

2017



Proposal to the Affordable Housing Investors Council



SOLUTIONS⁺ OF NEW YORK

**Association Management and
Professional Services Company**



Solutions+ of New York, LLC, offers full service management to small and medium sized associations. Our client-focused, results-oriented approach assists the organizations with which we work to realize their full potential. We understand that no two organizations are alike and therefore, we create and offer association management solutions specifically tailored to the individual needs of an organization. We have an exceptional ability to quickly assess an organizations needs and goals, and we provide direction and guidance to our clients as they strive to fulfill their mission.

Solutions+ of New York, LLC, has provided professional services to a variety of entities including foundations, government agencies, associations, corporations, retail operations, museums and hospitals. We have managed continuing education accreditation and certification programs for both the legal and medical communities. Our staff is experienced and well trained in their respective areas of expertise, and their competence will serve to allow your organization to make better use of its resources. We are committed to the highest level of professionalism, ethics and integrity.

The leadership of the Affordable Housing Investors Council has indicated their desire and need to hire an association management company. Solutions+ of New York, LLC, as your association management company, will assist your organization in growing and strengthening its membership, while enhancing its influence in the investment industry, and promoting and advancing the mission of the Council. Our team of knowledgeable professionals will help your organization reach a higher level of efficiency, productivity and effectiveness.

Each section of this proposal outlines our understanding of the required services of the Affordable Housing Investors Council. Solutions+ of New York, LLC welcomes the opportunity to provide those services.

TABLE OF CONTENTS

- ▶ Headquarter Services
- ▶ Membership Management
- ▶ Financial Management
- ▶ Meetings and Events
- ▶ Communications and Marketing
- ▶ Board and Leadership Development
- ▶ The Proposal
- ▶ RFP Specific Questions
- ▶ Professional Staff
- ▶ References
- ▶ Professional Affiliations
- ▶ Client Roster
- ▶ Transition / Timeline
- ▶ Checklist for New Association Client

HEADQUARTER SERVICES

Solutions+ of New York, LLC will serve as your organization's centralized headquarters, administering all of your daily needs, including answering telephones and e-mail messages, and supervising communications with your members and volunteer leaders. As we administer the day-to-day tasks of your organization, your leaders are free to focus appropriately on your important issues and mission. We will:

1. Establish the headquarters of the Affordable Housing Investors Council at our office by obtaining a New York City post office box address and porting an existing telephone number.
2. Answer telephone calls during regular business hours, 10:00 am – 6:00 pm, Monday through Friday, EST, and provide voice mail after business hours.
3. Respond to telephone inquiries, e-mails and voice mail messages within twenty-four hours, Monday through Friday, except holidays.
4. Respond to correspondence about AHIC programs, meetings, membership, and other organizational matters in a timely fashion.
5. Maintain office computers and other equipment necessary for the day-to-day operation of business. Backup all data on a daily basis and store in a safe, off premise location.
6. Prepare routine correspondence to be sent out on behalf of AHIC and route communications via e-mail to the Board of Directors and general membership, as necessary.
7. Execute all contracts, agreements and commitments in accordance with Board policies.
8. Store at our office, any inventory and materials that AHIC uses on a daily basis, along with historical documents such as financial documents, minutes and publications.

MEMBERSHIP MANAGEMENT

Membership recruitment and retention are constant challenges facing every volunteer organization today. We believe that the continued success of your organization is membership growth and development, and we know that your membership is the lifeline to the revenue and resources that keep it running. Whether planning a program for membership retention, developing a membership campaign or creating a member benefits program, we work with each client to evaluate the effectiveness of established programs and services. We place a high priority on member services, and maintain accurate and up-to-date membership data. We will:

1. Maintain a master membership database.
2. Maintain the online membership directory.
3. Provide information to members and prospective members regarding AHIC activities and events.
4. Process membership renewal notices and follow-up on any delinquent dues, via telephone and e-mail.
5. Process membership applications according to established procedures.
6. Handle preparation, printing and mailing of materials to members.
7. Provide information and materials regarding membership to prospective members.

FINANCIAL MANAGEMENT

From the development of realistic budgets and forecasts to managing the day-to-day financial operations of your organization, we work closely with leadership for your long-term financial success. A strong financial management system along with transparent reporting is essential to the fiscal health of an association. We will:

1. Maintain all accounts receivable and payable, checking accounts and other financial records in accordance with Good Accounting Practices.
2. Utilize QuickBooks for Business for all financial records, transactions and reporting.
3. Accept and process credit card payments.
4. Issue billings and manage accounts receivable.
5. Prepare monthly financial reports.
6. Handle all banking, deposits, payment of bills and bank statement reconciliations.
7. Work with the Treasurer to prepare reports for an outside accountant firm to prepare yearly tax returns.
8. Prepare the annual budget in collaboration with the Treasurer for Board approval.
9. Monitor operational spending throughout the year.

