



PROPOSAL TO



COVER LETTER

Dear NSITSP Executive Committee:

We appreciate the unique objectives of the National Society of IT Service Providers (NSITSP) and are grateful for the opportunity to present our tailored solution to your leadership team. Our solution allows association clients to have more efficient management at a lower cost and relieves the leadership of the responsibility of having added staffing and office responsibilities on top of their other professional commitments. We are also well versed in hybrid, in-person and virtual event management and will be able to use that expertise in managing your organization.

As a management company, we are immersed every day in the work of membership-driven organizations, coordinating with their leadership teams and their committees. We have extensive experience working with multiple committees across a single association to help bring an organization together. Jaffe Management uses this bird's-eye view of our clients to proactively identify opportunities and anticipate potential issues before they occur.

We believe our personal touch and ability to integrate ourselves into our clients' organizations makes members, volunteers, and leadership feel as though they have a partner in running their association. I look forward to hearing from you and working with the NSITSP Executive Committee to further explore this opportunity.



David Jaffe, Principal
Jaffe Management, Inc.

OVERVIEW

Jaffe Management is a professional management company that replaces traditional administrative offices and paid staff members by absorbing all of your overhead costs, handling your day-to-day administrative responsibilities “behind the scenes” and working with your leadership to ensure that their time is being used as efficiently as possible. Our firm has been in business for more than 14 years and has offices in New York and Minnesota, but we manage organizations across the country with addresses and phone numbers available in all states.

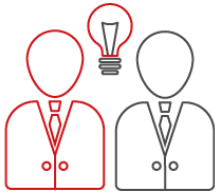
Using economies of scale, such as sharing administrative staff and office space, we help you achieve your membership, financial and governance goals without having to worry about all the minutiae that come along with event planning, bookkeeping and other basic administrative tasks.

The staff at Jaffe Management is comprised of 40+ individuals who are dedicated to every aspect of association management, from website updates and event planning to the delicate work of collecting unpaid membership dues. The Jaffe Management staff members are consummate professionals who create a welcoming atmosphere at events and foster a sense of community to your organization’s membership.

Through years of experience with varied clients and industry forums, Jaffe Management’s staff is well versed on association management best practices. All levels of staff are able to contribute in order to make considered, knowledgeable recommendations to help leadership teams with the direction of their association. And while Jaffe Management will provide guidance and proposals, the organization’s leadership always maintains ultimate decision-making responsibility for policy decisions. Jaffe Management familiarizes itself with all clients and their fields in order to further the development and goals of each organization.

With more than 35 organizations under management, we recognize that each organization is more than just a group; it is a community. Our staff would work with your leadership to make sure that the personality of NSITSP doesn’t change. No two associations are alike, so we help our clients maintain their identity while we work behind the scenes to ensure smooth operations.

THE JAFFE MANAGEMENT **ADVANTAGE**



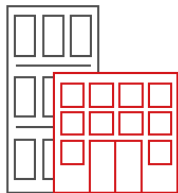
Task-Specific Staff Members

Oftentimes, standalone association staff are stretched thin on duties that are better handled by individuals whose skills and experiences align with the tasks that are needed at that particular time. Jaffe Management provides supplemental, specialized staff to allow existing leadership to focus on areas that require their expertise and is able to support every facet of your association's needs, including membership, event planning and office management.



Top-Notch Customer Service to Your Members

Jaffe Management recognizes that member and volunteer satisfaction is central to successfully managing your association. We have 40+ employees and are growing strategically by only partnering with those clients who we feel we can best serve. Our staff works hard to make sure that your members and your leadership have a responsive and helpful team available for questions and requests and strives to provide a welcoming atmosphere at events and a sense of community to your organization's membership.



Long-Term Financial Controls

A secure financial base is key to helping NSITSP achieve its mission. Jaffe Management helps its clients develop proper controls to ensure that they have the financial support to continue their work for the life of the organization, not just the life of our contract. Jaffe Management works with your leadership to build and execute financial plans that help the organization run effectively, while planning for long-term goals.

THE JAFFE MANAGEMENT ADVANTAGE



Cost Savings

Working with Jaffe Management often saves our clients money, which can be reinvested into membership benefits and services. Our shared-staff model allows us to specialize the type of work we do and create efficiencies within your organization.



