FUTURE FORWARD

AS ASSOCIATIONS NAVIGATE AN UNCERTAIN ENVIRONMENT, AMCS CAN HELP THEM BUILD MORE RESILIENT ORGANIZATIONS

SMART STRATEGY FOR STAYING AFLOAT 6

A FORMULA FOR FLEXIBLE STAFFING 10

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Make a Successful Pivot to Virtual

The spread of COVID-19 worldwide left many associations quickly overhauling their in-person meetings to virtual events. Some have found that working with an association management company can make that transition a little less overwhelming.

BY CHRISTINE UMBRELL

Stay Afloat in Unprecedented Times

As COVID-19 has reduced advertising and sponsorship revenue and made membership renewals more complex, associations are needing to revise their financial forecasts and trim their budgets. A look at how partnering with an AMC can be part of the solution.

BY CHRISTINE UMBRELL

A Formula for Flexible Staffing

While COVID-19 fallout shreds 2020 association budgets and workplans, AMCs calmly do what they do best: help association clients craft a staffing structure that maximizes efficiencies while advancing their missions.

BY KRISTIN CLARKE, CAE
WORLDWIDE PANDEMIC, STAY-AT-HOME ORDERS, SOCIAL DISTANCING, ZOOM FATIGUE, AND PPE WERE ALL UNFAMILIAR CONCEPTS JUST A FEW MONTHS AGO, BUT NOW THEY ARE SIMPLY THE NORMAL! ASSOCIATIONS ARE FACING M_YRIAD SITUATIONS TAKING THEM INTO UNCHARTED TERRITORY AND A “NEW NORMAL.” AND, NO MATTER THEIR SIZE, ASSOCIATIONS ARE QUICKLY LEARNING THERE IS NO ROADMAP FOR THIS, AND NO HISTORICAL DATA TO RELY ON.

EMBRACING CHANGE AND A NEW NORMAL MAY BE DAUNTING AND EVEN SCARY, BUT AMCS CAN OFFER TODAY’S ASSOCIATION LEADERS SUPPORT, PROVEN SOLUTIONS, AND SIGNIFICANT ADVANTAGES. AMCS ARE INCUBATORS FOR CREATIVE SOLUTIONS THAT ARE RESPONSIVE, ADAPTABLE, AND NIMBLE TO MEET THEIR PARTNERS’ NEEDS WITH A CONSISTENT AND IMPACTFUL APPROACH.

WHILE THE CANCELLATION OF EVENTS HAS BROUGHT A HOST OF CHALLENGES, AMCS ARE INHERENTLY CENTERS OF INNOVATION AND SPRING INTO ACTION TO ADDRESS SITUATIONS JUST LIKE THIS. THEY SUPPORT THEIR PARTNERS BY ACTIVELY LOOKING AT THE OVERALL NEEDS OF THE AGGREGATE GROUP, AND THEY TAP INTO THE EXTENSIVE STAFF EXPERTISE AVAILABLE “UNDER ONE ROOF” TO PROVIDE A RANGE OF SOLUTIONS. HAVING THE EXPERTISE TO QUICKLY EVALUATE THE PROS AND CONS OF A VARIETY OF SOLUTIONS, AND PROVIDING THE REQUIRED STAFFING TO OPERATIONALIZE THEM, IS A KEY BENEFIT OF THE AMC MODEL.

AMCS OFFER AN ASSORTMENT OF BUSINESS MODELS, INCLUDING FULL-SERVICE MANAGEMENT; HYBRID MANAGEMENT, WHERE AN AMCOperationally supports a board-hired executive director; OR TRADITIONAL OUTSOURCED STAFF SUPPORT. THESE MODELS OFFER FLEXIBILITY TO ADJUST STAFFING TO ACCOMMODATE CHANGING NEEDS, EVOLVING GOALS, AND A RANGE OF BUDGETARY OBJECTIVES. STAFF ARE KNOWN TO BE CREATIVE AND RESILIENT, OFTEN BRINGING AN INNOVATIVE PERSPECTIVE TO MEET THE GOALS OF THE ASSOCIATION AND IMPACTING THE INDUSTRY OR PROFESSION THEY SERVE. SINCE AMC STAFF REGULARLY WORK WITH A VARIETY OF CLIENTS, AS WELL AS ON A HOST OF PROJECTS, THEY BRING VALUABLE EXPERIENCE TO THE ASSOCIATIONS THEY WORK WITH.