MEETINGS AND EVENTS

Our management expertise and professional skills result in smoothly executed meetings, conventions and events with optimal client satisfaction. From site selection and program development to registration and onsite execution, we provide first-rate meeting management and produce successful events that will enhance the image and professionalism of your organization. Our experienced meeting, conference and event professionals will also coordinate and implement board and committee meetings, along with leadership training sessions, special events, banquets, seminars, executive functions and special member activities. We will:

1. Serve as the organizer and liaison for all meetings and programs.
2. Negotiate with outside vendors for necessary services including, but not limited to, meeting space, hotels, food and beverage, meeting rooms, audio visual, etc.
3. Market and promote programs and manage all registration systems.
4. Prepare meeting notices and agendas for the Board of Directors meeting.
5. Assist with the preparation, reproduction and dissemination of meeting materials.
6. Provide onsite meeting and event management and logistical support for three in-person meetings per year.
7. Assist the Program Committee with all aspects of organizing programs.

COMMUNICATIONS AND MARKETING

Communication and marketing planning is an essential component of managing an association, and is a key component vital to preserving the image of your organization. Our experts offer solutions to keep your organization competitive in today's ever-changing environment with the use of technology services and effective communication, which will help your members better understand and appreciate the value and benefit of their membership. We will:

1. Serve as a member resource desk for Council members.
2. Update the AHIC website on a monthly basis using your content management software.
3. Provide blast email services to members.
4. Distribute collateral and marketing materials to promote the Council to the general public.
5. Provide assistance with the layout and distribution of the e-newsletter.
6. Disseminate meeting, event and program notifications via email.

BOARD AND LEADERSHIP DEVELOPMENT

By providing leadership and professional advice to volunteers, we help organizations develop long-term strategic plans that support their vision and goals. A constructive and cooperative working relationship with volunteers encourages committee participation. Our professional and experienced staff will manage your Board and Committee meetings with valuable back-up support, and will follow through with committee members on action items and projects-in-progress. We keep current with industry trends and best practices, to ensure that your leadership has the tools, information and guidance they need to optimize their time in service. We will:

1. Provide professional association management advice to your organization.
2. Work with the Officers of the Council to help them fulfill their goals and responsibilities.
3. Provide direction in governance requirements in order to comply with non-profit regulations.
4. Keep the Council current on new trends in association management.
5. Promote active and broad participation by volunteers in all areas of the Council's work.
6. Implement and follow through on action plans, and work with the Board of Directors on implementing policy and establishing new programs.
7. Support the Officers, Board of Directors and Committee Chairs with their designated assignments and activities.

THE PROPOSAL

Solutions+ of New York has been working with corporations, non-profits, associations and professional societies in New York State for over eighteen years. Our company organizes conferences, educational seminars, roundtables, board meetings, special events and leadership training retreats, and we specialize in data management and organizational efficiency. Over the course of our years of service we have developed an expertise in membership recruitment and retention, member and leader interaction, meeting and administrative management, volunteer support and committee management, membership communications and services, board and leadership development, financial management, fundraising, and educational and professional development.

Solutions+ of New York, LLC is a member of the AMC Institute, whose member companies set the standard for association management through commitment to education and knowledge sharing, advocacy, development of industry best practices, and quality professional services.

Solutions+ of New York, LLC agrees to provide the services outlined herein, to the Affordable Housing Investors Council for a fee of \$45,000, payable at the rate of \$3,750 per month for the first year of a two year contract. The management fee for the second year of the contract shall be determined when the budget for that year is proposed.

We hope that you will give Solutions+ of New York, LLC the opportunity to prove ourselves a committed and worthy partner to the Affordable Housing Investors Council by selecting us as your association management company.

