



A REQUEST FOR PROPOSAL FOR ASSOCIATION MANAGEMENT SERVICES

INTRODUCTION

The Public Broadcast Management Association (PBMA), a 501(c)(3), seeks proposals from individuals and organizations to serve as executive director and provide association management services for the organization.

PBMA's current three-year contract concludes in June 2011. A six month decision-making process is anticipated, with a potentially multi-year contract awarded by January, 2011, to commence July 1, 2011.

PBMA encourages innovative service designs and compensation structures. These could include an individual operating as an Executive Director (ED) in a traditional stand-alone non-profit association model, to an association management model in which an organization provides these services as a line of business. While under the current model, PBMA plans and executes its annual conference, the ED/Association Management partner may find it more cost-effective to subcontract with a conference planning service. PBMA welcomes proposals that propose a fee structure with incentives that share financial risks and rewards for growth in membership as well as conference attendance and sponsorship.

Like many organizations, PBMA is in a period of opportunity and challenge. Short-term changes in the economy have stressed three key sources of participation and revenue (membership, conference attendance and conference sponsorship). In addition, the board seeks a close working relationship with its ED/Association Management partner, which will result in clarified roles for the board and the ED/Association Management function, including the more standard operating model in which the board is responsible for policy, and the ED/Association Management function is responsible for operations.

In the mid-1990s, the Public Broadcast Management Association enlarged its mission from a focus on developing and expanding financial and business management capacity in public broadcasting to include management and leadership development. In the intervening years, the need for its mission of being the center for and leading source of financial management, human resources and leadership development work for public media has only grown.

Elements of the growing need for a vital PBMA include the elimination of other leadership development activities in public broadcasting, such as the elimination of the Public Radio Conference and the [Corporation for Public Broadcasting's](#) decision to forego professional development work.

Like all media-based services, public radio and television are also in a time of transition driven by the impact of the Internet on the availability and distribution platforms of content. The need for reinvention driven by the Internet, and the lack of organized, systematic professional development in public media, provide both urgency and significance to the mission of PBMA.

PBMA Request For Proposals

The PBMA board has created a committee tasked with creating and coordinating the process of creating and managing the RFP process. The major milestones and timeline for the process is as follows:

April 15, 2010	Final approval for RFP and announcement of availability
June 1-4, 2010	PBMA 2010 Conference
July 1, 2010	Bidders conference call
September 1, 2010	Deadline for submission of applicants
October 1, 2010	Notification of finalist pool
November, 2010	Meeting between PBMA board and finalists
November, 2010	Selection, due diligence and contract negotiation
December, 2010	Contract award
July 1, 2011	Contract commences

Responses to this RFP are due September 1, 2010, and should be sent by certified mail to Tom Livingston, PBMA Board Secretary, Livingston Associates, 3000 Chestnut Avenue, Suite 208, Baltimore MD 21211. Inquiries are welcome, and should be directed to Tom Livingston at (410) 243-1974, or by email to tom@livingstonassociates.net.

HISTORY OF THE ASSOCIATION

The need for an organization like PBMA became clear as soon as CPB initiated Community Service Grants (CSG) to public television and radio licensees in the early 1970's. Before CSGs, the accounting practices of individual public broadcasting licensees rarely interacted. Stations were isolated islands in the nationwide archipelago of public broadcasting.

Public broadcasting grew in America by evolving four distinct types of organizations to hold noncommercial educational broadcast licenses, and operate public radio and TV stations. Business practices among those license holder categories - community, university, state, and local authority - have always varied dramatically.

But administration of the Community Service Grant program required at least some commonality of accounting methods. Soon after stations began to receive Community Service Grants (mid-1970s), CPB auditors started to recognize some grant recipients' business practices as the most effective. CPB staff often directed other recipients to those stations for advice. A group of finance professionals from those often-called licensees began meeting regularly with CPB staff to ensure the continued quality of their own practices and to make sure the advice they gave to others was correct. The group organized itself into the Public Telecommunications Financial Management Association (PTFMA) operating at the University of Wisconsin in Madison.

By April 1980, the group had drafted bylaws and elected its first board of directors, including representatives from the national organizations, CPB, National Public Radio (NPR), and Public Broadcasting Service (PBS). Then, as now, the most important products of the association were person-to-person networking, training delivered via conferences and workshops, and interactive connection of members to the national organizations.

In 1982, PTFMA's headquarters moved from the University of Wisconsin in Madison to Southern Educational Telecommunications Association (SECA) in Columbia, South Carolina. The boards of PTFMA and SECA, and the staff of SECA saw synergy between their organizations. PTFMA engaged SECA to provide management services. In 1997 SECA became National Educational Telecommunications Association (NETA) and NETA continued to provide PTFMA management services.