Continuity Through Staff Transitions

Jaffe Management provides a long-term solution to ensure continuity through leadership changes to maintain relationships with members, association partners and governing board members, in addition to maintaining the momentum of initiatives and programs. The loss of an executive director or other staffer can cause turmoil, even if unintentional, for a board that is now tasked with finding a replacement, not to mention the costs associated with turnover.



Full Anonymity of Jaffe Management (Optional)

Jaffe Management does not have any of its own branding/logos on its clients' materials or websites, and all internet presence, email addresses and phone calls remain tied to each of its individual clients. Your members do not need to know that your association has hired Jaffe Management, and use of our services will not be disclosed to your members without your permission.

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GENERAL ADMINISTRATION

Dedicated Phone Numbers & Fax Line

NSITSP will have its own dedicated phone number that is answered during normal business hours, and all calls will be answered with a personalized greeting of “NSITSP,” never with “Jaffe Management” or a generic greeting. There will also be an NSITSP email address and physical mailing address so that members always have a way to reach someone. Each staff person working with NSITSP can have his or her own phone number (with a personalized voicemail) and tailored email address. A fax line can also be made available.

Centralized Files

Jaffe Management will maintain a centralized file structure for NSITSP, which can include committee meeting minutes and agendas, financials and programs. NSITSP files will be kept both in hard copy and backed up to an online server, for maximized protection of your files. Jaffe Management will provide NSITSP with access to all files on request. Jaffe Management requires all employees to sign the Jaffe Management company confidentiality agreement, protecting the information of all clients.

Insurance

Jaffe will work in collaboration with leadership to procure general liability insurance for NSITSP as well as Directors/Officers, Errors and Omissions, and conference insurance, if desired. We work with a variety of brokers in and outside of the association management field who work with us to get the most competitive rates. Jaffe carries a full line of insurance, including professional liability, employee bonding, and general liability.

Legal Counsel/Anti-Trust Counsel

Jaffe works, on a daily basis, on governance matters and rules and regulations specific to nonprofits and associations. We have working relationships with lawyers who specialize in association law and nonprofit law and will coordinate the use of legal counsel as instructed by the board (legal fees approved by and paid for by NSITSP) when necessary.

GOVERNANCE SUPPORT

Jaffe Management understands the vital role the Board plays within the organization, but respects that its members are volunteers with other obligations, including full-time jobs. The time Board members spend working on NSITSP's projects should be focused on building the organization and working toward its mission, not handling administrative tasks. Jaffe will alleviate the burden of these responsibilities while offering services to support the leadership in accomplishing its mission.

Board Meetings

Jaffe Management will coordinate and organize all board meetings (virtual and in person). This will include finalizing and distributing agendas, invitations and taking attendance and minutes. Jaffe Management handles logistics for each meeting, including providing a dedicated conference line or Zoom session, arranging a meeting site and/or food and beverage when necessary, and the preparation and distribution of materials prior to the meeting. Staff will work with the Board Secretary to issue minutes. Staff will also be on site to help manage in-person meetings and make sure everything runs smoothly.

Committee & SIG Events

Jaffe staff work with a variety of committees through industries that include technical and nontechnical fields. We have experience working with and supporting an array of committees, incl. Membership, Events, Sponsorship and Finance committees. Our staff will assist with securing locations (virtual or in person) and other support needs for NSITSP's committees or SIGs as requested.

Board Elections

Our staff will manage the annual Board nomination and election process and help new Board Members acclimate to their roles.

FINANCIAL MANAGEMENT

Financial Management Overview

Jaffe Management will support NSITSP to ensure all facets of its financial management are handled and accurate so that the organization can stay on top of its finances without being a burden to the Executive Committee. Jaffe Management will assign a seasoned, in-house bookkeeper to work with NSITSP to process payments and to work with vendors to resolve any open invoices. Our staff will enter into and sign contracts, under the supervision of the board, and we will also monitor any NSITSP investments as needed.

