive directors to department heads and staff members of a wide range of departments including finance, human resources, marketing, membership and meeting planning. The organization also includes supplier and vendor members (our associate membership category) including hotel and city sales representatives, publishers, consultants and others committed to helping associations and nonprofit membership organizations support their constituents at the highest levels. MSAE memberships are in an individual's name. The organization offers group pricing for associate member category.

RELATIONSHIP TO OTHER RELATED ORGANIZATIONS

MSAE is not a component chapter of the American Society of Association Executives. Two regional societies, Kansas City and St. Louis, are also not affiliated with MSAE.

DESCRIPTION OF LEADERSHIP STRUCTURE

From the MSAE Bylaws

"The government and management of the funds, properties, and affairs of the MSAE shall be vested in a Board of Directors." The board consists of the President, President-Elect, Secretary-Treasurer, Vice President for Membership, Vice President for Community/Public Relations, and Vice President for Education/Programs, Immediate Past President, four additional regular voting members (staggered terms), and two associate members (staggered terms).

Acting on behalf of the Board, in between Board Meetings, is an Executive Committee made up of the President, President-Elect, Secretary/Treasurer and Past President. MSAE's Executive Director serves an ex-officio role on the Executive Committee.

MSAE currently has 6 active committees:

- Christmas Party Committee
- Tradeshaw Committee
- Funfest Committee
- Education Committee
- Community and Public Relations Committee
- Membership Committee

DESCRIPTION OF MEETINGS

MSAE holds the following major meetings annually:

- 1) Annual Meeting: Held in conjunction with the Funfest in September
- 2) Membership Meetings: Held in February, May and November.
- 3) Social Events: Funfest and Christmas Party
- 4) Trade Show in conjunction with Missouri Travel Council and Missouri State Government Meeting Planners

DESCRIPTION OF PUBLICATIONS AND COMMUNICATIONS

Under the direction of the Vice President of Community/Public Relations, MSAE publishes a printed magazine quarterly. The current edition is made available to members only. Access to the archives of past editions of the newsletter is available to the public.

The organization is on social media (Facebook). The MSAE website (<http://www.msae.net/>) includes general information about the organization, but can be enhanced with user friendly functionality and add-ons.

SUMMARY OF ASSOCIATION STATUS AND PRIORITIES

Status:

- Strong position and limited reserves
- Opportunity to improve on member benefits and services.
- Committed board who, while willing to “roll up sleeves” is working to be more strategic
- Modest membership growth in last year

Priorities:

- Stronger reporting (financial and otherwise) to support growth in strategic dialogue
- Initiatives that expand reach and engagement to new segments / organizations
- Strategies to strengthen data integrity to support high quality customer service
- Implementation of a cohesive marketing / communications plan
- Heightened effort to more fully leverage technology to support general operations and overall engagement.

SUMMARY OF CONTRACTS

- No office or equipment leases
- Annual meeting contracts in place for 2017 and 2018

SCOPE OF WORK

General Administrative Support

- Provide a physical office for MSAE
- Maintain post office box and collect mail daily

- Maintain current telephone, fax, and email for MSAE
- Maintain all membership, corporate and financial records, including storage of other MSAE records
- Field member requests and questions via phone and email
- Provide technology services, including membership database, website support, online registration and email
- Maintain an inventory list of equipment, software, and passwords of all online portals
- Maintain Annual Registration reports with the Missouri Secretary of State and file with the Department of Revenue, when needed, the necessary papers to ensure continuance of MSAE's sales tax-exempt status

MSAE Scholarship Foundation

- Assist the Foundation Board of Directors with duties such as: fund-raising; documentation to Secretary of State and Auditor
- Preparation of scholarship application
- Provide foundation board with summary of applicants and a scoring sheet to select the winner(s)
- Notify winner and coordinate presentation of scholarship
- Any other duties that the Board sees fit to ensure that the MSAE Scholarship Foundation is properly coordinated and funded

ASAE Annual Meeting

- Annually, represent MSAE at the American Society of Association Executives Annual Meeting, with the MSAE President-Elect or a designated representative, attending the state allied society meeting on their behalf. Expenses covered are transportation, meetings fees and lodging. Meals not included in the registration fee will be paid based on IRS per diem rates for location.