RFP SPECIFIC QUESTIONS

1. Solutions+ of New York, LLC was established in 1999 by Linda Chiaverini, President and Founder. The association management company has successfully partnered with their clients for over eighteen years and is proud of their reputation as a customer service company whose focus is on personal attention. The company is staffed by a total of five permanent employees along with the assistance of project based per diem help. The company has steadily grown over a long period of time and has balanced their progression by employing competent well trained individuals.
2. Solutions+ of New York, LLC manages our client accounts with a team approach. Each member of our staff plays an integral role in the day-to-day operations of our partner organizations.
3. Our ability to provide support for each aspect of the scope of services is outlined above. Services outsourced may include graphic design, printing outside the scope of services, government relations consulting, legal and accounting consulting and website development.
4. The following technology/software is utilized by Solutions+ of New York, LLC (All technology services not listed as provided by the client are included in the monthly fee as stated above):
 - Email - client ISP
 - Website Hosting – client ISP
 - Meeting Registration/Membership Renewals - Formstack
 - Financial Management – QuickBooks
 - Member Communications – iContact
 - Website Management – client content management system
 - Surveys - Survey Monkey
 - Conference Calls – Voiceover IP system
5. Solutions+ of New York, LLC does not have specific experience in the investment industry but has successfully met the challenges and fulfilled the goals of every client we have served. Our hands on approach and customer service reputation ensure that your organization can fulfill its mission without worrying about management operations. We encourage you to contact our references listed below to discuss how we have met their challenges.
6. Services are provided for a monthly fee as stated above in “The Proposal” based on the scope of services outlined above.
7. Solutions+ of New York, LLC does not and will not accept commissions from clients. All hotel commissions are contracted to the client.

8. Linda Chiaverini, President and Founder, will serve as the account executive and will oversee AHIC's financial matters with the assistance of the accounting clerk, Dalva Casanova . See Ms. Chiaverini and Ms. Casanova's credentials below.
9. See "Transition Timeline" and "Transition Checklist for New Association Client" below.
10. Transition activities are billed at the monthly rate stated above.
11. The Account Executive and the Director of Conference Services of Solutions+ of New York, LLC will attend the Fall Meeting in Detroit October 3-4, 2017.
12. See "References" and "Client List" below.
13. Financial references will be made available prior to the proposal presentation to the Board of Directors.



President and Founder

Linda Chiaverini, President and Founder of Solutions+ of New York, LLC, has worked with corporations, non-profits, associations and professional societies for over twenty years. She has organized conferences, educational seminars, roundtables, board meetings and leadership training retreats.

Ms. Chiaverini specializes in data management and organizational efficiency. Her association management areas of expertise include membership recruitment and retention, member and leader interaction, meeting and administrative management, volunteer support and committee management, membership communications and services, board and leadership development, financial management, fundraising, and educational and professional development.

Ms. Chiaverini's forte is working with small associations. She is adept at developing strategic plans and workable solutions specific to each client. She has a distinctive capability to assist her clients in attaining their goals.

Ms. Chiaverini has a Bachelor of Fine Arts from Florida State University. She is a member of the American Society of Association Executives, the Association Management Company Institute, Meeting Professional International, the National Association of Bar Executives and the National Association of Female Executives. Solutions+ of New York, LLC is a certified Women Business Enterprise with the City of New York, the State of New York and the Port Authority of NY/NJ.



**Director of
Conference Services**

Scott Gerard, Director of Conference Services of Solutions+ of New York, LLC, is a highly motivated, energetic professional, with more than 25 years of specialized experience in conference, convention and meeting planning services. He is an articulate communicator with a proven ability to plan and synchronize the essential details of multiple meetings, in an efficient and resourceful manner. He serves as the direct point of contact for clients, vendors, and participants concerning meeting specifications, requirements, preferences, schedules, cost summaries, and RFP's.

Mr. Gerard has a unique ability to comprehend, identify and assess what an organization needs to meet its goals for a meeting or an event. His focus on sound strategies, and capability to communicate clearly and effectively to site staff and other suppliers, results in successful events. He is responsible for site inspection, cost analysis, set-ups, audio-visuals, guest transfers, transportation, off-site entertainment, vendor relations and menu selection for catered events.

Mr. Gerard has a Bachelor of Science in Hospitality Management from Florida International University. He has worked for several large hotels and numerous restaurants, through which he has gained an extensive knowledge of all aspects of the hospitality industry. His "behind the scenes" facility experience in front office, security, housekeeping, banquets, outlets and sales operations enable him to use his logistical planning skills to successfully meet our clients' objectives.

Estelle Velez**Administrative Assistant and Meeting Manager**

Estelle Velez, Association and Meeting Manager for Solutions+ of New York, LLC, is a versatile, results-oriented individual, with demonstrated skills in all aspects of office operations. She is responsible for a combination of administrative and creative tasks as they relate to association management, in accordance with pre-established guidelines. Her strength in problem-solving and customer service allow her to interact positively with association members, meeting and event attendees. She performs data research and verification, database maintenance and reporting functions, and is proficient in a variety of computer programs.

