

NAGARA Responses to RFP Questions

According to your 2020 990, revenue was down in 2020 by a little more than \$100,000, at approx. \$171,000, as compared to the previous year, where it was at approx. \$289,000. What accounted for this drop in revenue? What is your 2022 annual budget and your anticipated 2023 annual budget?

The revenue line is heavily dependent upon having an annual conference because it brings in registration fees, sponsors, and exhibitor fees. The large revenue drop in 2020 was due to canceling the annual conference due to COVID-19. While NAGARA did not have an in-person annual conference in 2021, our revenue numbers bounced back because we pivoted to hosting four online forums which saw great registration and therefore revenue and sponsors.

NAGARA's 2022 approved budget has \$293,746.50 in revenue and \$295,720.00 in expenses for a net loss of \$1973.50. We estimated our expenses high and our revenue conservatively because we weren't sure if members were ready for an in-person conference yet due to ongoing COVID concerns. 2023's budget will look pretty similar, although expenses may change depending on the outcome of this RFP process.

What is your current and anticipated budget for AMC Services in 2022 and 2023?

In 2022 NAGARA has a budget of \$96,000.00 for association management fees. This does not include technology costs, credit card fees, accountant/audit expenses, etc. In 2023 we anticipate the association management budget of no more than \$160,000.00.

Do the requested AMC Services include Executive Director responsibilities that may not be explicitly stated under a heading labeled as such in the scope or are the Executive Director roles and responsibilities folded into the various scope subcategories?

The duties and responsibilities of the Executive Director are reflected in the Scope of Services subcategory of the RFP for AMS document. However, as technologies evolve, assignments may need to change to better accommodate the membership.

What platforms do you currently use for your website, membership database, accounting, and virtual meetings?

- Bill.com
- Intaact
- OpenEdge - online merchant portal
- GoDaddy - NAGARA.org domain
- Cisco WebEx Meetings
- Higher Logic - CommunityChat Forums
- iMIS - membership database and website
- SurveyMonkey
- Basecamp - board and committee work and communication

Scope of Services Item 4: Does NAGARA have marketing communications project management plans that include items such as content submittal timelines, editing process and number of edits, and other logistics? If so, how do volunteers connect with the project management plans and their areas of responsibility?

Association Management has a marketing schedule that covers the regular promotional communications for events, programs, and services that go out as emails and social media posts.

NAGARA has a Communications Committee which is staffed by volunteer members of the Association. The Communications Committee has a high-level communications strategy document. The Communications Committee's role is one of supporting the work of the organization and the other committees by highlighting our members and promoting and/or assisting with special projects as they come up. The work of that committee is outlined in the Board Manual attached to the RFP.

Scope of Services Item 5: Do you provide CEUs for any events and programming?

NAGARA provides CEUs from the Academy of Certified Archivists (ACA), the Institute of Certified Records Managers (ICRM), ARMA International's Information Governance Professional (IGP), and occasionally the International Institute of Municipal Clerks (IIMC). NAGARA's Professional Development Committee has volunteers, generally someone with said certification, that submit professional development opportunities to these organizations for pre-approval credits.

Does NAGARA use event project management plans that the new management company would have access to? How do volunteers connect with the project management plans and their areas of responsibility?

Association Management maintains project management benchmarks and timelines. Using these, actions, deadlines and reminders are provided to the volunteers on the Professional Development and other committees. There is an understanding that because there is a volunteer component, deadlines are balanced with flexibility when possible.

Scope Item 5d: It appears that 12 webinars take place annually, is that correct?

NAGARA has hosted an average of 12 webinars annually since 2017. Generally there is one per month on the first Thursday of the month or the second Tuesday of the month. The professional development committee secures the speakers and gathers the session information on a speaker form, which the Executive Director then uses to create the website and all promotions. The Executive Director then manages communications with the speaker(s), sets up brief technology runs prior to the webinar, and hosts the webinar.

Scope Item 5F: How many in-person regional forums and online forums take place annually?

Prior to COVID NAGARA was hosting 2-3 in-person regional forums each year. Through COVID, we pivoted to online forums, which have proved to be popular and successful. NAGARA has hosted two to four online forums per year during the last few years. The Professional Development Committee develops or secures the content based on membership needs and coordinates with the Association Management on the logistical aspects.