The character of PTFMA's membership evolved over time. People who had begun public broadcasting careers in accounting and finance moved into general management, but maintained

PBMA Request For Proposals

their PTFMA connections and membership. Human resource specialists realized that PTFMA's professional development interest aligned with theirs, and that the association's focus on non-commercial broadcasting made its training products uniquely valuable. Staff legal counsel and information technology professionals discovered PTFMA, and joined to gain access to its special network.

The broadening membership meant that, by 1996, PTFMA's name no longer described the association's reach. To address this issue, the board recommended, and the members voted, a name change to Public Broadcasting Management Association (PBMA).

PBMA continues to provide top quality, professional education for managers and administrators, as well as those who aspire to leadership roles in public broadcasting. Its workshops on preparation of the CPB Annual Financial Report and the Station Activities Benchmark Survey remain the place for administrators new to public broadcasting to learn the basics. And PBMA's conference is still the only meeting in public broadcasting with vital information for both radio and television broadcasters.

MISSION, VISION, STRATEGIC PLAN

Mission: PBMA provides public broadcasting with valued business leadership, professional development, and fosters the exchange of information and knowledge.

Vision: Enhance and sustain public broadcasting and public service media through management excellence.

RELATIONSHIP TO OTHER ORGANIZATIONS

PBMA compliments the vast majority of public broadcasting associations and agencies. PBMA's strategic mission to provide business and management information does not directly compete with other membership associations in that most other associations either focus on development and fundraising (e.g. DEI, TracMedia), new media (IMA), programming (PRPD) and/or programming and general station management (NETA). It also complements PBS and NPR and other national content producers' missions and serves both radio and television stations.

SUMMARY OF ASSOCIATION STATUS / CONCERNS

PBMA's average membership is 177 (organizations); average attendance at its conference is 124; average conference underwriting/sponsorship is \$45,000. These figures are an average of figures for the past two years.

PBMA's aspiration is to continue on its path of becoming the essential source for leadership development for all of public media (including public radio and television) in addition to its current and historic preeminence in being the source for training in financial management and HR.

Currently there are three areas to address in our next ED/Association Management partnership:

- a) Sustainability and growth, including financial sustainability;
- b) Sustained/full-time equivalent focus by the ED/Association Management function
- c) Clarified/re-defined Board/ED roles – Board (Policy), Staff (Operations)

SUSTAINABILITY AND GROWTH FOR PBMA

PBMA seeks an ED/Association Management partner who will grow membership, attendance at the conference and sponsorship/underwriting of the conference. This is both to ensure PBMA's current and long-term sustainability, and to grow the capacity of PBMA to serve its larger mission of being the essential source of finance, HR and leadership development for public media. PBMA's 2009 conference lost money from failing to meet room guarantees (contracted pre-economic crisis), and has left PBMA with limited financial reserves. In

PBMA Request For Proposals

addition, in recent years PBMA has seen a decline in the number of members, which may also be related to the broader economic climate.

SUSTAINED/FULL TIME FOCUS

PBMA seeks an ED/Association Management partner who will manage the day-to-day functions of the organization, as well as provide executive director-level leadership to PBMA. While creative approaches including sharing the ED function and/or a less than full-time person in the ED position are welcome, PBMA expects a focus equal to that of an executive director employed full-time by PBMA, someone who is focusing full-time on PBMA, its issues and agenda.

BOARD/STAFF ROLES AND RESPONSIBILITIES

Early in its history, PBMA operated without paid staff. This required a working board that filled both operating and strategic/policy functions. In hiring association management services, the association retained its basic operating model of the board serving both operating and strategic/policy roles, with the association management company serving in a limited, almost clerical role of responding to specific direction from the board. PBMA is extremely proud of the quality of its continued service delivery, given a volunteer board whose members are full-time, fully tasked professionals at public media organizations. However, experience shows that service delivery is compromised, and strategic focus/growth is nearly non-existent under the current model. While the commitment and involvement of the board is undiminished, PBMA might flourish with a more standard association/non-profit model in which the ED function dynamically provides leadership and day-to-day operations, and the board provides policy and oversight of the ED.

TYPES OF MEMBERS

Membership in the Association consists of two classes: *institutional*, which is voting, and *associate*, which is nonvoting. All public telecommunication entities, the organizations that serve them, and any other interested organizations, are eligible to support and participate in the activities of the Association through membership.

