



2026 REQUEST FOR PROPOSALS

Association Management Company (AMC) Services
Emergency Medical Services Association of Colorado (EMSAC)

RFP Issue Date:	April 22, 2026
Proposal Due Date:	May 22, 2026
Proposal Contact:	Emergency Medical Services Association of Colorado Tom Anderson, President Tom.anderson@gmr.net ; 719-371-8019 Brandon Chambers, Vice President scretac5@gmail.com ; 719-248-3978
Questions Due:	May 4, 2026 — All questions must be submitted in writing. Responses will be distributed to all proposing firms simultaneously.

1. Organizational Overview

The Emergency Medical Services Association of Colorado (EMSAC) is a statewide professional association representing EMS providers, agencies, educators, administrators, and system leaders across Colorado. EMSAC is a member-driven organization governed by a Board of Directors and serves as a unified statewide voice for the EMS profession.

Mission: *"We educate, communicate, and advocate."*

Through this mission, EMSAC works to advance the EMS profession through continuing education and leadership development, to communicate with members and policymakers to strengthen system-level collaboration, and to advocate for policies and legislation that support EMS professionals and the communities they serve.

1.1 Current Organizational Profile

The following organizational data is provided to assist proposing firms in scoping services and preparing responsive cost proposals. Proposals that do not reflect this organizational scale will be considered non-responsive.

Group membership includes additional group employees. They have limited benefits under this membership.

Current membership count:

Individual: 338

Group: 93

Sustaining: 15

Total: 446

Total Revenue: \$633,600

Total Expenses: \$618,492

Total projected revenue over expense: \$15,108

Current AMC or administrative arrangement: Civica Management

Existing technology contracts (AMS, LMS, website platform): Personify MemberClicks Pro (Website/AMS), QuickBooks Online, EventPower (Conference Management)

Number of board meetings per year: 6

Number of standing committees: 7

Annual Colorado EMS Conference attendance (approximate): 900

Annual Educators Symposium attendance (approximate): 150

EMS Day at the Capitol attendance (approximate): 50-75

2. Strategic Context

EMSAC is entering a period of strategic organizational development. The Board of Directors will undertake a formal strategic planning process in 2026, and the selected AMC will be expected to support that process operationally. Once the strategic plan is adopted, the AMC will align service delivery with its priorities and assist in implementing the resulting initiatives.

Proposers should demonstrate experience supporting association strategic planning cycles, including facilitating board planning sessions, translating strategic priorities into operational work plans, and tracking progress against defined goals.

3. Purpose of This RFP

The purpose of this Request for Proposals is to identify a qualified Association Management Company capable of providing comprehensive operational, administrative, financial, membership, event, education, and communications management services in support of EMSAC's mission.

EMSAC seeks a growth-oriented partner with demonstrated experience in healthcare or EMS professional associations, capable of expanding membership, strengthening educational programming, and increasing statewide engagement.

4. Scope of Services

The selected AMC will provide the following services. Proposers must address each service area explicitly and describe the staffing model, technology platform, and approach associated with each.

4.1 Membership Management

Administration

The AMC will maintain a membership database, process new memberships and renewals, manage membership categories and eligibility, administer dues billing and payment processing, and maintain a current membership directory.

Recruitment and Retention

The AMC will develop and execute strategies to recruit new members and retain existing ones. This includes monitoring membership engagement trends, identifying at-risk members, and supporting targeted outreach and re-engagement campaigns.

Member Communications

The AMC will manage all routine member communications, including newsletters, renewal reminders, announcements, and member inquiries. Member communications must be coordinated with the broader communications plan described in Section 4.6 to avoid duplication.

4.2 Education Program Administration and CEU Tracking

Enrollment Management

The AMC will manage registration and enrollment for all EMSAC educational programs, maintain participant records, process online registration and payments, and track course participation and completion.

Continuing Education Unit (CEU) Tracking

The AMC must provide a system capable of tracking CEUs earned by individual members, maintaining continuing education transcripts, recording course completion, generating CEU reports, and supporting documentation for EMS professional recertification. Members must be able to access their records, download transcripts, and track progress toward recertification requirements through a self-service portal.

