

ASSOCIATION MANAGEMENT SOLUTIONS (AMS)

**Proposal to CCUF
for
Association Management Services**

21 November 2014

AMS and CCUF Confidential

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Introduction

AMS - Proven Solutions

Association Management Solutions (AMS) is based in Fremont, California, in the heart of Silicon Valley. AMS is a certified, independently owned, full-service management provider, with more than twenty years of experience managing international organizations and standards development bodies including the Internet Engineering Task Force (IETF), Broadband Forum (BBF), and the North American Network Operators' Group (NANOG), among others. When it's time to lead an industry, global technology groups select AMS because of our commitment and reputation for transparency and neutrality, our expertise, and our ability to consistently exceed expectations for customer service.

Whether it be established industry groups, like CCUF, which are now entering a new, formalized phase, to newly formed groups planning their first meetings and events, global technology forums and industry bodies partner with AMS to ensure their success. AMS understands the often complex processes required to create and implement industry agreements and de facto standards. Our robust infrastructure offers maximum flexibility to support those efforts while ensuring the safety and security of your data. Our dedicated staffing model provides the highest level of service from qualified staff members who understand your organization's unique requirements. We provide the complete solution to your association management needs.

Why is AMS Different?

AMS is dedicated to the success of your organization. Like the CCUF, AMS is innovative. We use new technologies and creative approaches to build strong communities and maximize productivity. From meeting and event planning, financial and vendor management to Board and Committee support, AMS has the experience and expertise to deliver a full suite of services tailored to the needs of our clients.

AMS is an Accredited Association Management Company (AMC) through the [AMC Institute](#). AMS is a member of the [American Society of Association Executives](#) (ASAE) and notably was one of the first 50 management firms to become ASAE AMC Certified, reflecting our dedication to professionalism, industry ethics, and client service. AMS is also a member of [Meeting Professionals International](#) (MPI) and [Professional Convention Management Association](#) (PCMA).

Vendor Neutrality

Since our inception, AMS has worked closely with a wide range of industry leaders. AMS is not the “house vendor” to any specific company. This ensures that AMS maintains neutrality when working with groups who desire balanced leadership, vendor equality and creating initiatives with integrity.

Support Levels and Expectations

AMS is committed to providing excellent service to each and every member we encounter. For most members of our client communities, AMS staff represents the front line. We are the face they see when they pick up program materials at registration and the voice on the end of the phone when they have questions. Notably, when surveyed about registration and onsite staff support, our clients overwhelmingly rank us in the highest possible performance category.

Founding and Related Start Up Services

You only get one chance to launch... you need to do it right. AMS has helped create industry associations for the past 17 years. We have assisted in the launch of many successful 501(c)6 business league non-profit organizations and we continue to provide on-going operational management for the majority of these technical associations. Leveraging our expertise, we work with organizational founder(s) to manage, coordinate and facilitate all aspects of putting the critical pieces in place to create a successful launch. We know what works and what should be avoided, and provide best practice guidance along the way.

We will work with CCUF’s’ point person(s) to walk through the process of setting up a legal non-profit business league organization by coordinating the development of bylaws and governance documents and by filing the required paperwork. We understand the urgency to set up and will work as expediently as possible, with all parties involved, in order to meet your timeline.

Administrative Support

As a full service association management provider, AMS can support CCUF's back office needs. AMS will:

- maintain and archive: corporate records, meeting records, marketing collateral
- execute referendums, nominations, ballots and surveys using our Association Resources Online (ARO) system
- facilitate conference calls for the Board of Directors and leadership team, as needed

Membership Services

As the initial point of contact for clients, our staff is committed to delivering first-rate customer service to all member company representatives and volunteers.

As discussed, AMS will provide the following membership services for CCUF:

- Respond to all membership inquiries
- Process online membership applications
- Maintain all active member and prospective member records
- Coordinate annual membership renewal invoicing and required follow-up for delinquencies per client policy
- Provide best practices for member recruitment and retention.

Financial Services

In order for a group to be successful, it must be above financial reproach. AMS provides timely and accurate and financial reporting for all of our clients. All according to GAAP, AMS will:

- manage your bank accounts
- organize the approval and payment of all expenditures, in accordance with approved limits
- process income
- produce monthly financial statements using QuickBooks including:
- monthly general ledger of accounts payable/receivable
- balance sheet
- actual vs. budget P&L statement
- monthly check register

AMS will manage and coordinate year-end financial audits or reviews as requested by the Board of Directors. Please note: auditor and tax preparation fees will be billed separately by a third party firm.

AMS will maintain and store the Directors and Officers and Liability insurance records. AMS will also update CCUF's state and city licenses and trademark registration and maintain the organization's other official documents, records and filings.

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Information Technology

We understand that our client's websites and mailing lists are critical tools for active and prospective members. For this reason, AMS has invested significantly in our infrastructure to ensure the security and safety of the websites we host. (Please see the **IT Security** section, below.)

AMS will host and manage the CCUF website and will review and update web content on a weekly basis.