(a) Institutional Membership

Any public telecommunication entity or nonprofit organization that serves and supports public telecommunication entities may be a voting member. One person from each institution shall be designated to represent that institution.

(b) Associate Membership

Any for-profit or nonprofit organization with substantial interest in, or business relationships with, public telecommunication entities or nonprofit organizations serving public telecommunication entities may be an associate member. One person from each associate member organization shall be designated to represent that organization.

Determination of eligibility of institutions or organizations or individuals for membership shall be determined by the appropriate board committee under the rules approved by the board of directors.

DESCRIPTION OF LEADERSHIP STRUCTURE

The Association is governed by a board of directors numbering eighteen (18).

(a) Elected Directors:

Six (6) directors are elected by the institutional membership, two (2) directors of which are elected annually for three-year terms. Such a term starts effective with the annual membership meeting concurrent with their election. Any director elected to the board by the membership must be the

PBMA Request For Proposals

designated representative of an institutional member during their full term of board service.

(b) **Appointed Directors:**

Six (6) appointed directors are elected by the board of directors, two (2) appointed directors of which are elected annually for three-year terms. Such a term shall start effective with the first meeting of the board of directors following the annual membership meeting. An appointed director may be the designated representative of an institutional member, but such a relationship is not required. Appointed directors are the only members of the board, except the executive director, who need not be designated representatives of an institutional member.

(c) **Ex Officio Directors:**

Six (6) directors are *ex officio* directors.

1. **Industry Directors:**

There are four (4) industry directors, one (1) representative each of the Corporation for Public Broadcasting, Public Broadcasting Service, National Public Radio, and a fourth national organization serving public broadcasting to be determined by the board of directors. These *ex officio* directors are voting members of the board and are ineligible to serve as officers. Ex officio directors are designated representatives of their respective organizations.

2. **Executive Director:**

The executive director is a nonvoting, *ex officio* member of the board.

3. **Immediate Past Chair:**

The immediate past chair is a voting, *ex officio* member of the board. In the event that the immediate past chair's term on the board has expired, he or she remains on the board for a period of one year, serving as a voting, *ex officio* member of the board.

DESCRIPTION OF BOARD MEETINGS

The PBMA board holds four face-to-face meetings, two at its annual conference, a third in the fall (to initiate conference planning, among other business), and a fourth in the spring. In addition the board and committees typically have 7-8 conference call meetings each month, including a full board meeting.

DESCRIPTION OF PUBLICATIONS

PBMA's publication *BottomLine* is published and distributed electronically to members weekly, with the exception of the Thanksgiving and end-of-the-year holidays.

SUMMARY OF CONTRACTS

PBMA has a master agreement with its current association management partner. Our practice has been for three-year master agreements. The current agreement expires June 30, 2011.

In addition, PBMA executes an annual contract with a hotel regarding its annual conference. It has been our practice to approve and execute each successive agreement before the prior year conference. The first conference to be managed by the successful applicant will be the spring 2012 conference.

SCOPE OF SERVICES

As an association, PBMA cannot undertake its mission and business without a robust, supportive, and active membership. In conjunction with this and under this agreement, PBMA enlists the ED/Association Management partner's support in managing the membership roles including record-keeping and data management, billing and collection of dues, and dissemination of

PBMA Request For Proposals

information to members and non-members. Specific areas that are beyond the ongoing requirements above and that require the ED/Association Management partner's support will be detailed in PBMA's annual operating plan.

The ED/Association Management partner will provide day-to-day management of PBMA's business affairs. The ED/Association Management partner will assist PBMA in the following capacities:

1. Provide an executive director to PBMA who can lead the daily work of PBMA and who is responsible to the board for his direction and oversight as it pertains to PBMA business;
2. Manage the activities of the PBMA board including partnering with the board in board development, scheduling of meetings, drafting of agendas, taking minutes, and other *ad hoc* duties as assigned. This will include providing support for committee as well as full Board activities.
3. Manage the financial affairs of PBMA including (as per the agreement between the Board and the ED/Association):
 - a. Developing for consideration a draft annual budget for PBMA, and subsequent to PBMA Board approval, reporting financial results against the approved budget as requested by the PBMA treasurer and finance committee;
 - b. Serving as agent for PBMA and having the power and authority to enter into agreements on behalf of PBMA;
 - c. Ensuring that all actions are consistent with budget expectations and have the appropriate approval while acting on behalf of PBMA;
 - d. Managing PBMA's funds consistent with its policies and practices, and with the appropriate involvement of PBMA's treasurer and finance committee. Annually the ED/Association Management partner will communicate in writing to PBMA acknowledging receipt of PBMA's current policies. To the extent that PBMA makes changes to its policies, it will provide these changes to the ED/Association Management partner in writing and can expect a written acknowledgement of receipt.
 - e. Maintaining accurate and timely financial records that the current management company uses for financial reporting to PBMA and in their involvement in managing audit of PBMA's finances as needed;
 - f. Ensuring that all prudent financial matters and filings related to PBMA's corporate, financial, and tax status are managed appropriately.
4. Web presence:

A Web presence is a critical tool in communicating with members and the public broadcasting system at large. ED/Association Management partner will host and manage the PBMA Website ensuring that materials are posted and maintained in a timely manner. PBMA Board will have the opportunity to provide general guidance and oversight of the Website.
5. Professional Development Workshops and Webinars

In furtherance of PBMA's mission to assist in the professional development and exchange of information and knowledge, PBMA will conduct workshops throughout the year that are open to members and non-members. These workshops offer educational opportunities in a variety of areas, and will be conducted on-site, via telephone conference call, or other technology suitable for reaching multiple sites. PBMA seeks support consistent with ED/Association Management partner's support of the annual PBMA conference. The PBMA board has a professional development committee that will work closely with the ED/Association Management partner to identify potential professional development topics and delivery mechanisms (workshops, webinars, conference call etc.) to ensure that the overall approach to these workshops is one that maximizes the value and educational opportunity for members. The annual PBMA operating plan will provide detail on the number and nature of a year's planned workshops. It is expected that the ED/Association Management partner will

PBMA Request For Proposals

handle the coordination of these events.

6. Annual Conference

One of the most significant endeavors undertaken by PBMA is the annual PBMA conference each spring. PBMA will utilize Agency ED/Association Management partner's support to organize and run the conference including:

- Assistance in site selection and contract negotiation;
- Marketing the conference to the membership and others to ensure maximum participation and effectiveness of the conference. This will include responsibility for the success of selling sponsorships and exhibitor space.
- Leadership in the development of the format, agenda/sessions, budget, and structure of the conference in conjunction with the appropriate committee of the PBMA Board;
- Management of the conference and adherence to an approved conference budget including the day-to-day responsibilities for billing participants and sponsors and payment to vendors;
- Onsite staffing for the conference as needed and appropriate for the smooth and efficient operation of the conference.

Conference responsibilities span the entire year including long-term planning for future years' conferences and short-term planning and execution for the current year's conference. As a part of the ED/Association Management partner's responsibility for supporting the annual PBMA conference, their lead staff person supporting PBMA will develop a checklist and annual timeline which will consist of the specific duties and responsibilities of ED/Association Management partner and PBMA in furtherance of the conference.

7. General Office

The ED/Association Management partner will serve as the official address of the organization, including maintaining a telephone and mail address that will serve as the contact location for PBMA. The ED/Association Management partner will store and maintain all records as needed for the operation of the organization in an effective and appropriate way.

8. Membership

The ED/Association Management partner will maintain PBMA's membership database and program in such a way as to maximize participation and revenue. This will include recruiting new members and renewing existing members including invoicing and determining and maintaining the appropriate level of member contact (by electronic, phone, and other means) to serve the mission of PBMA and maximize member retention, participation and satisfaction.

APPENDIX

Attached to this RFP as appendices are the following organizational documents for PBMA:

- Current bylaws;
- Our two most recent year-end and audit reports and state and federal tax returns;
- Our current operating budget;
- A print-out of a recent copy of our weekly membership email (BottomLine)

INFORMATION REQUESTED OF THE ASSOCIATION MANAGEMENT COMPANY

Respondents to this RFP should provide the following information:

1. If responding as an association management company, a description of how your company is organized to serve its clients;
2. If responding as an individual ED candidate, a résumé;

PBMA Request For Proposals

3. An indication of your ability to provide support for each aspect of the Scope of Services section above. Also indicate services you typically (or plan to) outsource;
4. An explanation of your (and/or your company's) experience in related industries or areas of concern;
5. A clear explanation of how your firm charges for its services, and how these expenses will fit into PBMA's budget;
6. The qualifications and responsibilities of the account executive who will serve PBMA, or your qualifications if you are responding as an individual;
7. A description of how you or your association management company will meet the immediate challenges and fulfill the future goals of PBMA;
8. A specific transition schedule;
9. Costs (if any) for the transition activities;
10. A representative client list and references;
11. Financial references.

TIMELINE

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CONTACT INFORMATION

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