Budgeting and Payments

Jaffe Management will deposit all NSITSP payments into NSITSP's accounts. All expenditures will be authorized by Jaffe Management within the NSITSP budget and financial guidelines. Any transactions outside of the established NSITSP budget will be submitted for approval by the Treasurer. Jaffe Management will assist NSITSP's Treasurer with budget development for review. Annual and project budgets will be developed with NSITSP governance and operational policies in mind.

Financial Reports

Jaffe Management will report on NSITSP's financial activities on a monthly, quarterly and biannual basis, and we will work with the Secretary/Treasurer to create a chart of accounts that reflects the needs of the organization and to create a consistent report. Accounts receivable and investment reports will also be provided to the Secretary/Treasurer as needed. If any unexpected deviations from the budget occur, Jaffe Management will report this to NSITSP immediately.

Contract Negotiation

Jaffe Management will assist with, advise and negotiate all contractual agreements after obtaining written approval from the Treasurer. Jaffe Management works with organizations of all sizes and budgets. We are fiscally aware and meticulous when selecting services to suit the budgetary needs of our clients.

FINANCIAL MANAGEMENT (continued)

Financial Operations

Jaffe Management assigns an in-house bookkeeper to manage all day-to-day accounting activities for NSITSP. This will include financial reports, payment processing and deposits, domestic and international banking, credit card processing, insurance claims, accounts payable and accounts receivable, and fixed asset management.

Records and Regulations

Jaffe Management will maintain all financial records in accordance with GAAP, municipal, state and IRS regulations. Jaffe Management will complete required annual documents to facilitate tax filings. Jaffe Management will maintain all NSITSP financial records. Jaffe Management works with external CPA firms to file all necessary taxes for the organization.

Audits

Jaffe Management will prepare the necessary documents for any external audits.

Payment Processing

Jaffe Management will process payments for memberships, events, sponsors, and job bank participants. Our staff uses a variety of credit card platforms and regularly handles and deposits client income.

MEMBERSHIP MANAGEMENT

Jaffe Management recognizes that members are the heart and soul of any society, consortium or association. To allow the Board to turn its focus to meeting the goals of the organization and its members' needs, Jaffe will handle all of the administrative tasks necessary to ensure each member has a positive experience with NSITSP. This will include responding to members and guests about membership-related questions, event questions or other topics as they arise. Our staff is able to provide membership reports to the board regularly.

Membership Management, Renewal Cycle & Dues Management

Our staff will, as needed, work to create registration and confirmation forms for membership, events and sponsorship and will maintain a database of all members, former members and prospects that can be easily updated; we will also process payments, receive inquiries and distribute information to members. This database will be backed up nightly, and it will be easily exportable. We will prepare/update membership brochures and materials. A Program Associate will contact NSITSP's members prior to their membership expiration to maximize renewals. Jaffe staff will also distribute dues renewal notices, track dues payments, process refunds and follow up on lapsed dues. Jaffe Management will store and maintain physical membership materials, if necessary.

Membership Relationship Management

Our staff is skilled at customer and membership service, understanding the needs of members and providing them with a high level of service. We recognize the variety of people that an organization will include and strive to meet and exceed their needs. Our staff works closely with the Board and committees to assist with membership recruitment and retention campaigns as well as an annual survey.

MARKETING & COMMUNICATIONS

At Jaffe Management we understand the importance of growth-minded planning. Jaffe Management assists our clients with several types of communication and outreach methods on different platforms to keep your members informed. Our staff is well versed in creating and fine tuning these strategies for our clients, as their online presence is often their first impression.

Creative Services, Collateral, Strategic Marketing & Branding

Jaffe Management has an in-house graphic design and web programming team capable of creating both new content managing higher level changes to print and digital marketing collateral. Most programmatic staff have experience with content management and currently support member websites using various platforms, making day-to-day website updates and regularly reviewing web content to be certain all information is up to date. Jaffe Management will manage design, layout, photography, film, printing, desktop publishing and distribution for NSITSP marketing items in coordination with any/all existing branding or identity plans and will manage all printing and production for NSITSP in collaboration with its leadership.

Email Marketing & Press Releases

Our staff works with the board to create and maintain weekly newsletters and other announcements using email marketing platforms. Event specific emails are created and sent out to the organization's email list in a timely manner to ensure event marketing is a success. We also are very experienced with distributing press releases on a timely basis.