Financial Support

- Work with the Secretary/Treasurer, board and other key stakeholders in developing annual budget
- In line with MSAE's financial policies, oversee and authorize appropriate expenditures while maintaining proper controls to safeguard assets; and deposit and records funds according to standard accounting procedures
- Provide full-charge bookkeeping services, including credit card processing (fees?)
- Provide quarterly comprehensive periodic financials reports (through board approved accounting software-Quickbooks)
- Plan and oversee, in collaboration with the Secretary/Treasurer, the annual review/audit of MSAE's financial statements and tax filings
- Coordinate board directed decisions and communications with investment advisor or financial institution
- Maintain, oversee and reconcile all financial accounts, including but not limited to, checking and money market accounts, accounts payable and receivable, dues billing and other accounts as deemed necessary or appropriate by the board
- Administer the funds according to the approved budget and monitor the monthly cash flow of the organization
- Develop and recommend financial policies and procedures
- Provide to the CPA or Audit Committee all records necessary for the annual financial review or as the Board of Directors determines is necessary

Membership Support

- Send dues notices to each member in November with a final billing in December. After final request for dues, take necessary action or removal from database files. NOTE: Directory update information is sent with billing. Executive Director is responsible for an accurate accounting of database for use in updating MSAE Membership Directory. Update the member directory on the MSAE website regularly.
- To drive organizational growth, work with the membership committee chair to oversee the development and implementation of an annual acquisition and retention campaign, including the development of all campaign related collateral
- Communicate regularly and effectively with members
- Establish professional working relationships and foster collaborative arrangements with members, vendors and other organizations to help achieve the goals of the organization
- Process new memberships, renewals and event registrations, including individual, group and associate membership types
- Develop and implement online application and registration portals
- Provide monthly updates to the membership committee chair and other key stakeholders on the organization's membership position. Provide counsel and recommend adjustments to membership plan based on results.
- Communicate with membership on a regular basis to keep them informed of the work of the organization and to identify changes, trends or best practices in the industry
- Maintain a single, complete and accurate database of member records
- Implement an annual effort to solicit updates to records in the association's database. Research and update records based on return mail (postal and electronic)
- Work with the appropriate board member in mailing to the membership information to compile the bi-annual Salary Survey for MSAE CEO's
- Coordinate the printing and distribution of a lobbyist directory every year or as determined by the board. Gather information and photos, layouts with the printer, proof and oversee printing. Arrange for distribution as appropriate.
- Ensure that the MSAE Mobile App is kept up-to-date with all member information as well as lobbyist information

Meeting and Program Support

Coordinate the following details for the following meetings and programs: Educational Programs, Membership Meetings, Board Meetings, Board Retreat, Funfest, Christmas Party, and Trade Show.

- Issue RFP, review proposals, make recommendations to board and contract with facility for each event
- Work with committee to develop program, identify speakers/sessions and determine theme
- Serve on the committee and assist in planning and organizing the joint Trade Show. Work with this committee to organize and plan a speaker's showcase or education workshop, if appropriate.
- Secure speakers, get session descriptions, bios, pictures, presentations and coordinate travel arrangements as needed
- As a part of a comprehensive annual marketing plan, develop marketing pieces for events, promote via email, web and mail
- Coordinate logistical details with the facility for F&B, room sets, AV, etc.
- Secure sponsors and ensure that deliverables are fulfilled
- Manage registration process (including receipt of payments, invoicing, and receipts), prepare handouts, name badges/ribbons, attendance lists, etc.

- Provide on-site support for the event, including manning registration table, working with facility, assisting session moderators and speakers as needed, including providing a laptop and projector if necessary and setting up the AV equipment.
- Prepare session evaluations, compile results and make recommendations for improvement based on results
- Prepare meeting scripts for volunteer leaders and sponsors

General Education Support

- Confirm MSAE is an approved provider for continuing education through ASAE
- Send annual application to ASAE with details on sessions held to remain approved provider

