PROBLEMS, SOLVED

AMCS HELP ASSOCIATIONS FIND SOLUTIONS TO THEIR MOST PUZZLING CHALLENGES

STAFF UP: WHY THE AMC MODEL WORKS 3

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AMCs Solve Staffing Woes
A tight job market has made it difficult for associations to fill positions and retain employees. The AMC model offers a reliable alternative.

BY CHRISTINE UMBRELL

AMCs Solve Cost Challenges
AMCs help associations keep their overhead down by providing cost-effective solutions to their challenges.

BY EMILY BRATCHER

AMCs Solve Global Expansion Puzzles
Want to expand your association’s horizons? An AMC can help your organization navigate into unexplored territory.

BY CHRISTINE UMBRELL
IN MAY, I WAS HONORED TO RECEIVE the Trailblazer Award from the state of Wisconsin for being a long-term woman business owner.

Since I started my own association management company more than 30 years ago, I have worked hard to advance the concept of AMCs and discuss how we can provide a significant advantage to associations by offering expertise, experienced staff, and connections to resources and cost savings.

Now more than ever before, I believe AMCs are problem solvers for the association community. And our influence continues to grow, shown by the 400-plus AMCs and more than 3,000 AMC staff members who make up roughly 8 percent of ASAE’s membership.

Let’s consider some examples of how AMCs can serve as problem solvers.

First, AMCs are global problem solvers because we are already in the markets your association may want to expand into. It is much less risky to partner with an AMC that not only has an office in that country but also prior experience and knowledge of existing laws and regulations.

AMCs also solve staffing problems because we can add or subtract staff as needed for your various projects to ensure you meet your goals. In addition, we offer our employees a wider range of experiences, since they work with multiple clients on multiple types of projects. That means the staff who will work on your association’s projects will have deeper knowledge and experience in many areas.

For budget-conscious associations, AMCs can help with cost savings. We aggregate all our client business under one umbrella and often bring repeat business to vendors, hotels, and service providers, and they understand the value of that. As a result, we receive reduced rates that will help you stay within your budget and achieve the revenue margins you need.

We also make it easy for you to collaborate and partner with other associations and vendors. For example, if you’re looking to launch a new service or product, an AMC may be able to connect you with another client who has already done it. That could mean cost savings for you if you don’t have to develop the product or service internally.

On the following pages, you will see that AMCs solve problems for associations by establishing trust with our clients and having an ongoing dialogue about options. You will also learn that the most valuable relationships are those with transparency, effective communication, and a willingness from both an AMC and an association to try something new. As you consider your association’s most pressing problems, think about how working with an AMC can help you solve them.

Jane A. Svinicki, CAE, is president and owner of Svinicki Association Management, Inc., in Milwaukee and vice chair of ASAE’s 2017-2018 AMC Section Council. Email: jane@svinicki.com

NOW MORE THAN EVER BEFORE, I BELIEVE AMCS ARE PROBLEM SOLVERS FOR THE ASSOCIATION COMMUNITY.
A tight job market has made it difficult for associations to fill positions and retain employees. The AMC model offers a reliable alternative.

BY CHRISTINE UMBRELL
THE U.S. WORKFORCE IS BECOMING EVEN MORE TRANSITIONAL.

Low unemployment rates and the rise of the gig economy, combined with new generations of workers who seek opportunities for advancement at a faster rate than previous generations, have led to reduced employee retention and difficulty in filling positions at traditional workplaces—such as standalone associations.

In this uncertain employment environment, AMCs offer an alternative that provides continuity of service and the benefits of shared resources, as well as subject matter expertise in all areas of association management.

“AMCs were founded on the idea of solving staffing issues at associations,” says Trudie Bruner, CAE, president and COO at Fernley & Fernley. “The model is well suited to helping organizations become more fluid” during times of transition, which occurs with increasing frequency given the challenging hiring climate.

INCREASED FLEXIBILITY

Compared to traditional association models, AMCs offer more flexibility. “We’re able to adjust resources and find shared opportunities with other clients, which can allow an association to scale up,” Bruner says.

Specifically, transitioning some or all staff responsibilities from a standalone association to an AMC can prevent downtime when staff members leave. Alternatively, AMCs can easily absorb expanding workloads, without relying on assignment of full-time personnel.