Scope of Services Item 6: NAGARA indicates in your RFP that your software is subject to change to meet future goals and membership expansion. How satisfied is NAGARA

leadership with current software and technology systems? What might be the process and timeframe to evaluate changing these systems?

NAGARA leadership is sufficiently satisfied with current software and technology systems in use. NAGARA is also interested in exploring software for services that we do not yet provide, such as streaming or hybrid live events or a conference app to help attendees navigate in-person events.

The process for changing systems would require initiation by the Board of Directors to source and evaluate options in coordination with the Association Management company. Implementation of new systems would be based on current contract/subscription timelines as well as the workload of the Association. For example, new membership software would not be implemented in the lead up to a big event like the annual conference.

Scope of Services Item 7: How do NAGARA board members and committee members support membership development and retention efforts?

NAGARA has a Membership Committee that works on identifying potential new membership markets. This committee also works with the executive director on new member promotions that focus both on new membership and retention of current members. The work of the Membership Committee is outlined in the Board Manual included in the RFP.

Scope of Services Item 8: How does NAGARA determine prospective sponsors? Is this a volunteer or staff responsibility, or both?

NAGARA has a list of recent sponsors and past exhibitors. The Executive Director manages all outreach and work with the sponsors and exhibitors, as well as cultivating new ones, however the Board of Directors is consulted and provides guidance and oversight of Association sponsorship. Volunteers are always welcome to submit names and contact information for potential new sponsors and exhibitors, but generally the Executive Director is the one to reach out since they would be handling the business and logistics related to sponsors and exhibitors. Volunteers may be asked to provide input on if potential sponsors or exhibitors would be a good fit for a NAGARA event.

General Question: The materials NAGARA posted to the AMCI web site indicated that pricing was a reason that you are considering changing management companies. If cost was not a factor, would you still be considering this change?

It has been a while since NAGARA changed management companies. Our Board decided they wanted to take a look at present market options to ensure the Board is utilizing membership funds to the best of their abilities, providing the best customer experience available, all while having access to the latest technology in order to get the most out of their membership.

The RFP indicates that the state of your association is strong, with healthy financials, solid reserves, and a growing membership. Given this success, can you share with us the primary reason(s) why NAGARA is seeking a new organization/individual to provide Association Management services to NAGARA?

As the Association has grown, the needs of NAGARA's membership, Board, and committee volunteers have also grown in scope and size, which has added to the original responsibilities outlined for our current service provider. NAGARA is in need of additional support in order to continue its expansion/growth as technologies/membership needs shift.

Your most recent IRS 990 Form (accessed through GuideStar.org) is for the 2020 calendar year. In Section C Line 18 of this Form you answer that your organization's 990 will be made available for public inspection "upon request." Has your IRS 990 Form for calendar year 2021 been completed, and if so, will you please share a copy with us?

The IRS 990 Form for 2021 was submitted and accepted by the IRS on May 12, 2022, although GuideStar.org can be a year behind. The IRS 990 is a public record. Therefore, we have included our 2021 IRS 990 with these responses.

How would NAGARA describe the working relationship of its Board of Directors? What are the top one or two biggest challenges facing their work as the primary decision-making body of the association?

The NAGARA Board of Directors meets monthly and maintains asynchronous communication between meetings in order to provide the Executive Director with the guidance needed to facilitate the work of the Association.

NAGARA has grown substantially in the last five years. That growth also means a larger and more diverse group of individuals serving on the Board. As a Board, these growing pains have led to challenges that require better and more respectful communication. The board also needs to work toward greater understanding and implementation of diversity, inclusion, and equity, while continuing to provide the benefits and services that our members expect.

What do you see as the top one or two biggest challenges facing NAGARA as a membership association?

Sustaining the high level of programming and membership benefits to which our members have become accustomed.

Adjusting to current workplace and industry trends and acceptance/adaptation to the latest technologies and membership needs.

Under the "Information Requested" section of the RFP, you ask for respondents to "provide a line-item fee structure for general services and any incidental costs". Can you clarify what you mean by "general services"? Is this to be understood as the eight (8) broad categories listed under the "Scope of Services" section of the RFP, or each of the individual "activities" to be performed under each of those eight (8) broader categories?