Proposers must identify the specific Learning Management System (LMS) or CEU tracking platform they intend to use and describe their experience managing it in comparable association environments. EMSAC will not accept a proposal that does not specify a named platform.

4.3 Website and Technology

The AMC will maintain EMSAC's website, including hosting, content updates, and technical integrity. The website must support an integrated membership portal with online applications and renewals, online event registration, and integration with the CEU tracking system.

Proposers must describe their recommended technology architecture, identify named platforms for each function (AMS, LMS, event registration, website CMS), and address data migration requirements if a platform transition is proposed.

APPLICANT PLEASE PROVIDE OPTIONS FOR:

Option A: EMSAC owns the domain, hosting account, and CMS credentials. The AMC maintains content on EMSAC's behalf under a named login.

Option B: The AMC hosts and maintains the EMSAC website on the AMC's infrastructure.

4.4 Financial Management

The AMC will manage EMSAC's financial operations with full transparency and strong internal controls consistent with generally accepted nonprofit financial management standards.

Responsibilities include accounts receivable and payable, membership dues processing, event and education revenue tracking, vendor payments and expense management, monthly financial reporting to the Board, budget preparation support, and annual financial summaries.

EMSAC uses QuickBooks Online. Proposers must either confirm experience with QuickBooks Online or, if proposing an alternative platform, provide a transition and data migration plan. The AMC will not have signatory authority over EMSAC bank accounts without explicit board authorization.

FINANCIAL CONTROLS AND APPROVAL AUTHORITY:

AMC staff process all payables. The Executive Director will approve individual expenses. Treasurer provides regular oversight of budget and expenditures.

The following additional financial controls apply: (a) disbursements over \$5,000 require dual-control approval by two authorized signatories; (b) monthly bank reconciliations must be countersigned by the EMSAC Treasurer; (c) EMSAC funds shall not be commingled with AMC operating accounts or those of any other AMC client; and (d) the AMC shall cooperate fully with any annual audit or financial review commissioned by EMSAC, including providing timely access to records, and shall share in the cost of such audit as negotiated in the contract.

4.5 Events and Conference Management

EMSAC hosts several key events each year. The AMC will provide comprehensive planning, logistics, and growth support for all events.

EMS Day at the Capitol

The AMC will coordinate all logistics for EMSAC's annual legislative advocacy day, including venue planning, participant registration, coordination with policymakers and legislative staff, event communications, and materials management.

EMS Day at the Capitol is a day scheduled with our contracted lobbyists to provide an opportunity for the Advocacy Committee to meet with state legislators at the Capitol with meaningful discussion and talking points that advance our mission.

Colorado EMS Educators Association (CEMSEA): Educator's Symposium

The AMC will provide full symposium management services, including venue selection and contract negotiation, program planning and logistics, speaker coordination, registration management, budget management, and on-site event coordination.

The Educator's Symposium provides a statewide forum for EMS educators, providing professional development, opportunity to connect and collaborate with peers, and share tools, strategies and best practices to improve the delivery of EMS education.

Colorado EMS Conference

The AMC will provide full conference management services, including venue selection and contract negotiation, program planning and logistics, speaker coordination, registration management, budget management, and on-site event coordination.

EMSAC's annual conference brings together hundreds of EMS providers, educators, administrators, medical directors, and industry leaders — all looking to explore new products, learn about innovative services, and connect with the people shaping the future of emergency medical services. Gain unmatched visibility and connect directly with approximately 900 emergency medical professionals, educators, and decision-makers.

Vendor, Exhibitor, and Sponsorship Management

Across all events, the AMC will recruit and manage vendor and exhibitor participation, develop and solicit sponsorships, manage vendor communications and payments, and coordinate exhibit logistics. Proposers must demonstrate specific experience in growing sponsorship revenue for professional conferences.

Event Growth

EMSAC seeks to expand the attendance, sponsorship revenue, and educational impact of its events. The AMC should describe its approach to conference growth strategy, including identifying new educational event opportunities.