Bruner points to the example of an association with special interest groups that typically meet once a year—until interest in the SIG program surges, triggering more frequent and larger meetings. Staff can be overwhelmed by the additional meeting-planning responsibilities, but at an AMC, “we can add half of a meeting planner to manage the growth,” she says.

“It’s all about resource allocation,” says Karen Kramer, SPHR, executive director of human resources for Association Management Center. When short-term projects arise, or when a staff member suddenly takes unplanned leave, “we can generally manage them without bringing in more staff.”

ADAPTABLE INNOVATION

In addition to flexibility, AMCs can offer appropriately trained personnel for new programs. As associations move to experiment with innovative benefits and services, AMCs are uniquely suited to aid in these efforts, with less initial investment than might be required at standalones.

Innovation “can be intimidating, but working with an AMC, it’s easier” to try something new, says Bruner. An AMC’s responsibilities can be expanded without hiring dedicated staff, and resources can be scaled according to the success of new programs.

Partnering with an AMC can conserve resources when implementing new programs as well as during crunch times, says Emily Bardach, a director at Interel Group. Bardach
serves as the executive director of client organization Women in Government Relations, which she helped transition from a standalone to an AMC-led organization several years ago.

Three dedicated AMC staff are permanently assigned to WGR, but Interel has additional staff available with specific expertise in finance, meetings, and government relations who can engage when projects or events come up. “You don’t have to adjust your staff—and no one’s sitting around part of the year,” says Bardach.

AMCs typically employ individuals with targeted experience in specific areas of association management, and their expertise can be divided among several client organizations, which means associations benefit from the expertise of highly skilled subject matter experts.

“At a standalone organization, you may need someone in a specific area—such as meeting planning, financial services, or creative media services—for only 30 percent of the time,” says Kramer. “An association may hire someone with that [qualification] who handles that responsibility part of the time” and then assign that individual other tasks “that aren’t really related to their area of expertise.” At an AMC, on the other hand, “we have skilled professionals in all facets” who are assigned to handle association tasks, “and we can flex to meet the organization’s needs.”

What’s more, AMC employees assigned to a given association can turn to their AMC coworkers to problem-solve when issues arise, says Bardach. “At Interel, there are 18 executive directors. We will sit together and discuss challenges. We have monthly client leader meetings and encourage our staff to participate in and run hot-topic quality circles,” she says.

AMCs were founded on the idea of solving staffing issues at associations.

—TRUDIE BRUNER, CAE, FERNLEY & FERNLEY

STRATEGIC TRANSITIONING

Once an association decides to move some or all of its staff responsibilities to an AMC, honesty and transparency are key to a smooth transition. Bruner recalls one instance where the board of a small-staff association decided to hire her AMC upon learning its executive director was leaving. Fernley & Fernley began the transition a year before the executive director retired, working department-by-department to ensure a full transfer of knowledge about processes and procedures.

In another case, Bruner worked to onboard a standalone association that had only a full-time executive director, plus several part-time employees and consultants. “The previous structure was a bit dispersed, and we were able to consolidate it all into a single management solution,” she says.

Involving board members in decision making and alleviating their concerns is important during these transitions. “The board may have been working with a standalone staff for a very long time, so AMCs need to establish trust—and help those board members understand that AMC staff also are passionate about the success of associations,” says Bruner.

Bardach agrees that trust needs to be established during staff transitions, adding that relationship building is the key to alleviating fears and ensuring boards that the association will be run according to plan. She encourages one-on-one meetings with board members at the beginning of their terms. That way, if a problem arises, the foundation of the relationship is already established.

Ultimately, working with an AMC means board members can allocate more of their time to the big picture—and less time to the details of staff transitions.

“It’s all about flexibility and shared resources, and bringing economies of scale to associations,” says Kramer. These features can serve as the perfect solution to an association facing staffing challenges—and an attractive alternative in today’s tight labor market.

Christine Umbrell is a freelance writer based in Herndon, Virginia. Email: christineumbrell@gmail.com
AMCs help associations keep their overhead down by providing cost-effective solutions to their challenges.

BY
EMILY BRATCHER
The Society for Immunotherapy of Cancer was in trouble in 2007.

