

OCASA – Ontario College Administrative Staff Association

Request For Proposal for ASSOCIATION MANAGEMENT SERVICES

HISTORY OF ASSOCIATION

OCASA was formed in 1994 as an association for college administrators in Ontario's publicly funded colleges (CAAT). It's original purpose was advocacy-focussed, but has transitioned to greater importance on PD and networking (though a representation function still exists, and pension sponsorship).

Originally conducted with member volunteers, and two retirees performing specific tasks on contract, further contract support (general tasks) was hired in 2001, moving to a full-time Executive Director 2006, at which time a permanent office was established, including part-time office support.

Where local associations exist, members have a great sense of member value – but they exist in fewer colleges now. Turnover with retirements are greatly affecting membership as the peer recruitment is declining. Presently we are at about 25% penetration of the full market, with growth potential.

Services are provided primarily online (webinars, website), through virtual mentoring, and an annual event. Members generally see access as important: to expertise, best practice sharing, network, community, system information, legal support.

www.ocasa.on.ca for more information

MISSION, VISION, STRATEGIC PLAN

<http://www.ocasa.on.ca/sites/default/files/inline-files/pdfs/Mission%20Vision%20Strategic%20Plan%20151126.pdf>

SUMMARY OF ASSOCIATION STATUS / CONCERNS

Key issues:

- Declining membership in a growth market – key is awareness building in colleges with little history/experience with OCASA. This is a priority area of support needed.
- Finances: expect break even this year, with \$31,000 in reserve. 2015 ran a deficit budget (only year).
- Revising an online learning program (certificate) to launch 2017.
- Working with system stakeholders (HR, Presidents) to support leadership training in system – OCASA's role beyond a governance seat is undetermined at this time.
- Search for new executive director in next 10 months

TYPES OF MEMBERS

Full details here: <http://www.ocasa.on.ca/membership>

- Individual memberships, paid largely through payroll deduction. 24 college employers.
- Associates in a related institution or role. Full privileges, but no vote.
- Those on payroll deduction don't require renewals. Those on direct payment do.

Key benefits: access to professional network: mentoring, information, support, best practices
Uniquely designed PD: Webinars, online learning, annual conference, chairs summit
Representation on Pension, provincial compensation consultations and legal support

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DESCRIPTION OF LEADERSHIP STRUCTURE

- Board of Directors – 12 members – policy oversight; strategic oversight
- One full-time Executive Director, accountable to the Board
- Working teams/Committees: membership engagement; conference planning; PD; finance (others are activated as needed)

DESCRIPTION OF MEETINGS

- One AGM (end of June, during Conference); only F2F meeting of Board
- Board meets by teleconference during year (2-4 times)
- Conference June – PD – open to members and non-members
- Chairs Summit – One-day event for academic chairs – inaugural October 2016 – open to members first, then non-members

DESCRIPTION OF PUBLICATIONS

- *College Administrator*, published semi-annually; published by Kelman & Associates (they sell advertising, do layout, print, and distribute)
- We provide all editorial content – Contributing Editor is hired for this role on a contract basis
- 3,400 distribution – trial to 30 colleges outside Ontario Fall 2016
- Goes to all administrators in colleges, not just members.

SUMMARY OF KEY CONTRACTS

Lease: Canada Post Corporation (this will be terminated once we move to AMC)

Insurance: D&O (Marsh), Office (McCutcheon Insurance – also will be terminated with move)

Phone/internet: Bell (land/cell) (expect this to shift as well)

Conference calling/Adobe Connect webinars: Pragmatic Conferencing

Publisher: Kelman & Associates

Annual Conference Venue: Kingbridge Conference Centre June 25-27, 2017

Legal Consultation services for members: Ella Forbes-Chilibeck

Editorial consulting – Bill Swan (annual contract, paid monthly)

SCOPE OF SERVICES TO BE PROVIDED BY AMC

Our total budget is in the range of \$30,000 - \$55,000. By closing our current physical location, eliminating part-time staff, and funds will be made available accordingly. If membership grows, so does our budget. We see moving to an AMC as supporting our immediate need for office support. But we also look to a long-term relationship that will support the growth of OCASA. Opportunities for other projects, such as membership campaign, website renewal, will be important moving forward.

* Association Management

1. *** General Office**
 - a. Phone (hours) – for member processing inquiries/general inquiries. All substantive calls to be forwarded
 - b. Fax
 - c. Voice Mail
 - d. Email – to be determined
 - e. To be the head office address
2. *** Board Meetings** - ED will continue to coordinate and set agenda
 - a. Frequency - quarterly
 - b. Location – teleconference; June 25 in person (King City)
 - c. AMC to have responsibility of taking minutes, advising on policy matters as needed; keeping minutes book.