Ms. Velez has a Bachelor of Arts in Political Science and Business Administration from SUNY Albany.

Sheavonne Harris**Membership Manager**

Sheavonne Harris, Membership Manager for Solutions+ of New York, LLC, is responsible for the integrity of our clients' membership database information and addressing membership issues. Ms. Harris relies on her experience and organizational skills to update member contact and biographical information and maintain complete membership databases. Her duties include application processing, dues notifications, prospecting, distributing information to current members as well as prospective members and other administrative functions.

Ms. Harris has an Associate of Arts from Axia College.

Dalva Casanova**Accounting Clerk and CE Program Administrator**

Dalva Casanova, Accounting Clerk and CE Program Administrator for Solutions+ of New York, LLC, assists in the maintenance of clients' book and records. Her duties include accounts payable, accounts receivable, general ledger entry, and preparation of bank forms and electronic deposits. Ms. Casanova has knowledge of computerized accounting, and understands the importance of integrity and discretion with respect to confidential documents.

Ms. Casanova is also responsible for the administration of continuing education program materials and ensures that records are maintained in accordance with guidelines relevant to each client's credentialing requirements. She is familiar with the association environment, and has the ability to perform several tasks concurrently with ease and professionalism.

Ms. Casanova has an Associate of Arts from the Borough of Manhattan Community College.

REFERENCES

1. Andrea Composto, Past President, Women's Bar Association of the State of New York. Telephone: 718-875-5199. Email: acomposto@wbasny.org.
2. Benjamin Youdelman, MD, Past President, Eastern Cardiothoracic Surgical Society. Telephone: 732-776-4618. Email: bayoudelman@gmail.com.
3. Allan Bregman, DVM, Past President, Veterinary Medical Association of New York City. Telephone: 718-398-1187. Email: apbdvm@gmail.com.
4. Errol Cvern, Past President, New York State Messenger and Courier Association. Telephone: 212-871-2554. Email: ecvern@selectexp.com.

PROFESSIONAL AFFILIATIONS

Solutions+ of New York, LLC is a member and active participant in a number of professional and trade associations. We understand the mutual benefit of such activities to our profession, the AMC community, our employees' professional development, our company, and for society in general. These relationships are vital to ensuring that our team remains current on industry news and trends, enabling them to apply this knowledge into everyday practice. Solutions+ encourages its staff to take an interest in professional affiliations and provides resources for their activities including meeting and conference attendance.

We are a proud member of:

American Society of Association Executives (ASAE)
American Society of Veterinary Medical Association Executive (ASVMAE)
Association Management Company Institute (AMCI)
Meeting Professional International (MPI)
National Association of Bar Executives (NABE)
National Association of Female Executives (NAFE)
New York Society of Association Executives (NYSAE)

CLIENT ROSTER

Solutions+ has had the opportunity to serve a vast array of clients. Ask for a representative list of our past clients. Our current roster of clients includes:

Eastern Cardiothoracic Surgical Society
National Association of Publishers' Representatives
New York State Messenger and Courier Association
Veterinary Medical Association of New York City
Women's Bar Association of the State of New York

Solutions+ is a certified Minority and Women-Owned Business Enterprise (M/WBE) with the State of New York and The City of New York.





Transition Timeline

As soon as possible after selection:

1. Meet with the officers to determine their priorities in reference to the transition.
2. Meet with the officers to review existing files, databases, inventory, etc.

30 Days prior to transition:

1. Receive access to membership database.
2. Obtain all organizational documents.
3. Review all historical files, bylaws and minutes.
4. Obtain copies of printed materials.
5. Have all files, materials and inventory shipped to new headquarters office.
6. Request list of frequently asked questions from the administrator.
7. Prepare corporate resolution and final accounting audit.
8. Receive all computer files.
9. Transfer insurance to new address.
10. Train staff regarding new client.
11. Meet with accountant to familiarize him/her with AMC.
12. Review contracts to ensure compliance and observation of deadlines.
13. Receive history of meetings/events from past three years.

Week 1:

1. Transfer/install dedicated telephone line(s).
2. Transfer management of web pages.
3. Review bank reconciliations from previous months.
4. Distribute change of address notices.
5. Review and test all databases, procedures.

First 30 days:

1. Send our press release.
2. Set up accounting functions on AMC computer system.
1. Introduction of AMC to membership.
2. Provide progress report of transition to Association leadership.