Golf Outing for Funfest Support

- Contract with facility for golf outing and awards dinner
- Manage registration process, secure giveaways, pairings, program book, raffle tickets
- Work with committee to secure sponsors, prizes and players
- Prepare scripts for volunteer leaders and sponsors
- Coordinate logistical details with the club for golf, lunch and awards dinner
- Provide on-site support for the event, including manning registration table, working with facility, managing prizes and assisting volunteers as needed
- Prepare session evaluations, compile results and make recommendations for improvement based on results
- As a part of a comprehensive annual marketing plan, develop marketing pieces for events, promote via email, web and mail

Board/Committee Support

- Support MSAE's Standing Committees– send out notice, create agenda and provide materials, participate in meeting, prepare and send minutes
- Support for all (approximately 6) in-person board meetings – secure location, send out notice, create agenda, prepare an ED report, solicit committee reports, compile and send out materials, participate in meeting, prepare and send minutes
- Provide leadership, vision, general advice and guidance to the board and its committees regarding policy, direction and implementation of the Association's mission and bylaws, including a board member/officer onboarding orientation process.
- Formulate, review and recommend basic policies and procedures necessary to carry out MSAE's mission.
- Authorize and execute necessary contracts, agreements, etc.
- Develop an annual operational plan that advances the strategic goals of MSAE and is aligned with the annual marketing plan

Communications Support

- Work with Vice President for Community/Public Relations to develop editorial calendar for four issues of the newsletter. Write articles, manage production, sell advertising (including advertorials), design and layout, print and electronic distribution.
- Prepare, with Vice President of Communications, press releases as needed, and distribute to media.
- Compose and manage the publication of the annual membership directory
- Aid in the development, and manage the implementation of a quarterly communications calendar to coordinate all external outreach of the association including e-newsletters, e-mail promotions, social media postings and other efforts identified by the communications committee.

- Develop a comprehensive annual marketing plan that is aligned with the operational plan and encompasses all program and membership marketing strategies and tactics

INFORMATION REQUESTED

As part of your response, please answer these questions. Your overall response should not exceed 15 pages (title page and addendum excluded). Individuals responding to the RFP should respond to client-related questions from the perspective of an employee/employer relationship. All questions must be in writing and directed to Keith Sappington, President Elect, at keith@malarcf.org.

General Operations

- A description of how you approach your work to serve your clients
- An indication of your ability to provide support for each aspect of the Scope of Services section above. Also indicate services that you would expect to outsource.
- Describe a conversation you had with a client that had a moderately sized budget, but a large scope of work
- A specific transition schedule, including cost
- A representative client list and references
- Background information on the individual you are proposing to be the Executive Director and their resume
- The MSAE Board's goal is to have a long-term partnership; however, this contract will be bid every five years. Describe the success factors that you have in place with one of your longstanding clients.
- A clear explanation of how you would charge for its services and how these expenses will fit in our budget (i.e., software, copies, postage, etc.)
- Any services other than those listed in this contract will be considered as separate and not included in the retainer. Should the Board of Directors desire additional services other than those listed in this Agreement, how would you charge for these services (i.e., hourly rate)
- Identify potential conflicts of interest, and identify any relationship you may have with a current board member

Growth Initiatives

- An explanation of key staff's experience in related industries or areas of concern, including resumes/vitas
- Your philosophy on the role of organizations such as MSAE within the association community, along with examples of how you currently engage with the broader professional community (note: you need not focus on MSAE in this question)
- An example of how you have been able to bring different communities (between organizations / within organizations) together and advance the mission of your organization
- Describe a time when you brought a strategic opportunity to a client. What was the process? What was the impact?
- A sense of how you manage your workload and how you would help your team and the board manage its workload, on a daily and monthly, basis
- Identify areas that you think MSAE could use some improvement and provide a summary of how you would implement these ideas

TIMELINE

The following timeline will apply to this process:

- Week of August 14th RFP Issued
- August 30th Firms may submit questions in writing to Keith Sappington, President Elect, keith@malarcf.org
- September 7th Answers to questions shared with all candidates
- October 13 Responses Due
- October 14-20 Finalists Identified
- October 20 – Finalists Notified
- October 27 Finalists present to the Board and candidate is chosen
- October 28-through 31st Contract developed, agreed upon, and executed
- November 1st – December 31st Transition period (subject to change)
- January 1 – Official Start Date (subject to change)

If the timeline changes, the Search Committee will keep you apprised.

SCORING

The attached rubric outlines the scoring of items utilized to evaluate each application received. A total of 50 points is available based on the criteria in the matrix.