FOR BUDGET-CONSCIOUS ORGANIZATIONS, AMCS OFFER BOTTOM-LINE SAVINGS. BY LEVERAGING BUSINESS RELATIONSHIPS AND INDUSTRY PARTNERSHIPS WITH HOTELS, CVBS, AND VARIOUS SERVICE PROVIDERS AND PARTNERS, AMCS CAN CREATE PREFERRED PRICING AND ENHANCED SERVICE VALUE BEYOND WHAT MAY BE TRADITIONALLY AVAILABLE TO MANY INDIVIDUAL ORGANIZATIONS.

LOOKING AT TODAY’S UNCERTAINTY AND NEW NORMAL, NOW MORE THAN EVER, ASSOCIATIONS HAVE A UNIQUE OPPORTUNITY TO THINK DIFFERENTLY, PILOT NEW IDEAS, AND COURSE-CORRECT AS NEEDED TO SURVIVE AND THRIVE. IN THIS YEAR’S GUIDE, YOU WILL SEE HOW AMCS ARE APPROACHING TECHNOLOGY, STAFFING, AND COST-EFFECTIVE SOLUTIONS. AS YOU EMBARK INTO UNCHARTED TERRITORY AND EVALUATE YOUR ASSOCIATION’S FUTURE NEEDS, PERHAPS THE FLEXIBLE AND INNOVATIVE SERVICES OF AN AMC WILL PROVIDE YOUR ORGANIZATION THE SUPPORT REQUIRED TO BUILD THE RESILIENCY NEEDED FOR TOMORROW.

Marilyn Jansen is executive director of business development at Association Management Center in Chicago and chair of ASAE’s 2020-2021 AMC Professionals Advisory Council. Email: mjansen@connect2amc.com
The spread of COVID-19 worldwide left many associations quickly overhauling their in-person meetings to virtual events. Some have found that working with an association management company can make that transition a little less overwhelming.

BY CHRISTINE UMBRELL
For many associations, the decision to host a virtual event this year was made quickly, prompted by the sudden spread of COVID-19 and statewide stay-at-home orders. Groups had little time to choose which technologies to adopt for an online conference, webcast, or board meeting. But that first virtual event can be a powerful symbol of how an association will evolve.

“We only have one shot to do it well,” says Mary Connor, vice president of client relations at Stringfellow Management Group. Offering a virtual meeting or conference that is meaningful and relevant to members’ professional growth is key to ensuring engagement—and a critical starting point for more virtual events.

So how can an association pivot to virtual and do it well? Many are finding that partnering with an association management company offers benefits, including increased access to expert information, tech vendors, and innovative solutions.

QUICK CONNECTIONS
AMCs are “very connected” to what’s going on in the association community, inside and outside their portfolios, so they can adapt to the changing environment and identify solutions, says JoAnn Taie, partner and owner of Global Management Partners (GMP). AMCs are a valuable resource to suggest advanced online meeting platforms or A/V vendors that can transform physical events into virtual ones.

Associations also gain exposure to cutting-edge solutions via AMCs. At GMP, Taie and her staff were among the first to learn that its long-time A/V vendor, Any Screen, had repurposed its technology and services during the pandemic to aid client organizations in offering live webcast services. The company pivoted to virtual events using pre-recorded educational sessions integrated with real-time dialogue from the presenters. GMP had previously leveraged the company’s A/V solutions during in-person conferences, so several of its client associations became early adopters of virtual conference solutions.

Vish Kalambur, Association Management Center’s chief information officer, says associations that partner with AMCs reap the benefits of working with experienced staffing teams. Kalambur, who runs a “tech innovation team” to monitor new solutions, says his AMC was educating clients about the many capabilities of Microsoft Teams long before the pandemic hit. Last year, one client implemented the web-based version of Teams to facilitate communications among its 50 committees and task forces, some of whom were challenged by hospital firewalls that prevent access to desktop-based meeting platforms. When COVID-19 forced other clients to seek virtual meeting solutions, the AMC was well-versed in the pros and cons of this platform.

RIGHT-FIT SOLUTIONS
AMCs have the capacity to conduct in-depth research when choosing new solutions, says Connor. When the pandemic closed offices, the Stringfellow team assembled virtually to share information regarding online meeting platforms. Connor herself researched 14 different platforms, evaluating their strengths, weaknesses, and price tags—learning that their average cost can be $10,000 per day.

Seeking a more budget-friendly solution for one small client, Connor amassed her years of association management expertise to do the next best thing: create “the ultimate virtual experience, leveraging existing technologies” in an integrated manner. “We have people on staff who are innovative and can extrapolate parts of existing platforms,” she says.