CURRENT EVENT BASELINES

Colorado EMS Conference 2025 attendance: approximately 900

2025 number of exhibitors/vendors 79

2025 sponsorship revenue (annual): \$114,500

Target attendance growth over initial contract term: 10%

The following provisions govern sponsorship and exhibitor relationships: (a) the AMC shall disclose to the EMSAC Board any compensation received from sponsors or exhibitors beyond pass-through event fees; (b) the AMC shall not represent competing organizations to the same sponsor or exhibitor pool as EMSAC without prior written disclosure to and approval from the Board; (c) sponsorship commitments

above a threshold defined in the contract shall require Board approval before execution; and (d) all sponsor and exhibitor lists, contact records, and relationship history are and shall remain the sole property of EMSAC.

4.6 Communications and Outreach

The AMC shall provide, at a minimum, the following services:

- Develop and maintain a social media strategy aligned with the Association’s mission, strategic priorities, annual calendar, membership goals, advocacy initiatives, educational activities, and events.
- Create, draft, edit, schedule, and publish social media content on behalf of the Association. Required platforms include, at a minimum, Facebook, LinkedIn, and Instagram. The AMC shall maintain a minimum posting frequency of three times per week across these platforms, acknowledge inbound member messages within one business day, and follow a content approval workflow requiring sign-off from a designated EMSAC approver before publication of any post related to advocacy, governance, policy, or crisis response. A crisis escalation protocol identifying the designated EMSAC contact and required response timeline shall be included in the AMC’s communications plan.
- Monitor comments, messages, mentions, and relevant interactions; respond as appropriate within defined parameters; elevate sensitive, controversial, media-related, legal, governance, or policy-related matters to designated Association leadership; and support timely, professional engagement with members, stakeholders, and the public.
- Support promotion of conferences, webinars, meetings, educational offerings, publications, initiatives, campaigns, and other Association activities through coordinated social media messaging before, during, and after events as appropriate.
- Track and report social media performance using agreed-upon metrics such as audience growth, impressions, reach, engagement, click-throughs, campaign performance, and other indicators relevant to Association goals.
- Work collaboratively with designated Association leaders, staff, volunteers, committees, and/or board representatives to ensure messaging accuracy, appropriate approvals, and alignment with organizational priorities. The proposer should describe how it will manage workflow, approvals, turnaround times, and issue escalation.
- Maintain awareness of reputational, policy, and governance implications associated with Association communications.

4.7 Strategic and Organizational Support

The AMC will support EMSAC leadership in advancing the association's mission and governance effectiveness.

Responsibilities include preparation of board meeting agendas, minutes, and materials; committee coordination and meeting support; operational planning; membership growth strategy; and implementation support for the EMSAC strategic plan once adopted.

Number of board meetings per year requiring AMC support: minimum of 6

Number of standing committees requiring AMC coordination support: 7

Expected board meeting format: Virtual / Hybrid

Geographic location of board meetings (if in-person): Keystone

5. Executive Director Relationship and Governance

EMSAC anticipates moving away from the current model in which the Executive Director functions primarily as the internal business manager for association operations. Instead, EMSAC envisions an Executive Director who serves as the public face, strategic leader, and chief advocate of the organization. In that role, the Executive Director will represent EMSAC externally in legislative, regulatory, stakeholder, and partnership settings, while the selected AMC will provide the operational infrastructure necessary to support the Executive Director, the Board of Directors, and the day-to-day business of the Association.

Executive Director Responsibilities (upon appointment): The Executive Director will serve as the primary strategic, advocacy, and external-facing leader of the organization. Responsibilities will include legislative and regulatory advocacy, stakeholder and partner relations, organizational growth, public representation of EMSAC, and support to the Board on governance and strategic priorities.

AMC Responsibilities: The AMC will provide operational infrastructure, including administrative services, membership management, financial management, event and education administration, and communications support.

Collaborative Model: The Executive Director and AMC will function as aligned partners in service to the EMSAC Board and mission. The Executive Director will lead externally as the face and voice of the Association, while the AMC will lead operational execution and management support. A written interface agreement defining respective authorities, communication protocols, workflow expectations, and escalation procedures will be included in the AMC contract.