Publications

Jaffe Management recognizes that timely, quality publications drive revenue, membership, and conference registrations. Jaffe can help produce and distribute publications while tracking associated revenue against production costs so that NSITSP can report a clear picture of each publication's performance. Jaffe will coordinate publication of production with applicable third parties, process copyright permission requests, and manage all administrative tasks including managing mailing addresses distribution.

WEBSITE & TECHNOLOGY

Website/Technology

Our team works with a variety of Association Software Packages, including Your Membership, Personify (formerly MemberClicks), Wild Apricot, and several others. Our staff also has an in-house graphic design and web programming team capable of managing higher level changes and updates to the association's website. Most programmatic staff have experience with content management and currently support member websites using various platforms, making day-to-day website updates and regularly reviewing web content to be certain all information is up to date.

Jaffe Management's staff will review existing and new online content to ensure consistency and accuracy of information, format, links and logos, and we will work with NSITSP's leadership to determine the most cost-effective and efficient arrangement for web hosting and management going forward. Our staff will update the website with new content sent to them from the Board or Committee Chairs in a timely manner.

Social Media

Our staff has experience overseeing and managing the organization's social media platforms. They work with committees to create social media plans and calendars and are experienced with pushing out content created by the association leadership.

Virtual Events and Meetings

Jaffe Management has experience working with several virtual webinar/conference providers. Our staff is able to work closely with committees to host successful virtual events. Jaffe Management's staff will support and run webinars for NSITSP. Our staff is able to record and upload webinars for members to view after the conclusion of the webinar, and we have experience managing multi-day virtual events with virtual exhibitor halls.

EVENT & CONFERENCE MANAGEMENT

Jaffe Management runs a variety of events throughout the country and virtually. We produce several multi-day conferences for our clients, ranging from 200 attendees all the way up to 3,000. These events include site selection, hosting social events, selecting virtual event platform, and being onsite to run the flow of the program. When NSITSP is ready to hold and host large events, Jaffe will work with the leadership in each instance to identify the right type of property and location for their members and, when possible, focus on more boutique properties where our client is the one of largest events at the chosen hotel at that time. We have experience with full virtual and hybrid conferences and will, along with leadership, research venues to identify the best options for NSITSP and provide full service, including:

Meetings, Seminars & Conferences

Jaffe Management will manage all aspects of NSITSP events, including help with site visits, negotiating fees/contracts, facility management, food and beverage, and registration. Jaffe Management will coordinate the event timetable and put together the meeting materials. This will include the Biennial Conference, networking events and workshops.

Site Selection, Contract Negotiations, Speakers, VIPs and Vendors

Jaffe staff support may include, but is not limited to, helping to plan event budgets and timelines; securing event insurance; and coordinating photographers, videographers, website designers, musicians, florists, custom award designers, graphic designers, caterers, speakers, their honoraria, printers, and A/V technicians. Our staff has experience in coordinating hotel blocks, and through years of utilizing third-party vendors, Jaffe Management has developed a roster of trusted vendors that provide quality service and can offer price breaks due to the long-standing and ongoing nature of our relationships.

Event Sponsorship and Exhibitor Showcases

Our staff is knowledgeable in creating and distributing exhibitor and sponsorship packages and has experience managing exhibitors and managing the exhibit halls. Our staff will work with your conference exhibitors to make sure they get the value out of the event and that their needs are met.

EVENT & CONFERENCE MANAGEMENT (continued)

Event Logistics

Jaffe Management's staff will work before, during and after events to ensure their success, including the following tasks:

- Manage and order promotional items for the event and coordinate with partners and sponsors to ensure items are correctly branded.
- Develop NSITSP's registration materials, coordinate email registration information to maximize advanced registration, and process all registrations
- Market and promote the conference to encourage a greater outreach within NSITSP
- Be on site to manage speakers and event schedules to ensure programs run smoothly; our staff will arrive before the event to set up necessary signage and exhibits for NSITSP
- Oversee all aspects of educational program except for acquiring content
- Coordinate with venue staff to ensure smooth operations before, during and after the event.
- Greet all attendees and handle on-site registration while distributing materials and badges. Staff will track attendance and no-shows along with distributing CEUs.
- After the event, Jaffe Management can follow up with on-site registrations, conduct evaluations throughout the seminars, and will deliver a profit-and-loss report to the Board. Jaffe Management will also reconcile the final bill and pay all vendors.