A new cancer immunotherapy was awaiting approval, and SITC was in a holding pattern until the FDA gave the green light. At the same time, Executive Director, Inc.—the AMC managing the association at the time—was watching as its other small- to medium-sized clients experienced 10 to 20 percent drops in their meeting attendance.

EDI anticipated more drastic attendance drops at SITC’s November 2008 annual meeting. “They did not have a lot of money in reserves, so they wouldn’t be able to absorb a really significant hit and still survive,” says EDI VP Tara Withington, CAE.

Leaning on its relationships with vendors, including the conference hotel, EDI cut back on hotel space, as well as food and beverage and audiovisual costs. It even decided to deploy its staff members who were working for the struggling association elsewhere to further defray costs. “We intensified our grassroots efforts to drive meeting attendance, and we got really creative in our packaging of discounts for registration and membership fees,” she says.

Then, on September 15, 2008, more bad news: The stock market collapsed, which contributed to a 68 percent drop in attendance at SITC’s November meeting. However, thanks to EDI’s preemptive work, the association didn’t have any attrition to pay. “We had enough reserves to continue on life support into 2009 in hopes the field and the economy would take a turn for the better,” Withington says.

The economy, of course, got stronger, and SITC now has more than $7 million in its reserves.

This story—dramatic as it is—exemplifies the way AMCs help their association clients cut costs, save money, and in turn, carry out their missions.

**AGGREGATE PURCHASING POWER**

“In association management, I always say [AMCs] do anticipatory management,” Withington says. “We tend to see trends happening faster because we see what’s happening with our other clients.”

But seeing the trends is one thing. Being able to act on them in a meaningful way is another. For example, EDI leveraged its relationships with vendors to help SITC stay afloat. AMCs’ aggregate buying power is one of the main ways they help their clients save money—in meetings and beyond.

AMCs often work with a handful of IT service providers, says Michele Jerome, CAE, senior VP of operations at MCI Group, and they’re able to bring those companies bulk business. “There’s a lot of groups that will give AMC pricing models out there,” Jerome says. “So, an AMC can often bring [associations] a baseline discounted cost for services they’re already paying for.”

One of MCI Group’s clients, for instance, was paying a lot of money to push out press releases that were getting few press hits. MCI Group negotiated a discounted rate with a different provider, so now the client is pushing out its press releases at a much lower price point.

Withington adds that because of that aggregate buying power, AMCs also have additional leverage in their vendor negotiations.

“So, for example, when you contract with a hotel property five years in advance, you can’t anticipate external forces that might impact your meeting,” she says. “AMCs tend to have a little bit more leverage to renegotiate and look for other solutions to mitigate any potential damages when unexpected changes arise because of the aggregate business power and sound reputation that we have in the field.”

**“IN ASSOCIATION MANAGEMENT, I ALWAYS SAY [AMCS] DO ANTICIPATORY MANAGEMENT.”**

—TARA WITHINGTON, CAE, EXECUTIVE DIRECTOR, INC.
FLEXIBLE STAFFING
AMCs also offer their clients cost savings through the flexibility of their association management staff. (Read more about this in “AMCs Solve Staffing Woes” on page 3.) “If you need expertise in meeting management, membership, and fund development, in addition to an executive director, you don’t necessarily have to pay for four full-time employees that all have a high level of expertise,” Withington says. “We can share staff and staffing costs across clients.”

Jerome says that associations often need just a small percentage of a skilled staff person’s time to push a project or initiative along. For example, one of MCI Group’s clients chose to launch an awards program at its annual conference. MCI leveraged an expert to provide guidance on the project in just 10 hours a month.

“As the needed areas of expertise change with each group, the AMC can rotate the talents who work with that client, which allows the nonprofit to have access to various subject matter experts who are already familiar with the organization because they are a client,” Jerome says.

EXPERIENCE IN ANALYSIS
Because AMCs have numerous association clients, they have a lot of experience in analyzing associations’ business operations and creating cost-cutting strategies. In general, both EDI and MCI Group recommend that associations do an analysis of their expenses to determine which are integral to the mission and membership and which can be reduced or eliminated.

For example, Jerome says associations can sometimes get stuck in a long-term lease or in an office building that’s taking up the majority of their dollars, even though they’ve reduced headcount over the years. “And they’re now out of balance, in terms of the office infrastructure that they’re paying for in comparison to the size of the association,” she says. “We can help get those back in alignment.”