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3. *** Management Company Facilities**
 - a. Storage requirements – financial/member files
 - b. Magazines, stationary, marketing materials/products
4. *** Financial Management** (see Appendix 1 for more detailed description)
 - a. Frequency of reports – Monthly membership report (including revenues by college); quarterly financial reports
 - b. Income and expense responsibility
 - c. Support for Budget preparation
 - d. Credit card processing / e-commerce support
5. *** Membership Support Services**
 - a. Database/CRM
 - b. Renewal cycle
 - c. Membership directory – sits on website right now
 - d. Recruitment/renewal support (technology, consistent outreach)
6. Communications Support Services (this is desired in the future – could be included as second tier item – additional project pricing)
 - a. Web Services – website redevelopment (mobile/AODA/hosting) – allow administrative updates from ED
 - b. support for social media (LinkedIn in particular)
 - c. integration of email broadcast/membership data

*** Annual Conference Support** (100 attendees) This item is a “nice to have”, but could be included as a second tier item – additional project pricing.

1. Onsite Staff – registration/information table
2. Name badges/workshop lists/assignments
3. Liaising with venue for rooming lists/dietary/room set-up, etc.
4. Registration Processing Support

TIMELINE

Proposals due by November 25, 2016 at 3:00 pm

Invited presentations made on December 9 in Toronto

Transition begins January 3, 2017 and is completed by February 13, 2017.

APPENDIX

- Audited statements 2016 (attached)
- Current balance sheet (attached)
- Bylaws: <http://www.ocasa.on.ca/sites/default/files/inline-files/pdfs/OCASA%20by-law%20revisions%20clean%20version%20%28July%2015%2C%202013%29%20130717%20.pdf>
- Operating budget (attached)
- College Administrator: <http://www.ocasa.on.ca/communications/college-administrator>

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INFORMATION REQUESTED OF THE ASSOCIATION MANAGEMENT COMPANY

1. A description of how your association management company is organized to serve its clients.
2. What metrics do you currently use to communicate service expectations to clients?
3. What makes you unique compared to other AMCs? What is your value-add?
4. An indication of your ability to provide support for each aspect of the Scope of Services section above. Also indicate services that you typically outsource.
5. Do you have a CRM system? Can you support membership engagement/attraction/recruitment?
6. In terms of services, what else would you recommend to us based on our budget?
7. Our current executive director has given notice of departure in the next 10 months. We would be interested in knowing what kind of support you can offer in that process (e.g. developing job description, posting position, supporting evaluation and interview process). What budget would be attached to this?
8. An explanation of the company's experience in related industries or areas of concern – i.e. public sector; higher education/education; professional.
9. A clear explanation of how your firm charges for its services and how these expenses will fit into our budget.
10. The qualifications and responsibilities of the account executive who will serve our association.
11. Can you provide bilingual membership support (French)?
12. A description of how your association management company will meet the immediate challenges and fulfill the future goals of our association.
13. A specific transition schedule.
14. Costs for the transition activities.
15. A representative client list and references.
16. Financial references.

TIMELINE

As indicated in the Association Profile Form, the following timeline will apply to this process:

Final receipt of all proposals date	November 25, 2016 at 3:00 pm
Initial screening of proposals by search committee	November 28, 2016
Due diligence and invitations to AMC's for presentations	November 28 – December 2, 2016
Presentation of one or more proposals to the Board of Directors	December 9, 2016 (Toronto)
Selection and negotiation of contract specifics	December 12 – 22, 2016
Transition process	January 3 – February 13, 2017
Formal start date	February 13, 2017

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

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CONTACT INFORMATION

For questions regarding this RFP, please contact:

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Appendix 1

Financial Details

Membership:

- Full members \$290 (voting members, must be employed in one of the 24 CAAT colleges)
- Associates \$290 (full privileges no vote)
- Retirees (one life-time fee \$100)
- Membership data: Membee (web-based) and Excel spread sheets
- Membee also serves as event registration system

Fees processing:

- Annual renewals: 45 (some monthly, some annually, all credit card)
- Payroll deduction: 600 (24 cheques or direct deposits/monthly from colleges, with membership list attached)
- Memberships expiry dates are determined by membership date. There is not one expiry date for all members.

Banking: Monthly transactions (one primary bank account)

- Banking transactions as per monthly statement: 45 for all debits and credits
- Bank Deposits: ATM 4 (representing 20 cheques) ; direct deposits by 8 colleges
- Cheques issued: 10 on average (20 post conference)
- Invoices to be processed: fewer than 10
- Expense reports to be processed: 1 at most

Other notes:

- We use Moneris for credit card processing and Beanstream for e-commerce
- We have one small investment as security for credit card (\$5,000)
- Presently we require two signatures for disbursements over \$1,000 (exemption for payroll); as a result we do not use online banking services. Both of these items could be amended moving forward with Board approval and Bylaw amendment.
- We do not collect HST (that should be reviewed)
- We are incorporated in Ontario, as non-profit; we do NOT have charitable status
- We are audited annually, at our request

Member Service/Communications Details

- **Annual Conference:** 100 attendees; office staff plan all logistics with content planning team, member volunteer assistance on site.
- **Mailings:** almost none; when we do it would be distributed by college reps internally.
- **Emails:** Roughly 50/year – we would continue to plan content
- **Board meetings:** three teleconference meetings (90 minutes); one F2F meeting in June (3 hours, King City)
- **New members:** on-boarded to data base and website access; Constant Contact; Email welcome and mailed letter welcome; automated emails/manually generated welcomes/invitations to events in first year.
- **All PD programing:** expected to continue with Executive Director