Proposers should note the following governance questions that EMSAC is actively working to resolve before contract execution: (a) whether an Executive Director will be hired following AMC selection; (b) which party — the Board, the AMC, or a joint process — has hiring authority for the Executive Director position; (c) how operational disagreements between the Executive Director and AMC will be escalated and resolved; (d) the extent, if any, of the Executive Director's supervisory authority over AMC personnel; and (e) the timeline for finalizing the written interface agreement referenced in this section. EMSAC will provide further clarification to proposers as part of the question-and-answer process.

6. Contract Terms

The initial term of the contract shall be three (3) years, with performance reviews conducted at 6, 12, and 18 months.

Notice of Non-Renewal: Either party may elect not to renew by providing written notice no fewer than **120 days before** the end of the then-current term.

Termination for Cause: Either party may terminate the agreement for material breach upon **30-day** written notice, provided the breaching party fails to cure the identified deficiency within that period.

Termination for Convenience: EMSAC may terminate this agreement without cause upon **90 days'** written notice. The AMC will be compensated for services rendered through the termination date.

The executed contract shall include provisions addressing: mutual indemnification with carve-outs for gross negligence and willful misconduct; limitation of liability capped at one year of fees paid;

certificates of insurance and exclusivity terms; non-solicitation of EMSAC staff, members, and sponsors; consent requirements for subcontracting; restrictions on assignment and change-of-control; force majeure; Colorado governing law and venue; tiered dispute resolution (negotiation, then mediation, then litigation); independent contractor status; background checks for all AMC personnel with access to EMSAC funds or member personally identifiable information; and a seven-year records retention obligation.

7. Transition Requirements

Proposers must describe their approach to onboarding, transition, and — at contract end — offboarding.

EMSAC is transitioning from Civica Management with contract expiration: June 30, 2026
Data and technology assets requiring transfer: Personify MemberClicks Pro (AMS/Website), QuickBooks Online, EventPower, Zoom, SharePoint (Digital Files), Social Media Accounts

Proposers must provide a transition plan covering: (1) data migration from current systems; (2) website and technology transfer; (3) membership database migration; (4) financial records transfer; and (5) a timeline from contract execution to full operational readiness. EMSAC expects full operational readiness no later than **June 30, 2026**, after contract execution (earlier is better).

8. Data Ownership and Confidentiality

All EMSAC member data, financial records, communication lists, educational transcripts, event records, and intellectual property — including website content and domain registrations — are and shall remain the sole property of EMSAC, regardless of which system or platform houses them.

Upon termination or non-renewal of the AMC agreement for any reason, the AMC shall deliver a complete export of all EMSAC data in a standard, non-proprietary format within **30 days** of the effective termination date, at no additional cost to EMSAC.

The AMC shall maintain the confidentiality of all EMSAC member and organizational data and shall not use that data for any purpose other than the performance of services under this agreement. The AMC shall not share, sell, or transfer EMSAC data to any third party without prior written board authorization.

The following additional data security and confidentiality requirements apply: (a) the AMC shall notify EMSAC of any confirmed or reasonably suspected data breach within 48 to 72 hours of discovery, in compliance with Colorado breach notification law; (b) all EMSAC member data shall be encrypted at rest and in transit; (c) access to EMSAC data shall be governed by role-based access controls, and all accounts with administrative access shall require multi-factor authentication; (d) the AMC shall provide EMSAC with a list of any sub-processors handling EMSAC data, and shall obtain EMSAC consent before adding new sub-processors; (e) upon termination, the AMC shall return all EMSAC data and provide written certification of destruction of any retained copies; (f) the AMC shall maintain PCI-DSS compliance for all payment card processing on EMSAC's behalf; (g) all content created by the AMC in the performance of services under this agreement shall be treated as work-for-hire and shall be the sole property of EMSAC; and (h) data exports shall be provided in the following formats as applicable: CSV or XLSX for tabular data, JSON or SQL for relational data, PDF for document records, and native QuickBooks format for financial data.

9. Insurance and Bonding Requirements

As a condition of contract award, the selected AMC must provide and maintain the following minimum coverage. Certificates of insurance must be provided to EMSAC prior to contract execution and must name EMSAC as an additional insured where applicable.