Some programs are important to the association and its members but are unaffordable. In those cases, Withington has recommended thinking about joining with a likeminded partner or coalition to share the cost burden. AMCs can sometimes facilitate those collaborative conversations across clients.

AMCs also offer innovative ways to diversify and grow revenue streams through the aggregate experiences of their association clients. “We don’t just look for cost savings; we also look for additional revenue streams,” Withington says.

Emily Bratcher is a contributing writer for Associations Now. Email: ebratcher@asaecenter.org

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We ask what size do you want it to be?

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Want to expand your association’s horizons? An AMC can help your organization navigate into unexplored territory.

BY CHRISTINE UMBRELL
We are living in an interconnected world, with fewer barriers across borders and new opportunities to interact with people of different cultures. Because of this, many associations consider expansion into other countries.

“There’s an increasingly global mindset, and boundaries seem less fixed,” says Bob Lewis, managing partner at Interel, an AMC with an international headquarters in Brussels and branches throughout the world.

But before an association decides to proceed with international expansion, it’s important to analyze the risk and rewards of doing so. And during that analysis, associations may realize that working with an AMC in its international efforts may prove less risky than other options.

CHOOSING THE RIGHT STRATEGY

There are two paths to partnering with an AMC in global expansion. An association that is already managed by an AMC may simply expand the scope of work to include the international arena. Alternatively, a standalone association can contract with an AMC just for its overseas initiatives. Either way, an AMC can assist with the transition.

“One of the ways an AMC is advantageous is that we represent more than one international client,” says JoAnn Taie, owner of Global Management Partners. “It’s easier and quicker to implement a program when a template has already been developed. These templates become shared resources that can be beneficial to an association seeking to expand its global footprint.”

At Taie’s AMC, for example, many of its 13 clients have international membership and programming, so associations can benefit from the lessons learned by other groups that have already gone global. “We’re often able to drive new initiatives on a quicker timeline than freestanding organizations because we have already conducted research for a similar project that resulted in successful expansion into a specific geographic area,” she says.

Steven M. Worth, owner of M Worth Consulting LLC, cites three more reasons why partnering with an AMC may be advantageous: First, AMCs are typically familiar with the labor laws in the countries of expansion. Second, AMCs usually have knowledge of customs and trends in the local market, which is essential when trying to recruit new members and forge partnerships. And third, AMCs can help with incorporation in the various countries, which can reduce overall legal expenses.

EXPANDING YOUR FOOTPRINT

Even associations that are not seeking to increase membership but instead are aiming to raise their profiles in foreign markets can benefit from AMC guidance. Lewis recently assisted in this type of expansion when Chicago-based IT governance association ISACA sought to become a key stakeholder in global discussions on cybersecurity and risk management.

“We started with a strategy session to determine what ISACA wanted to achieve” with the expansion, says Lewis, ultimately identifying Brussels, the United Kingdom, and India as areas of interest. Interel, which has employees in each of those locations, created messaging and designed programming for both public- and private-sector stakeholders.

Taie helped the Organization for Human Brain Mapping create regional chapters in response to a request from a Latin American brain-mapping community that was having challenges with securing funds at a local level. “They [asked us] for an endorsement, as the support of an international society was important to securing support from their region,” says Taie, who serves as OHBM’s executive director. “We recognized that this is the case for many geographic regions and came up with the idea of formalizing a structure for chapters within the society.”

OHBM decided to go the “federated route” in its expansion—the chapters are their own individual organizations, but a memorandum of understanding allows
them to use OHBM’s name and logo and have a web presence to promote upcoming local activities. Both OHBM and the chapters benefit from their alliance: OHBM provides support materials and invites chapter representatives to OHBM meetings. In return, the chapters “develop education that we can send back to the greater community—for example, we can take the education [one chapter is] developing in Spanish and make it available to [other] Spanish-speaking countries,” Taie says.

Associations looking to globally expand their credentialing programs also may benefit from the expertise offered by AMCs. J. David Rozsa, ACA, CAE, CEO of Metacred, an AMC that specializes in credentialing, recalls assisting another AMC in developing a board certification program for one of its clients, a European medical specialty society.

At the outset, the association had envisioned a credentialing program that covered only the scope of practice within Europe. However, after reaching out to practitioners around the world during the research process, Rozsa and his staff discovered there was interest in and a need for the program elsewhere.