SAMPLE TRANSITION **SCHEDULE**

Below is a sample transition plan that we suggest, however much of this is dependent on how the board wishes to manage certain aspects of its current infrastructure.



First Month

Jaffe Management will liaise with the board to ensure all NSITSP's materials are retained. This includes current and past financial files; event materials, such as name badges and banners; and all NSITSP property necessary for hosting events. We will ensure that our staff has access to all electronic files and to the website to ensure a smooth transition. It will be critically important that the existing login credentials to all of NSITSP's email programs, websites, social media platforms, and any other accounts (as well as all hard-copy files), be made available so Jaffe Management can start the process of website and technology maintenance.



Second Month

Jaffe Management will need to meet with NSITSP's Board Members to gain an understanding of where and how Jaffe can help them operate to their fullest potential. Jaffe staff will assess the state of the organization and make recommendations regarding what issues should be addressed, how processes can be improved, what items may need to be updated, and which aspects of the organization would benefit most left “as is” or undisturbed.

NSITSP PROPOSED STAFFING PLAN



Executive Director

This position is appointed to your team to execute the vision of your organization and to manage both the immediate and long-term needs of the Board. The Executive Director supports the implementation of the Board's vision and is the key lead in fulfilling the organization's needs, as directed by the Board.



Program Associate

This position collaborates with the Executive Director to perform website updates, take minutes at Board meetings, take on research projects, and more. This person also may be responsible for creating program materials, collecting and editing speaker bios, and other day-to-day tasks.



Bookkeeper

The bookkeeper manages all entries to the association's financial accounts. This includes processing all invoices; member payments; and other financials, including the coordination of finances with any existing accountant in order to prepare for yearly audits and 990 filings.



Graphic Designer

Our in-house graphic designer will work with your team to create flyers, emails and other marketing collateral for the association.

COSTS, EXPENSES & REFERENCES

Monthly Management Fee

Our proposal for full management, including an Executive Director, support staff, rent and all office expenses, is \$4000 monthly which would include 600-700 of hours every year. This would be all inclusive except for travel to and from events outside of Manhattan and the indirect expenses fee below. Our goal is to never “nickel and dime” – at the end of the year; the money budgeted for our services and the actual amount paid will be the same. We will track our hours throughout the year and, if we believe we might run out, we speak to the association early and ahead of time so that we can curb hours to avoid overages by relaying what is taking longer. We also factor in an additional 10 percent overage in the first year for transition, which we do not charge for. Our goal is to never have the client be surprised or to pay more than they have budgeted.

Indirect Expenses Fee

In addition to the monthly management fee, Jaffe Management will also charge a monthly Indirect Expenses Fee of \$150. This fee is used to reduce the overall cost of NSITSP business and will replace many of your current office expenses, through pooled services and bulk fees shared with our current clients. The indirect expenses fee helps to create the best savings for our association clients (at no profit to Jaffe Management). The fee covers the cost of conference calls, telephone expenses, messenger services, general shipping, FedEx, excess storage and other miscellaneous items but does not include staff travel to events. Our goal is to make billing very easy and for the association client to be able to anticipate all costs before the year begins, without random charges that are surprises once a contract begins. Any expenses not contemplated herein will be discussed in advance by NSITSP and Jaffe, who will work together in good faith to determine the nature of the expense and whether it will be included or excluded from the management fee. In the event the parties cannot agree, Jaffe shall not be obligated to assume the expense.

References

Because our boards consist primarily of volunteer leaders, it is important that we be respectful of their time. We will be glad to provide references should Jaffe Management be selected for the final round of interviews.