Stringfellow staff are currently designing an event that will feature speakers, panel discussions, member-to-member chats, and other facets to “replicate the conference experience.” Connor anticipates a successful outcome once the virtual solution—optimized for the client and its unique member needs—goes live.

Associations also may benefit from more individualized solutions when AMCs work in tandem with their existing vendors, says Taie. Today, every tech company is rethinking its services and platforms, and AMCs have an opportunity to work with them to “help shape different operational platforms in a post-COVID world.”

TARGETED TECH OFFERINGS
Beyond virtual meeting platforms, AMCs can match clients with different types of individualized tech solutions.
Kalambur tells of working with the Association of Pediatric Hematology/Oncology Nurses to introduce the Gather Voices app for its member base. APHON sought to capture video testimonials outside of the annual meeting. The app allows members to use their own smartphones to make an introductory video to serve as a resume, or to answer guided questions. APHON members adopted the tool to provide a supplemental video when applying for board or committee positions, or to provide testimonials for membership or conference registration drives.

At GMP, Taie helped several small clients create weekly online “engagement lounges,” modeled after the AMC Institute’s Engagement Lounge series, as a way for members to meet virtually and share ideas as the stay-at-home mandates went into effect. These lounges are economical to implement, says Taie, yet provide a critical service in offering networking and engagement opportunities that pull members into the association.

**STRATEGIC THINKING**

When moving an in-person meeting to an online offering, Kalambur advises small organizations to think about a virtual event as an entirely new product; his AMC created a Virtual Conference Framework to guide clients through this process. “You can’t just take an in-person meeting and turn it online,” he says. The new program may require different content, features, presenters, and even weekend or evening sessions to attract a larger audience. He also urges associations to choose technologies that will resonate with their members. “Look at it from the end users’ perspective; live in their shoes for a day and experience the solution,” he says.

For organizations that can’t afford expensive virtual meeting platforms, leveraging existing technologies to meet an association’s needs is a viable option. Connor suggests surveying current tech tools, such as your association management system and conference app, and then contacting your service providers to see if they are upgrading their offerings in light of COVID-19. “Talk to vendors to see if they can help you integrate,” she says.

Whatever type of platform associations select for virtual gatherings, they will need to educate members on how to use the technology—especially for multiday virtual conferences. “We need more preconference training; we need to create videos and documents” explaining how to connect to and navigate these events, Connor says.

Most importantly, associations need to be flexible. “A year from now, there will be many more options on the market,” says Connor. Leveraging the right technology to meet members’ needs in a virtual world will be a key skill set, in 2020 and beyond.

**Christine Umbrell** is a freelance writer based in Herndon, Virginia. Email: christineumbrell@gmail.com
As COVID-19 has reduced advertising and sponsorship revenue and made membership renewals more complex, associations are needing to revise their financial forecasts and trim their budgets. A look at how partnering with an AMC can be part of the solution.

BY CHRISTINE UMBRELL
STAY AFLOAT IN UNPRECEDENTED TIMES
Canceled meetings, drastically reduced advertising and sponsorship income, and complicated member renewals are taking a toll on associations amid the COVID-19 pandemic. But strategic associations are already planning for sunnier days ahead. Seeking to stay solvent in unprecedented times, they are reducing overhead costs, testing budget-friendly virtual member offerings, and revising financial plans—often, with the help of AMCs.

“We need to be investigating how our associations will survive and thrive,” says Lane Velayo, CAE, CEO of Synergos AMC. After the stay-at-home mandates forced many association professionals to work remotely, some may be “reconsidering their office spaces and overhead costs, and considering new ways to run their associations,” says Velayo. Partnering with an AMC—to take on part or all of the association’s workload—has become a viable solution for many organizations.

REDUCING OVERHEAD

“In these times in particular, reducing the impact of the infrastructure” should be a consideration at every association, says Velayo. Given the financial strains caused by coronavirus, associations are looking for ways to provide the same—or even more—services to members on a reduced budget.

An AMC can disperse overhead costs among several association clients—expenses for real estate, computers, software, phones, equipment, benefits, and payroll production.

“These resources get a higher rate of efficiency with an AMC ... so more resources can be driven to the association’s vision and mission,” says Velayo. The savings can go toward reserves and a “stronger safety net.”

Often, the savings from shared staffing can make an immediate impact—while expanding access to subject-matter expertise. “Small associations have a lot of ‘jugglers’” responsible for a wide range of responsibilities, explains Velayo. With an AMC, “you gain specialists in areas you otherwise couldn’t afford.”