As a result, Metacred helped develop a certification program where 33 percent of the current applicants are from outside of the European Union.

“That means a significant increase in impact, engagement, and net revenue for this association, compared to the potential if they had restricted their program’s scope to Europe only,” he says.

**TALLYING THE EXPENSES**

Growing membership and raising an association’s profile are compelling reasons to go global, but as with most other services, it requires an investment. Luckily, AMCs provide a number of options for their clients.

For associations already working with AMCs, the companies “are usually willing and flexible enough to expand their scope of services to include international engagement,” says Taie. If a U.S.-based organization seeks to explore expansion into another region, depending on the level of engagement required, the AMC might draw up a separate time-based contract to cover those services, she explains.

For associations that partner with an AMC solely for international expansion, Worth suggests choosing an AMC not on cost alone, but on a true assessment of the company’s experience and capabilities. Then, “sit down with the team to work out a business plan, goals, and expected return on investment,” he says.

At Interel, “we can walk the association through the options available to them in each country, then write up a report and set of recommendations,” says Lewis. And once an association decides to move into the operational phase, the AMC can develop another time-limited contract.

Finally, if the association wants the AMC to manage the international operations once the expansion phase is complete, an addendum to the original contract could be added to cover additional services associated with overseas operations, says Lewis.

In today’s increasingly digital and interconnected landscape, international expansion makes sense for many—but not all—associations. AMCs can provide a smart solution for associations without experience in international waters.

Christine Umbrell is a freelance writer based in Herndon, Virginia. Email: christineumbrell@gmail.com

“One of the ways an AMC is advantageous is that we represent more than one international client.”

—Joann Taie, Global Management Partners
What is essential for an association to have a smooth transition to working with an AMC?

**BILL DROHAN**
**PRESIDENT**
**VIRTUAL, INC.**
**RESTON, VIRGINIA**

A smooth transition depends on the transfer of financial data and logistical details and on cultural understanding. Make time in the transition process for key staff to get to know board members. In addition, be patient with each other. The best AMC staff will take time to understand the policies, procedures, and the practices of a new client; and the most astute clients will take time to understand the AMC’s methodology.

**RUTH ABRAHAMSON**
**CEO**
**BASE CONSULTING AND MANAGEMENT, INC.**
**TORONTO**

Smooth transitions start with transparent communication. The more information the better, including detailed transition lists with agreed-upon timelines and formats for transfer of materials, an annual calendar, an explicit contract containing objectives and measures for success, and both internal and external news releases. Setting successors up for success reflects well on us all.

**GREGORY BROOKS**
**EXECUTIVE DIRECTOR AND PRESIDENT**
**AMC SOURCE**
**FORT LAUDERDALE, FLORIDA**

To ensure continuity, it is critical the board, current management, and new management form a successful partnership. This includes developing a plan, goals, timelines, and resources necessary to transfer knowledge and property to new management. A standardized checklist and inventory is extremely helpful. A transition can be very stressful. Practice kindness and patience with yourself and others throughout the entire process.

**BETH ARMSTRONG, CAE**
**PRESIDENT**
**ASSOCIATION AND SOCIETY MANAGEMENT INTERNATIONAL**
**FALLS CHURCH, VIRGINIA**

A written plan and a responsible transition leader are essential to ensure a smooth transition to a new AMC. The plan must be realistic, recognizing that a transition cannot be completed in just a few weeks. Because of that, an association should be prepared to fund the overlap of management services by the former and the new firm for several months to optimize collaboration.
### Association Management Company Directory

All listings in this directory are paid listings. Information was provided by each company.