NAGARA is looking for a clear explanation of what the Association Management Fee includes. General Services does encompass the 8 broad categories listed under "Scope of Services" in the RFP. Incidental costs in this context refers to charges NAGARA would incur from services rendered by the Association Management company that fall outside of the broad categories.

Related to the previous question, can you please share with us what annual percentage of your current staff's time is spent performing each of the requested "line-items?" (Either estimated percentages for the eight (8) "categories" or the various "activities")?

NAGARA has never required its Association Management to track this information. Instead, the Board of Directors receives a monthly management report that allows us to understand what work has been done on behalf of the Association and serves as an accountability tool.

Estimated time spent on activities varies from year to year. During years with in-person annual conferences, a large majority of Association Management's time, especially during the first half of the year, is spent on activities relating to the conference, such as working with the program and host committees, creating the conference website and registration, marketing, soliciting sponsors, working with the hotel on logistics, and financial activities. During the two pandemic years, these activities were replaced with online programming. With the exception of hotel/conference center logistics, many of the same activities were taking place, and over the course of the full year.

Over the last 5 years, NAGARA's membership has grown nearly 300%, which means that the amount of daily work, such as managing calls and emails from members has increased, as has the amount of committee work coordination being done in order to serve the growing membership.

With respect to the two client references, is NAGARA looking for a letter of recommendation/endorsement, OR just names and contact information?

Name and contact information is sufficient for the two client references.

Strategic: How many full-time equivalent staff currently support NAGARA and are you satisfied with that level of support?

NAGARA currently has one staff person providing all support services for NAGARA, as well as serving other clients. Over the last 5 years NAGARA's membership and offerings have grown immensely, thus creating substantially more work. It would be of benefit to have a fully dedicated staff member, or additional staff members on call during busy times. Annual Conferences should have at least two staff persons present to manage onsite logistics as well as keep up with normal services.

There are nine sponsors listed on your web-site. Can you estimate how many potential additional sponsors exist in your community?

It would be hard to estimate how many potential sponsors exist. Potential sponsors could come from business sectors such as records/information management software solutions, scanning and indexing services, physical records storage services, storage and preservation supplies, microfilm and digitization equipment, public records and ediscovery software. Most sponsors would have a national scope. However, when NAGARA holds regional forums, we do like to reach out to potential local or regional sponsors in the same service sectors.

NAGARA has five future goals as outlined in the RFP – are they part of the strategic/business plan and have resources been allocated to accomplish them?

NAGARA is in the process of developing a Strategic Plan for 2023-2028. The budget for 2022-2023 has provided sufficient resources to support our future goals for the immediate future.

Membership: What is NAGARA's membership goal three years from now?

Our current goal is to reach 1400 members by the end of 2022. As previously mentioned we are in the process of developing our Strategic plan for 2023-2028, with these types of goals in mind. Our intent is sustaining member retention with continuous growth. We are also conscientious that there are a finite number of individuals within government agencies that work in this field. Part of our executive director responsibilities is to work with our Membership Committee on retention of members but also on bringing fresh perspectives of potentially untapped communities under the public sector.

Meetings: How many regional forums are conducted and how many staff are needed on-site to support them?

Prior to COVID-19, NAGARA hosted 2-3 in-person forums each year, although we want to be flexible in this number based on growth and member needs. Because these are smaller, more localized events only one person is needed on-site to support them. Where possible, we try to also have a local member volunteer or two present and ready to provide support if necessary. Generally, the local volunteers just serve as additional NAGARA ambassadors.

Marketing and Communications: How active is NAGARA on social media channels?

Presently NAGARA is active on Facebook, Twitter, LinkedIn and Instagram and association management usually does 3-10 posts per month based primarily off of marketing emails. NAGARA also has a Communications committee that posts to social media. The committee's posts generally feature speakers for upcoming events or highlight members during Archives or Information Management months. For these posts, the committee gathers the information and makes the post.

Certification: The GARA certificate program is not included in the scope of services. Is that all volunteer run or will staff have a support role?

The GARA certificate program is almost entirely run by volunteers within the GARA subcommittee of the Professional Development Committee. The related services provided by association management would be notifying the subcommittee when an application has been received, printing and mailing the certificate once the subcommittee approves it, and processing the payment. There are a few rare occasions in which association management would need to relay a question from the subcommittee to the applicant and get the applicant's response back to the subcommittee.