Coverage Type	Minimum Limit	Notes
General Liability	\$2,000,000 per occurrence	<i>EMSAC named as additional insured</i>
Professional Liability / E&O	\$1,000,000 per occurrence	<i>Covers errors in membership, financial, and event management</i>
Fidelity / Crime Bond	\$2,000,000	<i>Required for all staff with access to EMSAC funds</i>
Workers' Compensation	Statutory limits	<i>As required by Colorado law</i>
Cyber Liability	\$2,000,000	<i>Covers member PII and financial data breach</i>
Employment Practices Liability (EPLI)	\$1,000,000 per occurrence	<i>Covers employment-related claims involving AMC personnel</i>
Umbrella / Excess Liability	\$3,000,000–\$5,000,000	<i>Follows form over all primary coverage</i>

All policies shall be primary and non-contributory with respect to any insurance maintained by EMSAC. All applicable policies shall include a waiver of subrogation in favor of EMSAC and shall require 30 days’ written notice to EMSAC of cancellation or material change. Professional liability coverage shall include a tail period of not less than three years following termination of the contract.

10. Performance Standards

The AMC will be held to the following minimum performance standards throughout the contract term. Performance will be reviewed formally **semi-annually** by the EMSAC Board.

Membership records: Maintained with no more than 2% error rate; updated within 3 business days of any change.

Financial reporting: Monthly financial reports delivered to the Board no later than the 15th of the following month.

Event planning milestones: Conference venue contracted no fewer than 12 months in advance; program finalized no fewer than 60 days in advance.

Member inquiry response: All member inquiries acknowledged within 1 business day; resolved within 5 business days.

CEU transcript updates: Member CEU records updated within 5 business days of course completion.

Technology uptime: Website and member portal maintained at 99% uptime, excluding scheduled maintenance.

FAILURE TO MEET PERFORMANCE STANDARDS:

- Written notice and 30-day cure period for first occurrence in any 12-month period
- Fee reduction of 10% per month for sustained failure to meet a standard

The following definitions govern administration of performance standards: (a) the 99% uptime standard shall be measured on a calendar-month basis and shall exclude outages caused by DDoS attacks, third-party platform failures outside the AMC's reasonable control, and scheduled maintenance windows communicated to EMSAC in advance; (b) the 2% membership record error rate shall be audited using a random sample of not less than 10% of active member records, with methodology agreed upon between EMSAC and the AMC at contract execution; (c) "sustained failure" means failure to meet a given standard for two consecutive calendar months; (d) cumulative fee reductions under the 10% per-month remedy shall not exceed 30% of the monthly retainer in any 12-month period without triggering the termination provisions below; and (e) an AMC that has received written notice of failure for the same standard on three separate occasions within any 24-month period may be terminated for cause without a further cure period.

11. Proposal Requirements

Proposals must address each of the following components. Proposals that do not fully address all components will be considered incomplete and may be disqualified from evaluation.

11.1 Organizational Background

- Company history, ownership structure, and years in operation
- Total number of associations currently under management
- Total staff size and staff dedicated to Colorado or Rocky Mountain region clients
- Experience managing professional associations in healthcare, EMS, or related fields

11.2 Relevant Experience

- At least two case studies from comparable association clients, including membership size, event scope, and services provided
- Specific experience with CEU tracking and LMS platforms in health profession associations
- Demonstrated experience growing conference attendance and sponsorship revenue
- Experience supporting association strategic planning processes

11.3 Staffing Model

- Proposed management team with named individuals, roles, and relevant credentials
- Primary point of contact for EMSAC and their availability
- Policies for staff continuity and transition in the event of personnel changes
- Total AMC capacity: how many associations are currently served, and what is the maximum capacity of the proposed team

11.4 Technology Platforms

Identify the specific, named system or platform you use for each of the following:

- Association Management System (AMS) / membership database
- Learning Management System (LMS) / CEU tracking platform
- Event registration platform
- Financial management software
- Website content management system (CMS)
- Email/communications platform

Describe data export capabilities for each platform and your approach to ensuring EMSAC's continued access to its data throughout and after the contract term.