<table>
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<th>Company Name</th>
<th>Headquarters Location (State or Country)</th>
<th>Number of Full-Time Equivalent Employees</th>
<th>Number of Full-Service Clients</th>
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| HEADQUARTERS LOCATION (STATE OR COUNTRY) | NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES | NUMBER OF FULL-SERVICE CLIENTS | YEAR FOUNDED | AMC INSTITUTE CHARTER ACCREDITED AMC | AMC INSTITUTE ACCREDITED AMC | CLIENT SCOPE | TRADE ASSOCIATION | PROFESSIONAL SOCIETY | OTHER SERVICES OFFERED | PROGRAM/PROJECT MANAGEMENT | FINANCIAL MANAGEMENT/ADMINISTRATION | GOVERNMENT RELATIONS/LOBBYING | MEETINGS/CONVENTIONS | MEMBERSHIP/MARKETING | PUBLICATIONS | PUBLIC RELATIONS | TECHNOLOGY |
|------------------------------------------|------------------------------------------|-------------------------------|--------------|--------------------------------------|----------------------------|----------------|------------------|----------------------|-------------------------|-----------------------------|----------------------------|-----------------------------|--------------------------|----------------|----------------|--------------|----------------|-------------|
| INTERACTIVE MANAGEMENT, INC.            | CO 8 10 1974                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| INTEREL                                  | DC 215 27 1983                          |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| J&M BUSINESS SOLUTIONS                   | OH 5 8 1993                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| KELLEN                                   | UNITED STATES 350+ 100+ 1964            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MAINSPRING ASSOCIATION MANAGEMENT, LLC   | CT 3 3 2017                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MANAGEMENT EXCELLENCE, INC.              | OH 5 6 1984                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MANAGEMENT SOLUTIONS PLUS, INC.         | MD 23 14 1993                          |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MCBRIDE & ASSOCIATES, INC.              | NE 5 6 1983                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MCI GROUP                                | USA/SWITZERLAND 2300 130 1987           |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MCKENNA MANAGEMENT, INC.                | MA 14 23 2003                           |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MEETING EXPECTATIONS                    | GA 114 17 1992                         |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| METACRED—WHERE THE BEST CREDENTIALS GROW| UNITED STATES 35 16 2007                |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| MULTISERVICE MANAGEMENT COMPANY          | PA 12 10 1962                          |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| NON-PROFIT HELP                         | VA 4 4 1994                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| OAK RIDGE ASSOCIATION MANAGEMENT COMPANY | TN 5 5 1990                            |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| P & N ASSOCIATION MANAGEMENT             | LA 9 15 1991                           |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| PAI MANAGEMENT CORPORATION               | MD 12 6 1984                           |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| PARAGON EVENTS | ASSOCIATION MANAGEMENT                 | FL 30 35 1989                 |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| PARTNERS IN ASSOCIATION MANAGEMENT       | FL 40 21 1998                          |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| PROFESSIONAL MANAGEMENT ASSOCIATES, LLC  | NJ 19 8 1984                           |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| PRRI                                     | MA 31 34 1946                          |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| RAYBOURN GROUP INTERNATIONAL             | IN 25 1988                             |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |
| THE REES GROUP, INC.                     | UNITED STATES 23 19 1983               |                               |              |                                      |                            |                |                  |                      |                        |                            |                            |                            |                          |                  |               |              |              |              |

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<td>WJ WEISER &amp; ASSOCIATES, INC.</td>
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</table>

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301-984-1242; FAX: 301-770-1949
INFO@C-MANAGEMENTINC.COM
WWW.C-MANAGEMENTINC.COM
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SAN DIEGO, CA 92195
ELLEN ERNST, PRINCIPAL
858-837-0124
EERNST@AERESOURCEGROUP.COM
WWW.AERESOURCEGROUP.COM
OTHER LOCATIONS: CALIFORNIA
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1617 JOHN F. KENNEDY BLVD., #810
PHILADELPHIA, PA 19103
ED GROSE, PRESIDENT & CEO
EGROSE@ALTAMSI.COM
WWW.ALTAMSI.COM
OTHER LOCATIONS: NEW JERSEY
Alta Management Services, Inc., is an association management firm that provides full-service management to nonprofit trade associations. We have been in the association management business since 1996 and have a reputation for increasing profitability in associations through increased membership and participation in association programs and conferences.
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DEBRA NOLAN, IOM, CAE, CEO AND EXECUTIVE DIRECTOR
800-440-4066; FAX: 800-837-7321
GREG@AMCSOURCE.COM
WWW.AMCSOURCE.COM
AMC Source advances the mission of trade associations and professional societies through leadership, strategy, and collaboration. We help organizations identify priorities, achieve goals, and ensure volunteer leaders are strategically working together to support relevancy, membership growth, and a healthy budget while continuously evaluating member needs and identifying future trends.