This was precisely the case when AMPED Association Management onboarded a small association after the pandemic hit. Prior to the transition, the client had a full-time executive director “who did everything,” says Lynda Patterson, FASAE, CAE, president and owner of AMPED. Her team replaced that executive with three people—an exec, a finance manager, and an assistant, plus office staff to help with calls, packages, and internal financial controls. The client saved 25 percent compared to what it had been paying the full-time ED and related benefits, according to Patterson.

And it’s not just small organizations that may benefit from an AMC partnership, says Joseph Sapp, MBA, CAE, COO of Talley Management Group (TMG). Larger organizations may choose to outsource part of their workload—either taking a hybrid approach, with a mix of staff and support from an AMC, or via direct outsourcing of a department, such as membership, marketing, or accounting.

More associations have been considering a hybrid approach lately, says Patterson—including one that partnered with AMPED in an integrated management model after the pandemic forced layoffs.

“Our collective team replaced three to four staff, saving nearly 40 percent in staff and overhead while modernizing operations and focusing on strategy and growth,” Patterson says.

As associations seek cost-effective strategies to meet members’ needs, AMCs can offer solutions that will be beneficial for years to come.

PROBLEM SOLVING

Given their deep knowledge pools and brainstorming abilities, AMCs can also help associations create alternative revenue streams that work well in the current environment. At Synergos, staff has helped clients bring back the revenue associated with canceled in-person meetings. “We’re creating opportunities to do things differently ... with a series of webinars and vendor sponsorships,” says Velayo.

At AMPED, staff pulled off a seamless transition from an in-person to a virtual meeting in the beginning of April. Patterson’s team focused on creating an “accessible” meeting, designed to attract the previously
expected in-person attendees plus others who might be interested in the new virtual format. By charging 50 percent of the normal registration fee and offering live sessions that were also accessible in archives, the event exceeded attendance projections by 34 percent—and took a predicted break-even meeting to a profit of nearly $60,000. Patterson attributes the program’s success to “our buying power and industry relationships, our nimble, technology-savvy staff, and our shared resources.”

**BUYING POWER**

AMCs have more buying power because they source for several clients and have access to economies of scale. This can be advantageous when purchasing technology, as well as during event planning. “Because of the number of meetings we schedule, we have a deeper relationship with a lot of brands,” says Velayo.

These connections have proven critical during the pandemic. Velayo notes that three Synergos clients had scheduled in-person meetings for summer 2020 at the same venue; all three were canceled or transitioned to virtual events. Because of the AMC’s longstanding relationship with the venue, the cancellation fees were waived. One of the clients avoided a $100,000 liability, says Velayo. Overall, Velayo says Synergos’s three client associations went from losing $120,000 to losing only $10,000.

**LONG-TERM PLANNING**

One of the biggest lessons learned from the pandemic is that associations should be prepared for disruption, says TMG’s Sapp. AMCs can help associations cut expenses by examining contracts, assessing operational costs, and cutting programs that aren’t providing value—while working to boost reserves in case of emergency.

When the International Society for Extracellular Vesicles first partnered with TMG five years ago, the association had only $500,000 in annual revenues. TMG spearheaded an effort to improve ISEV’s financial health by “diversifying ISEV’s revenue beyond relying on the annual meeting”—developing technology platforms for member engagement, designing educational events, and aiding the association in partnering with an investment advisor. Now, ISEV has more than $1.6 million in annual revenue—and $650,000 in reserves. This approach paid off when the pandemic hit, and ISEV was forced to switch to a virtual meeting—relying on operational funds without tapping reserves.

As associations seek cost-effective strategies to meet members’ needs, AMCs can offer solutions that will be beneficial for years to come. “There has never been a better time for small and medium-sized associations to consider partnering with an AMC,” says Sapp.

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

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While COVID-19 fallout shreds 2020 association budgets and workplans, AMCs calmly do what they do best: help association clients craft a staffing structure that maximizes efficiencies while advancing their missions in a disrupted new world.

BY KRISTIN CLARKE, CAE

With COVID-19 disrupting every function of every association, organizations are relying on the skills, experience, and ideas of their staffs more than ever to endure and even thrive during the pandemic. But with budgets tight, boards and CEOs are reexamining staff structures for new ways to optimize efficiency.

Enter the estimated 600-plus association management companies offering full and select outsourced services. Association management companies are enjoying heightened attention because their business model reflects what many associations desire most right now—flexibility, expertise, convenience, and nimbleness.