As part of the CCUF's contract with AMS, members will also have access to our in-house Association Resources Online (ARO) system. ARO is a members-only, password-protected, robust tool which supports group collaboration in addition to many other customizable functions including:

- Unlimited email lists
- Searchable document library for active and archived documents, materials
- Calendar linked to website
- Survey generation and reporting
- Ballot generation and reporting
- Invoice generation and meeting fee management
- Meeting badges generation
- Real-time meeting attendance reporting

AMS will utilize ARO to manage CCUF's current and archived materials including reference documents, white papers, logos and other collateral.

AMS can leverage the purchase power of its client roster to negotiate competitive rates for conference services with GlobalMeet or other preferred providers for CCUF's conference call and web meeting needs.

IT Security

AMS takes the security of our clients' operations very seriously and we focus a great deal of resources and attention on maintaining and strengthening security. AMS employs OpenSSL encryption across its servers, and uses this encryption for web sites, intra-server communication, and staff access.

We perform weekly maintenance and patch application, and our staff watches to ensure that we always deploy the latest versions of key software packages as soon as they become available.

AMS has configured the major components of its networks in a manner designed to eliminate any single point of failure. Each data center is always "live" with real time mirroring of databases to ensure no interruption of service in the case of an outage at one data center. Client data is backed up

continuously to multiple, geographically separated server clusters and data centers to ensure continuity of service availability in the event of a server or location failure. Historic backups are also maintained to provide additional layers of redundancy.

Further, AMS has taken steps to ensure its compliance with the PCI Security Standards Council's Data Security Standards for the handling of credit card transactional data. AMS servers neither handle, nor store, client-sensitive credit card data or related information, instead using the direct access/pass through methods recommended by the PCI Security Standards Council for payment processing and handling.

AMS typically performs maintenance cycles and security audits every 14 days. Additional audits and maintenance operations are performed as needed. AMS employs industry best practices to prevent unauthorized intrusions directed towards its servers and client data. SSL encryption, data pathway restriction, and proprietary access control systems are all employed to help ensure the integrity and safety of client services and data. Servers are managed and monitored by AMS dedicated staff who provides multi-tier incident response and resolution for any system anomalies.

Additional Services – Outside Current Scope of Work

Not currently required, but available if your work scope expands, AMS offers the following professional services in-house that will meet your needs as required:

Event Services

AMS provides meeting and event services for our clients and no event is too small or too large. Our staff has managed events for 100 to well over 50,000 attendees in venues all over the world, including IETF meetings, NANOG meetings, and the annual McCarthy Institute Trademark Symposium, presented by the University of San Francisco School of Law and Microsoft. Every meeting is important to us, regardless of size. From global site selection to contract negotiation to agenda planning to online and onsite registration and management, AMS has the experience and expertise to produce and operate seamless events of any size.

Upon approval of the meeting budgets, AMS will negotiate contracts for CCUF's two international meetings, including: sleeping rooms, meeting space and set-up, food/beverage, Audio-visual and internet access for attendees. In preparation for the meeting and working with Team Leads, AMS will coordinate agenda distribution, email meeting information reminders and coordinate visa request letters. Additionally, AMS will manage online meeting registration and badge generation.

PR and Marketing Services

Strategic marketing is an essential component of any successful group. AMS can provide a full range of marketing and PR capabilities. In working with the Mobility Developers Group PR committee AMS can coordinate the following activities:

- Developing and executing strategic marketing and communications programs
- Drafting, editing and finalizing press releases quarterly
- Researching and recommending key speaking opportunities at trade shows and industry partnerships, quarterly
- Reviewing and editing presentations and marketing collateral
- Manage website content, weekly

Proposed Services for CCUF

Founding Project Services:

In coordination with CCUF's legal counsel, AMS will manage the process from beginning to end to create a nonprofit industry Forum.

The work will include the following output:

- Legal recognition and reservation of name
- Filed Articles of Incorporation
- Non-Profit filing
 - Federal 501(c)6 recognition
 - California tax exempt status filing
 - CA Statement of Information

In coordination with CCUF's legal counsel, AMS will advise and help facilitate the revision and adoption of the following corporation documents that have already been drafted.

- Bylaws
- IPR policy
- Antitrust policy
- Membership application
- Founders' agreement

Ongoing Services:

- Board meeting support and minutes
- Membership services and related support
- Monthly financials
- Website and list hosting
- ARO Tool

AMS proposes a part-time Executive Director and full time coordinator (1.5 FTE) to support the Founding Project Work and the Ongoing Services work. Should these duties need to be slightly modified, AMS will accommodate the CCUF, with no change to the fee, as long as the work can be reasonably done within this staffing allocation.

The Founding Project and Ongoing Services monthly fee is: \$18,750/month.*

**Any third party vendor fees (such as legal fees, audit/tax preparation fees, teleconference services, meeting venue fees, PR wire service fees, etc.) incurred shall be billed back directly to the CCUF.*

Transition Fee: We will charge a one-time transition fee, not to exceed \$25,000, to cover data, tool and website migration and transition.

Our Commitment to You

AMS provides proven expertise, strategic guidance, strong client experience, accurate and continuous financial reporting – these are the core reasons why our business has grown simply by word-of-mouth and why we have maintained an excellent client retention history. Your goals become AMS’s goals, with a direct accountability trail and measurable benchmarks for responsiveness. AMS has succeeded by demonstrating our complete commitment to our clients. We look forward to creating this relationship with the CCUF.