Transition Checklist for New Association Client

Association Name: Affordable Housing Investors Council			
Phone: 347-392-9983		Fax:	Email: jhertzog@ahic.org
Key Contact: Julie Hertzog, Executive Director			
Liaison at national headquarters, if local organization:			
Phone:		Fax:	Email:
Administration/General			
Item/Action	Responsible Person(s)	Deadline Date	Comments
Receipt of following items:			
Financial records and systems			
Electronic files used on regular basis			
Minutes book			
Bylaws and incorporation papers			
Current procedures/policy manual			
Long-range/strategic plan			
Master Calendar			
Postal permits			
Artwork for letterhead			
Photo files			
Board of the Directors members list			
Committee Chairs members list			
Nominations and elections reports			
Certification records			
Notify state's Secretary of State of change			
Change/arrange for registered agent if needed			
Establish custody of corporate seal			
Mail forwarding from prior management			
Change of address notifications			
Order/change dedicated phone lines			

Communications

Item/Action	Responsible Person(s)	Deadline Date	Comments
Obtain copy pending for:			
Newsletters			
Brochures			
Directory			
Press/media lists			
Press/media kit			
List of 20 frequently asked questions			
Arrange transfer of web site/access codes			
Obtain rate cards/rates for all advertising			
Obtain current advertising contracts			
Obtain hard copy/files of logos, etc.			
Determine PMS colors for logos			
Arrange for reprinting of stationery, labels, etc.			

Finance/Accounting

Item/Action	Responsible Person(s)	Deadline Date	Comments
Facilitate independent audit prior to transition			
Obtain the following:			
Invoices (paid and payable)			
Bank statements/reconciliations			
List of assets and liabilities			
General ledger			
Accounts receivable/payable list			
Investment list			
Federal ID number(s)			
Prior audited financial reports			
Tax exemption determination letter			
Tax returns and other tax documents			
State sales tax exemption (if 501(c)(3))			
Franchise tax returns, if applicable			
Vendor list			
Arrange for board corporate banking resolution(s)			
Determine direct pay from checking/cancel			

Establish/transfer merchant account(s)			
Close existing accounts/forwarding address			
Insurance Issues			
Item/Action	Responsible Person(s)	Deadline Date	Comments
Obtain copies of the following:			
Convention cancellation policy			
Directors and officers liability policy			
General liability policy			
Dishonesty/fidelity bond			
Other insurance			
Notify carriers/agents of new address/ Management			
Inventories			
Item/Action	Responsible Person(s)	Deadline Date	Comments
Determine status of:			
Electronic media (a/v tapes, CD-ROMs)			
Membership certificates/cards/pins			
Branded merchandise			
Publications			
Newsletters			
Directories			
Office Supplies			
Other items			
Determine existence/contents of off-site storage			
Obtain copies of order forms, sales history and pricing policy			

Meetings

Item/Action	Responsible Person(s)	Deadline Date	Comments
Determine status of the following:			
Current/pending hotel & venue contracts			
Current/pending airline contracts			
Current/pending rental car contracts			
Current/pending AV contracts			
Current/pending other contracts			
Obtain the following:			
Agendas			
Speaker/program files			
Exhibitor prospectus			
Exhibitor contracts			
Special event information			
Status report of plans in progress			
List of volunteers/roles in meetings/events			
List of exhibitors/sponsors and agreements			
List of upcoming deadlines			
History of meetings/events from past three years			

Membership Services

Item/Action	Responsible Person(s)	Deadline Date	Comments
Obtain the following:			
Membership records (electronic/hard copy)			
Prospect list (electronic/hard copy)			
Membership application			
Membership brochure			
Membership renewal letter			
Membership drop letter			
Membership welcome packet			
Membership processing procedures			
Membership prospect kit			

Vendor Contracts

Item/Action	Responsible Person(s)	Deadline Date	Comments
-------------	-----------------------	---------------	----------

Obtain copies of the following contracts:

Accountant			
Attorney			
Internet service provider			
Lobbyist			
Printer(s)			
Surveys			
Conference facilities			
Authors			
Speakers			
Reseller			
Others			

Transition Activities

Item/Action	Responsible Person(s)	Deadline Date	Comments
Politics of Board that are important to know			
Educate staff about assn./FAQs/phone answering/etc.			
Examine industry meetings calendar for conflicts			
Update web site with new address/ phone/contacts			
Review each item on this checklist to determine need for further action			

Other Transition Issues

Item/Action	Responsible Person(s)	Deadline Date	Comments