The challenge is staffing. How do you get the most work done well with the least amount of wasted time and resources?

AMCs are used to this balancing act. Working closely with the board, an AMC develops a staffing plan customized to support strategic plan priorities, including options to scale as needed during busy meeting cycles or economic downturns. Heavy investment in cross-functional training ensures backup staff can step in anytime to maintain a well-rounded team.

“It’s like a radio dial you can turn up and down,” says Amy Lotz, HMCC, CAE, executive vice president and chief of staff of MCI USA. “When you need more or different staffing, you ramp up, and if you need to dial down, you have the ability to do that.”
The staffing model at AMCs can offer the advantage of scale in a different area too: early trendspotting.

Drilling into priorities and sunsetting outdated programs keeps staffing and operations streamlined, he explains. Crisis management is another AMC core competency. “You may not have to let staff go” in a budget crunch, according to MCI’s Lotz, because AMCs often reassign employees to other clients for short- or long-term assignments. Clients also can tap expertise and ideas across an entire company, not just on their own staff.

A TALENT FOR GROWTH

Association Headquarters Human Resources Director Eric Mason, CAE, serves a two-office staff of 178. AH optimizes staff efficiency for 38 associations in part through cross-client collaboration via six “segments” of staff organized in specialties such as credentialing and medical services. Segments share office space to encourage easy networking and idea-pitching on universal issues like controlling costs and streamlining systems.

According to MCI USA’s Lotz, another staff efficiency advantage may not be as apparent: access to best practices. “We have 20-plus clients looking today at moving to virtual events or doing hybrid [events], so … we’re all sharing ideas” and learning fast from peers at different planning points with their clients.

ANTICIPATING FUTURES

The staffing model at AMCs can offer the advantage of scale in a different area too: early trendspotting. MCI USA urgently prepared for COVID-19 early because its global staff could see the virus spreading. The heads-up prompted technology adjustments and upskilling that enabled the company to move 350 employees to a 100 percent virtual work environment within 48 hours when needed, says Lotz. HR policies also allowed employees flexible work hours to maximize productivity and avoid client service interruptions.

AH also uses scenario forecasting to prepare clients for alternate futures that could require staff changes. “We have really embraced the ASAE ForesightWorks research and developed a whole toolkit” and internal Foresight Council to better inform clients’ strategic planning, says Mason. In 2019, the AMC hosted aLeadership Forum for client boards to explore the 52 ForesightWorks drivers of change and their implications, including disruption to traditional organizational structures.

“We’re continuing to educate associations about the value of the AMC model,” says Lotz. “I always tell people, it’s not the best fit for every association, but it’s a great fit a lot of them.”

KRISTIN CLARKE, CAE, is president of Clarke Association Content in Richmond, Virginia, and books columnist for Associations Now. Email: kristinclarkeva@gmail.com
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Given the pandemic, how will the reasons why associations turn to AMCs for service evolve in the next year?

**KAY WHALEN, MBA, CAE**
President
Executive Director, Inc.
Milwaukee

Recently, we have found that volunteer leaders at standalone associations appreciate the community aspect of being part of an AMC. They can quickly learn how other organizations are dealing with cancelled, postponed, and virtual educational, board, and business meetings, along with how they are adding or modifying member benefits. Consultations with senior staff at an AMC not only gives them information, but it also gives them the comfort of knowing that they are not alone in making tough decisions.

**SHAWN P. MCLAUGHLIN**
CEO
Management Solutions Plus
Rockville, Maryland

I believe one of the outcomes of the pandemic will be a renewed focus on the value proposition of AMCs. Boards of directors at associations will revisit several components of their current model and address such issues as expensive leases, labor costs, and rising healthcare costs, all of which AMCs are uniquely positioned to respond to with significant cost savings to associations. Leadership at associations will quite likely embrace the AMC model and find it to be well-suited for the longer-term viability of their organization.

**MOLLY ALTON MULLINS**
CEO and Chief Strategist
Seven12 Management
Annapolis, Maryland

During times of crisis, AMCs lessen the financial burden felt by associations, which is why I believe more organizations will turn to this model in the future. When revenue plummets, the financial implications are often devastating for standalone trade associations. By partnering with an AMC, the overall impact is diminished due to the cost-sharing model. This won’t be humankind’s last challenge, so partnering with an AMC will help your association hit the ground running when it is time to bounce back.