MANAGEMENT, MINORITY-BASED & ADVOCACY ORGANIZATIONS, PHILANTHROPY & HUMANITARIANISM, PROFESSIONAL SERVICES, REAL ESTATE & HOUSING, SPORTS & RECREATION, TECHNOLOGY.

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LEXINGTON, KY 40507
DELAINE BENDER, VICE PRESIDENT
859-514-9150; FAX: 859-514-9207
DBENDER@AMRMS.COM
WWW.AMRMS.COM
OTHER LOCATIONS: WASHINGTON, DC; MISSOURI; VIRGINIA
AMR Management Services provides professional services to more than 26 local, regional, national, and international nonprofit trade associations and professional societies. Our services include association management, governance, conference and event management, technology and financial management, as well as marketing and consultative services. AMR is charter accredited by the AMC Institute.

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JANET D’ALESANDRO, DIRECTOR, PR
856-256-2300; FAX: 856-589-7463
CONTACT@AJJ.COM
WWW.AJJ.COM
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PAMELA VALENZUELA, CAE, PRESIDENT
703-370-7436; FAX: 703-342-4311
AM@ASCENT-MANAGEMENT.COM
WWW.ASCENT-MANAGEMENT.COM
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If you’re like most association leaders today, your priority list is an archive of good intentions.

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ADGcommunications.com/GetItDone

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ASSOCIATION & SOCIETY MANAGEMENT INTERNATIONAL, INC.
201 PARK WASHINGTON CT.
FALLS CHURCH, VA 22046
ELIZABETH ARMSTRONG, CAE, PRESIDENT
703-533-0251; FAX: 703-241-5603
BARASTRONG@ASMII.NET
WWW.ASMII.COM
ASMI, an accredited association management company, delivers full-service association management services to organizations seeking personalized, professional nonprofit expertise. Trade associations, professional societies, and advocacy groups receive administrative services, management, and counsel so that elected leaders and members can focus on policy and special interest areas. ASMI earns high levels of customer satisfaction among its clients.

INDUSTRIES SERVED: EDUCATION-COLLEGES & UNIVERSITIES, GOVERNMENT & PUBLIC ADMINISTRATION, MANUFACTURING, PUBLIC SAFETY, SCIENCE.

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N83 W13410 LEON RD.
MENOMONEE FALLS, WI 53051
BETSY SMITH, CPA, MST, PRESIDENT
414-359-1676; FAX: 414-359-1671
INFO@ASSOCIATIONACUMEN.COM
WWW.ASSOCIATIONACUMEN.COM
Association Acumen is an accredited, award-winning management firm providing full-service and project management to professional, medical, and trade organizations. Acumen’s strength is working closely with leaders to provide governance consulting, strategic planning, meeting management, integrated marketing, and analytic data services. With the Acumen Proven Process for Association Management, we deliver best practices that generate results.

INDUSTRIES SERVED: AUTOMOTIVE, BUSINESS, BUSINESS-SALES, HEALTHCARE, HEALTHCARE-PHARMACEUTICS, MANUFACTURING, RETAIL & CONSUMER GOODS.

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591 NORTH AVE., #3-2
WAKEFIELD, MA 01880
SHERRI L. OKEN, CAE, PRINCIPAL
781-245-6485; FAX: 781-245-6487
SOLUTIONS@THEASSOCIATIONADVANTAGE.NET
WWW.THEASSOCIATIONADVANTAGE.NET
The Association Advantage guides volunteer leaders so that they may achieve their strategic goals. We offer assessment, training, and support in areas such as strategic planning, programs & events, good governance, communications, membership, and volunteer management. Our quality, cost-effective, and customized services are designed to meet your specific organizational needs.

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ALL INDUSTRIES AND INTERESTS CONSIDERED

ASSOCIATION ASSOCIATES, INC.
1255 WHITEHORSE-MERCERVILLE RD., BLDG. B, #514
TRENTON, NJ 08619
DEBBIE HART, PRESIDENT
609-890-9207; FAX: 609-581-8244
DHART@HQ4U.COM
WWW.HQ4U.COM
Association Associates, Inc., was established in 1992 with the mission to provide outstanding management services to trade and professional nonprofit organizations. Our team empowers your volunteers to lead your association to its highest potential. Our clients know us as “The Partner That Leads.” Incorporated in New Jersey, AAI is headquartered in a suburb of Trenton, easily accessible to major highways and airports.