11.5 Financial Proposal

Provide an itemized cost proposal covering:

- Monthly management retainer (describe all services included)
- Event management fees per event, or an annual flat fee
- Education program administration fees
- Technology licensing costs (AMS, LMS, website hosting, email platform)
- Transition and onboarding costs
- Fee schedule for out-of-scope services

EMSAC intends to negotiate a multi-year fee schedule. Proposers are encouraged to offer tiered pricing reflecting the initial contract term and any renewal options.

11.6 Transition Plan

Describe your onboarding process, including estimated timeline from contract execution to full operational readiness, approach to data migration, and staffing during the transition period.

11.7 References

Provide references from at least three current association clients, including contact name, title, organization, phone number, and email. At least one reference must be from an association of comparable membership size and event scope to EMSAC. EMSAC reserves the right to contact references not listed by the proposer.

12. Evaluation Criteria

Proposals will be evaluated by an EMSAC evaluation committee using the weighted criteria below. Finalists may be invited for an in-person or virtual presentation.

Criterion	Weight	Description / What Evaluators Will Look For
Association Management Experience	20%	Years in operation, associations currently managed, staff credentials, and organizational stability.
Event Management and Sponsorship Growth	15%	Track record growing conference attendance and sponsor revenue; named case studies required.
Membership and Technology Capabilities	15%	Named platforms, data ownership provisions, member self-service portal quality, and integration architecture.

Criterion	Weight	Description / What Evaluators Will Look For
Education and CEU Tracking	15%	Specific LMS platform, experience with CEU tracking for health professionals, transcript quality.
Healthcare / EMS Industry Experience	10%	Direct experience with health profession associations; knowledge of EMS credentialing, advocacy, and workforce issues.
Financial Management	10%	Controls, reporting quality, QuickBooks Online experience, internal audit support.
Cost and Value	10%	Total cost relative to scope; fee transparency; multi-year pricing.
Transition Plan Quality	5%	Feasibility and completeness of proposed onboarding timeline and data migration approach.

13. Proposed Procurement Timeline

Milestone	Target Date
RFP Released	April 22, 2026
Questions Due from Proposers	May 4, 2026
Responses to Questions Distributed (to all firms simultaneously)	May 8, 2026
Proposals Due	May 22, 2026
Evaluation Committee Review Complete	May 26, 2026
Finalist Interviews / Presentations	May 29, 2026
Board Selection	June 1, 2026
Contract Negotiation Period	June 1-3, 2026
Contract Execution	June 8, 2026
AMC Onboarding / Transition Begins	June 8, 2026
Full Operational Readiness	June 30, 2026

14. Proposal Submission

Proposals must be submitted electronically to tom.anderson@gmr.net and scretac5@gmail.com no later than **May 22, 2026 5:00 PM Mountain Time**.

Subject line: EMSAC Association Management Proposal — [Firm Name]

Proposals submitted after the deadline or that do not include all required components described in Section 11 will not be evaluated.

All questions regarding this RFP must be submitted in writing to the contact identified on the cover page. Oral responses to questions are not binding. Written responses to all questions received will be distributed simultaneously to all firms that have submitted a notice of intent to propose or to all firms that have requested the RFP.

NOTICE OF INTENT TO PROPOSE:

Proposers are asked to submit a written notice of intent to propose by May 4, 2026. This allows EMSAC to distribute Q&A to a defined list.

15. General Conditions

- EMSAC reserves the right to reject any or all proposals, to waive minor informalities, and to accept the proposal deemed most advantageous to the association.
- EMSAC reserves the right to request additional information, conduct reference checks beyond those provided, and negotiate contract terms with the selected firm.
- Submission of a proposal does not obligate EMSAC to award a contract.
- All proposals become the property of EMSAC and will be held in confidence to the extent permitted by applicable law.
- EMSAC reserves the right to cancel this RFP at any time before contract execution without liability.
- Proposers bear all costs associated with the preparation and submission of their proposals.
- EMSAC is an equal opportunity organization and does not discriminate in the selection of contractors based on race, gender, disability, or any other protected characteristic.