**BENNETT NAPIER, CAE**
President and CEO
Partners in Association Management
Tallahassee, Florida

The AMC business model is built on economies of scale—from a staffing and resource standpoint, as well as a systems standpoint. During downturns, there generally is a spike of outreach to the AMC community. The COVID-19 pandemic has been no exception. Given that many associations’ traditional revenue sources are in flux due to COVID-19, many organizations have reached out to the AMC community to determine viability of outsourcing partnerships in specific functional areas or fully transitioning to the AMC staffing model.
## Association Management Company Directory

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<td>THE SOLUTION: FOR YOUR ASSOCIATION MANAGEMENT NEEDS</td>
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<td>VIRTUAL, INC.</td>
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<td>WJ WEISER &amp; ASSOCIATES, INC.</td>
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All listings in this directory are paid listings. Information was provided by each company.
ASSOCIATION MANAGEMENT COMPANY LISTINGS

ALL LISTINGS IN THIS DIRECTORY ARE PAID, WITH INFORMATION PROVIDED BY EACH COMPANY.

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ROCKVILLE, MD 20850
LOIS UTTERBACK, VICE PRESIDENT, DIRECTOR OF FINANCE
301-984-1242; FAX: 301-770-1949
LUTTERBACK@C-MANAGEMENTINC.COM
WWW.C-MANAGEMENTINC.COM
CMI empowers our clients to consistently exceed revenue goals and achieve growth through our strategic insight, financial acumen, logistical expertise, and in-depth knowledge of the industry. Founded more than 40 years ago, CMI is among an elite group of association management companies that has maintained continuous AMC Institute accreditation since 2011.
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ALTA MANAGEMENT SERVICES, INC.
1617 JOHN F. KENNEDY BLVD., #810
PHILADELPHIA, PA 19103
ED GROSE, PRESIDENT & CEO
EGROSE@ALTAMSI.COM
WWW.ALTMASI.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.
INDUSTRIES SERVED: ACCOMMODATION & FOOD SERVICES, BUSINESS, BUSINESS-MANAGEMENT, BUSINESS-MARKETING, BUSINESS-SALES, CONSTRUCTION, ECONOMIC DEVELOPMENT, EMPLOYMENT, HUMAN SERVICES, PHILANTHROPY & HUMANITARIANISM, PROFESSIONAL SERVICES, REAL ESTATE & HOUSING, SPORTS & RECREATION, TOURISM.
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FORT LAUDERDALE, FL 33304
GREGORY BROOKS, EXECUTIVE DIRECTOR & PRESIDENT
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.
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AMPED ASSOCIATION MANAGEMENT
1818 PARMENTER ST., #300
MIDDLETOWN, WI 53562
LYNDA J. PATTERSON, FASAE, CAE,
PRESIDENT AND OWNER
608-251-5940; FAX: 608-251-5941
LPATTERSON@MANAGEASSOCIATIONS.COM
WWW.MANAGEASSOCIATIONS.COM
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E. HOLLY AVE., BOX #56
PITMAN, NJ 08071
JACK EDELMAN, VICE PRESIDENT, MARKETING & NATIONAL ACCOUNTS
856-256-2300; FAX: 856-589-7463
CONTACT@AJJ.COM
WWW.AJJ.COM
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AMR MANAGEMENT SERVICES
201 E. MAIN ST., #1405
LEXINGTON, KY 40507
NICK RUFFIN, CAE, PRESIDENT AND CEO
859-514-9150; FAX: 859-514-9207
INFO@AMRMS.COM
WWW.AMRMS.COM
OTHER LOCATIONS: WASHINGTON, DC
Who is AMR? That’s easy. We’re association professionals helping associations change the world! Charter accredited by the AMC Institute and active in ASAE, we take care of the details so our more than 25 local, regional, national, and international client-partners can focus on what matters most—their associations!
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ASCENT MANAGEMENT, LLC
3337 DUKE ST.
ALEXANDRIA, VA 22314
PAMELA VALENZUELA, CAE, PRESIDENT
703-370-7436; FAX: 703-342-4311
INFO@ASCENT-MANAGEMENT.COM
WWW.ASCENT-MANAGEMENT.COM
Creative, cost-effective, full-service, and project-management solution for trade and professional organizations and philanthropic organizations. Management services: leadership development, administration, and financial management. Communication strategies: integrated marketing/communications utilizing traditional and social media, website development and SEO, and legislative advocacy. Revenue generation: membership recruitment and retention, education programs, meeting and exposition management, and advertising and sponsorship sales.
INDUSTRIES SERVED: ACCOUNTING, BUSINESS, BUSINESS-HUMAN RESOURCES, BUSINESS-MANAGEMENT, BUSINESS-SALES, COMMUNICATIONS & ENTERTAINMENT, EDUCATION, EDUCATION-COLLEGES & UNIVERSITIES, FINANCE, GOVERNMENT & PUBLIC ADMINISTRATION, HUMAN SERVICES, INSURANCE, LAW, MANUFACTURING, TOURISM, TOURISM-CONVENTION CENTERS, PROFESSIONAL SERVICES.
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- Consulting Services
- Governance & Board Development