PROPOSAL WILL BE ACCEPTED VIA MAIL OR EMAILVIA USPS:

Attention: AMS Proposal
Missouri Society of Association Executives
PO Box 1574
Jefferson City, MO 65101

VIA EMAIL:

keith@malarcf.org

FOR QUESTIONS REGARDING THIS RFP, PLEASE CONTACT:

Keith Sappington, President Elect
Jefferson City, Missouri
keith@malarcf.org

RFP Evaluation Rubric

	Excellent 5 pts	Competent 4 pts	Marginal 3 pts	Inadequate 1 pts
Introduction	An intriguing introduction based on facts leads clearly into the proposal.	A fairly well formulated introduction with some evidence to support their services and the ability to meet MSAE's needs.	Introduction is not well constructed, uninteresting, or does not lead into the RFP.	Lacks a proper introduction.
General Administrative Support	Stated the services provided clearly, and provided evidence of transition process for assuming the contract.	Fairly well posed statement of services provided and the transition but the evidence is not as strong as it could be.	Statement of the services provided is not clearly stated and/or lacks quality evidence to support the problem	Lacks a proper statement of the services provided. Evidence presented does not support the needs of MSAE.
Financial Support	Very clearly identifies the ability provide oversight of MSAE's financial processes and account.	Fairly well stated the need to provide oversight of MSAE's financial processes, but did not demonstrate its ability.	Purpose of the financial oversight is not clearly stated and/or the value is not stated.	Lacks ability and oversight of providing financial support.
Membership Support	Demonstrated advanced knowledge of membership recruitment and retention services, and of prior success in this area.	Demonstrated basic knowledge of membership recruitment and retention, but did not mention any specific successes/examples.	Stated ability in membership recruitment and retention is unclear, but provides general information.	Lacks a knowledge and experience in membership recruitment and retention efforts.
Meetings and Programs Support	Demonstrated advanced knowledge of program and event management services, and of prior success in this area.	Demonstrated basic knowledge of program and event management services, but did not mention any specific successes/ examples.	Stated ability in program and event management services is unclear, but provides general information.	Did not mention any previous knowledge and experience in program and event management services.
General Operations	Stated the required resources (facilities, equipment, and personnel) provided clearly, and evidence of transition process.	Fairly well posed statement of the resources (facilities, equipment, and personnel) provided and the transition but the evidence is not as strong as it could be.	Statement of the resources (facilities, equipment, and personnel) provided is not clearly stated and/or lacks quality evidence to support the problem	Lack proper resources (facilities, equipment, and personnel) required. Evidence presented does not support the needs of MSAE.
Growth Initiatives	Describes resources (facilities, equipment, and personnel) available to strategically grow MSAE to meet the future needs of its members.	Describes resources (facilities, equipment, and personnel) available to maintain current status of MSAE.	Describes resources (facilities, equipment, and personnel) available but meets some of MSAE's current status.	Does not have resources (facilities, equipment, and personnel) available to strategically grow MSAE to meet current/future needs of its members.
Qualifications and Experience of Firm and Personnel	Firm and Executive Director hold degrees in relevant fields, with at least 10 years' experience in providing association management services.	Firm and Executive Director hold degrees in relevant fields with less than 10 years' experience in providing association management services.	Firm and Executive Director have at least 10 years' experience in providing association management services.	Firm and Executive Director do not hold degrees in relevant fields and has not provided association management services for at least 10 years.
Reasonableness of Cost and Price	The proposal meets all the needs identified and the monthly retainer is within the current budget line item for this service.	The proposal meets all the needs identified and the monthly retainer is within 10% above the current budget line item for this service.	The proposal meets all the needs identified and the monthly retainer is at least 11% higher than the current budget line item for this service.	The proposal does not meet all the needs identified and the monthly retainer is not within the current budget line item for this service.
Writing Mechanics	Very well written proposal with few grammatical errors. Addresses all items in the RFP.	Well written proposal with few grammatical errors. Addresses most items in the RFP.	Fairly written proposal that lacks clarity; has poor transition sentences. There are several grammatical errors. Addresses most items in the RFP.	Poorly written paper that lacks organization. There are multiple grammatical errors. Does not address the items in the RFP.