INDUSTRIES SERVED: AGRICULTURE, FARMING & FORESTRY, BUSINESS-HUMAN RESOURCES, BUSINESS-MARKETING, EDUCATION, EMPLOYMENT, GOVERNMENT & PUBLIC ADMINISTRATION, HEALTHCARE-MEDICINE, HEALTHCARE-PHARMACEUTICS, HUMAN SERVICES, INFORMATION MANAGEMENT, MANUFACTURING, REAL ESTATE & HOUSING, SCIENCE, TECHNOLOGY, UTILITIES & ENERGY.

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ASMI: supporting organizations since 1964.

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201 PARK WASHINGTON COURT
FALLS CHURCH, VA 22046-4527
703-533-0251 • WWW.ASMII.COM
ASSOCIATION DEVELOPMENT GROUP, INC.
136 EVERETT RD.
ALBANY, NY 12205
KATHLEEN VAN DE LOO, PRESIDENT
518-465-7088; FAX: 518-427-9495
INFO@ADGCOMMUNICATIONS.COM
WWW.ADGCOMMUNICATIONS.COM

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ASSOCIATION DEVELOPMENT SERVICES, INC.
2345 RICE ST., #220
SAINT PAUL, MN 55113
SHERYLE HAZARD, PRESIDENT
651-317-8040; FAX: 651-317-8048
INFO@ASSOCIATIONDEVELOPMENT.COM
WWW.ASSOCIATIONDEVELOPMENT.COM

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ASSOCIATION INNOVATION AND MANAGEMENT, INC.
11190 SUNRISE VALLEY DR., #300
RESTON, VA 20191
DEBORAH O’KEEFE, PRESIDENT
703-438-3103; FAX: 703-438-3113
DOKEEFE@AIM-HQ.COM
WWW.AIM-HQ.NET

AIM specializes in building partnerships with scientific and health-related nonprofit organizations. AIM delivers cost-effective, proven, exceptional management services that enable our clients to focus on strategies necessary to achieve their goals. AIM professionals are the industry’s leaders in utilizing innovation and technology to deliver results that exceed client expectations. AIM is 100 percent employee-owned.

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8735 W. HIGGINS RD., #300
CHICAGO, IL 60631
MARTYN JANSEN, EXECUTIVE DIRECTOR OF BUSINESS DEVELOPMENT
847-375-4831; FAX: 847-375-6401
INFO@CONNECT2AMC.COM
WWW.CONNECT2AMC.COM

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1390 EISENHOWER PL.
ANN ARBOR, MI 48108
DIANE DUFEK, MLS, CAE, CEO
734-677-2270; FAX: 734-677-2407
DDUFEK@MANAGEDBYAMR.COM
WWW.MANAGEDBYAMR.COM
Full-service, multiclent association- and event-management company. With two locations in Ann Arbor and Greater Lansing, AMR specializes in the management of small- to medium-sized nonprofit organizations. With a focus on exceptional customer service, we provide the stability necessary to establish a secure infrastructure for your organization’s growth and success.
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ASSOCIATION SERVICES GROUP
P.O. BOX 2945
LAGRANGE, GA 30241
KATIE OXFORD, DIRECTOR OF OPERATIONS
706-845-9085; FAX: 706-883-8215
KEOXFORD@ASGINFO.NET
WWW.ASSOCIATIONSERVICESGROUP.NET
Association Services Group is a full-service accredited association management company providing membership marketing, publication services, public relations, newsletters, government affairs, meeting and conference planning, exposition coordination, and financial and administrative management. Our clients include health, academic, and education organizations. We also have an extensive background in agriculture-related organizations.
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ASSOCIATIONS INTERNATIONAL
2365 HARRODSBURG RD., #A325
LEXINGTON, KY 40504
KEITH HOWARD, CAE, VP, BUSINESS DEVELOPMENT
859-226-4678; FAX: 859-226-4242
EMAIL: KEITH.HOWARD@THEAIEDGE.COM
WWW.ASSOCIATIONSINTERNATIONAL.COM
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410-931-8100; FAX: 410-931-8111
AMANDA@CLEMONSMGMT.COM
WWW.CLEMONSMGMT.COM

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