Contact Mike Norbut, Vice President of Business Development, mnorbut@connect2amc.com
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8735 W HIGGINS RD., #300
CHICAGO, IL 60631
MIKE NORBUT, VICE PRESIDENT OF BUSINESS DEVELOPMENT
847-375-4700; FAX: 847-375-6401
INFO@CONNECT2AMC.COM
WWW.CONNECT2AMC.COM
Founded on the principles of customer intimacy and mission-driven leadership, Association Management Center is passionate about and committed to furthering our clients’ causes. A trusted partner since 1974, AMC provides full-service management and consulting services to leading national and international organizations, helping them reach goals and achieve what they believe.
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ALL INDUSTRIES AND INTERESTS CONSIDERED
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ASSOCIATION MANAGEMENT SOLUTIONS (AML)
1255 SW PRAIRIE TRAIL PKWY.
ANKENY, IA 50023
KIRK LEEDS, CEO
515-243-1558; FAX: 515-334-1174
AML@AML.ORG
WWW.AML.ORG
Since 1976, AML has partnered with international, national, regional, and state associations to provide solutions that unleash the potential of our clients’ organizations, members, and volunteer leaders. With AMC Institute accreditation and certified staff, AML makes a difference.
INDUSTRIES SERVED: ACCOUNTING, AGRICULTURE, FARMING & FORESTRY, BUSINESS-MANAGEMENT, CHAMBERS OF COMMERCE, CONSTRUCTION, ECONOMIC DEVELOPMENT, ENVIRONMENT & WILDLIFE, FINANCE, LAW, MANUFACTURING, PROFESSIONAL SERVICES, TOURISM, TOURISM-CHAMBERS OF COMMERCE, UTILITIES & ENERGY.
AMC INSTITUTE ACCREDITED AMC
ALL INDUSTRIES AND INTERESTS CONSIDERED
### Avalon Association Management

**Address:** PO BOX 19, WYNNEWOOD, PA 19096  
**Contact:** ILYSE SHAPIRO, PRINCIPAL  
**Phone:** 610-642-7427; FAX: 610-642-3335  
**Email:** INFO@AVALONASSNMGMT.COM  
**Website:** WWW.AVALONASSNMGMT.COM

Avalon Association Management provides communications, marketing and association management services to some of our country’s leading non-profit organizations. Whether it’s assisting your volunteers with a special event, developing a cohesive member communications plan or providing a spectrum of executive director services, the Avalon team of experts is here to help.

**Industries Served:** ACCOUNTING, ARTS & CULTURE, BUSINESS, BUSINESS-HUMAN RESOURCES, BUSINESS-MARKETING, CLUBS & FRATERNAL ORGANIZATIONS, COMMUNICATIONS & ENTERTAINMENT, EDUCATION, EDUCATION-ALUMNI, EDUCATION-COLLEGES & UNIVERSITIES, EMPLOYMENT, HEALTHCARE, HEALTHCARE-PHARMACEUTICALS, INSURANCE, LAW, MANUFACTURING, MINORITY-BASED & ADVOCACY ORGANIZATIONS, UTILITIES & ENERGY.

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**All Industries and Interests Considered**

### Associations International, LLC

**Address:** 2365 HARRODSBURG RD., #A325, LEXINGTON, KY 40504  
**Contact:** KEITH HOWARD, VP BUSINESS DEVELOPMENT  
**Phone:** 859-226-4678; FAX: 859-226-4242  
**Email:** ASSOCIATIONS@ASSOCIATIONSINTERNATIONAL.COM  
**Website:** WWW.ASSOCIATIONSINTERNATIONAL.COM

Associations International, one of the top-10 largest AMCs in the world, has demonstrated success in enhancing membership, increasing meeting/conference attendance, and growing associations fiscally. We do this with our commitment to excellent service, expertise, innovation, and technology. For more than 40 years, AI has been dedicated to bringing association missions to life.

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**All Industries and Interests Considered**

### Association Management Strategies, Inc.

**Address:** 1800 M ST. NW, #A400S, WASHINGTON, DC 20036  
**Contact:** LILY DAVIDSON, OPERATIONS DIRECTOR  
**Phone:** 202-530-9910; FAX: 202-530-0699  
**Email:** INFO@AMSAMC.COM  
**Website:** WWW.AMSAMC.COM

Association Management Strategies uses a shared services model to provide industry coalitions, associations, and foundations of all sizes with customized executive management and operational support services. Headquartered in downtown Washington, DC, and accredited by the AMC Institute, our team of experienced association professionals is dedicated to the success of each client-partner.

**Industries Served:** BUSINESS, CHAMBERS OF COMMERCE, ENGINEERING, ENVIRONMENT & WILDLIFE, HEALTHCARE, HEALTHCARE-PHARMACEUTICALS, INSURANCE, LAW, MANUFACTURING, MINORITY-BASED & ADVOCACY ORGANIZATIONS, UTILITIES & ENERGY.

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We are an enterprising, multilingual association management team, based in Toronto, working globally. Now in our 32nd year, we provide full-service management and consultation to diverse professional associations, organizations, foundations, and more. We work with internal association staff teams and external partners, customizing and continually evolving the fit.

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**BOSTROM**
35 E. Wacker Dr., #850
CHICAGO, IL 60601
JEANNE SHEEHY, CHIEF MARKETING OFFICER
312-644-0828; FAX: 312-644-8557
SOLUTIONS@BOSTROM.COM
WWW.BOSTROM.COM

**OTHER LOCATIONS: WASHINGTON, DC**
With its Agile Association Management™ approach, Bostrom specializes in management, outsourcing, and consulting to professional societies, trade associations, foundations and other nonprofits. Our passion is bringing your mission to life; through authenticity, connection and community. We start with a conversation. We listen. We discuss. We partner. Visit bostrom.com.

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**ALL INDUSTRIES AND INTERESTS CONSIDERED**

**CAPTIVE MANAGEMENT SOLUTIONS**
400 E. COURT AVE., #126
DES MOINES, IA 50309
CARL LINGEN, EXECUTIVE VP OF OPERATIONS
515-471-1951; FAX: 866-797-7885
INFO@CAPTUREMNGT.COM
WWW.CAPTUREMNGT.COM

We are an association management company (AMC) and marketing firm that focuses on cause marketing for associations, nonprofits, and government entities. Our association management services go beyond traditional services as we incorporate board governance training, coalition building, and better member-engagement strategies.


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**ALL INDUSTRIES AND INTERESTS CONSIDERED**

**CAPITOL HILL MANAGEMENT SERVICES, INC.**
230 WASHINGTON AVE., EXTENSION, #101
ALBANY, NY 12203
JOHN A. GRAZIANO, JR., PRESIDENT
518-463-8644; FAX: 518-463-8656
INFO@CAPHILL.COM
WWW.CAPHILL.COM

**OTHER LOCATIONS: NORTH CAROLINA**
CHMS is a comprehensive consulting firm providing professional services to associations, non-profits, and licensing boards. From our multiple locations, we serve organizations of all sizes throughout North America. We are a leading provider of association and nonprofit management, professional credentialing, financial management, strategic planning, event management, and continuing-education administration.


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**CLEMONS & ASSOCIATES, INC.**
3601 E. JOPPA RD.
BALTIMORE, MD 21234
AMANDA BOLINSKY, EXECUTIVE VICE PRESIDENT
410-931-8100; FAX: 410-931-8111
AMANDA@CLEMONSMGMT.COM
WWW.CLEMONSMGMT.COM

For over 40 years, Clemons & Associates, Inc. has advocated on behalf of those with whom we partner. Committed to your organization’s mission, our team’s expertise enhances efficiency, strengthens communications, and maximizes revenue while managing expenses so you can focus on long-term growth and achievement. Our goal is always our partner’s success.


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**ALL INDUSTRIES AND INTERESTS CONSIDERED**
CM SERVICES, INC. THE ASSOCIATION PARTNERSHIP COMPANY
800 ROOSEVELT RD., BLDG. #C-312
GLEN ELlyn, IL 60137
RICK CHURCH, HEAD COACH
630-858-7337; FAX: 630-790-3095
PARTNER@CMSERVICES.COM
WWW.CMSERVICES.COM
OTHER LOCATIONS: FLORIDA; TEXAS
WWW.DOLCIMANAGEMENT.COM
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