COST BREAKDOWN

Expenses Included in the Base Fee (except as otherwise agreed to):

- Office rent, utilities, repairs and maintenance
- Office furnishings, fixtures and leasehold improvements
- Office equipment and maintenance contracts
- Computer hardware and software, unless specifically directed to purchase by NSITSP, in which case such hardware and software shall be considered the property of NSITSP
- Computer maintenance and support contracts
- Employee salaries, payroll taxes, insurance and benefits
- Employee training, professional dues and subscriptions

Expenses Included in the Indirect Expenses Fee (except as otherwise agreed to):

- Postage for general (non-bulk) office mailings (mailing checks, sending paperwork, etc.)
- Courier and shipping charges
- Conference calling services
- General office supplies
- Telephone, facsimile, email and voicemail equipment and all related charges
- Staff travel within Manhattan, including any necessary hotel nights

Expenses NOT Included in the Base or Indirect Expenses Fees (except as otherwise agreed to):

- Initial NSITSP stationery, forms, checks and printed materials. If the offices of Jaffe Management were to ever change, reprinting of all of these materials will be paid for by Jaffe.
- Staff travel expenses incurred on behalf of NSITSP
- Production of materials for NSITSP programs and events
- Postage/production costs for special bulk mailings or newsletters
- Hosting of NSITSP website(s)
- Webinar/Virtual event software

FULL LIST OF CURRENT JAFFE CLIENTS

American Academy of Matrimonial Lawyers, Minnesota Chapter (www.mn.aaml.org) The Minnesota Chapter was founded in 1966 by James Rorris, who is sometimes called “Mr. Divorce” by those who have practiced family law in Minnesota for many years. Because Mr. Rorris envisioned the growth of family law in modern Minnesota society, he started a Minnesota Chapter of AAML. Now the Chapter has more than 50 members who practice throughout Minnesota and several members who practice in adjoining states.

The Michigan Chapter of the American College of Cardiology (www.accmi.org) contributes to the prevention of cardiovascular diseases, to ensure optimal quality of care for individuals with such diseases, and to foster the highest professional ethical standards. The Chapter is the voice of cardiology in Michigan, providing input to policy makers in the legislature, state government, professional organizations and third-party payers.

The American College of Cardiology – New York Chapter (www.ny-acc.org) was established for the purpose of contributing to the prevention of cardiovascular diseases and ensuring optimal quality of care. ACC-NY provides continuing medical education programs and is also involved in socio-economic, reimbursement and legislative issues that influence access to high-quality cardiovascular care.

The American College of Governance Counsel (www.amgovcollege.org) is a professional, educational and honorary association of lawyers widely-recognized for their achievements in the field of governance. The mission of the College is to promote a high level of professional standards among governance lawyers along with a better understanding and broader adoption of best practices within business organizations.

The American Delirium Society (www.americandeliriumsociety.org) was founded to foster research, education, quality improvement, advocacy & implementation science to minimize the impact of delirium on short- and long-term health and well being of patients. Founded in 2005, the original members enlisted the help of professionals in all specialties from across America to organize in our quest to better understand the science of delirium and its prevention, treatment, and long-term consequences.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

The American Pediatric Surgical Nurses Association, Inc. (APSNA) (www.apsna.org) was founded in 1992 to promote excellence in pediatric surgical nursing practice through educational offerings, nursing research, professional collaboration, and peer support.

The New Jersey Chapter of AFP (AFP NJ), (www.afpglobal.org) one of the largest chapters, is an individual member association that advances philanthropy through education, training, and advocacy across the state. The chapter bases its programs and services on research, experience and the highest code of ethical principles and standards of professional practice.

Association of Fundraising Professionals – New York City (www.nycafp.org) is the founding chapter of The Association of Fundraising Professionals, is a vital and unparalleled source of information and resources for the New York area — from workshops and informal networking opportunities to Fundraising Day in New York, the largest one-day conference in the world on philanthropic topics.

The Association of Legal Administrators Minnesota (www.ala-mn.org) had its beginning in 1965 when a small number of legal administrators began meeting to discuss common problems. The purpose of the local chapter is to provide continuing support, educational opportunities and information designed to assist members in the legal profession.

The Chain Restaurant Total Rewards Association (CRTRA) (www.crtweb.org) was established in 1976. It is a professional organization dedicated to strengthening and enhancing Total Rewards within the restaurant industry. Total Rewards encompasses employee compensation, benefits, paid time off (e.g. vacation, sick, holidays) and work/life balance (e.g. flex time, telecommuting, part-time managers, community service). This goal is achieved by educating and training representatives of CRTRA member companies, providing networking opportunities within the industry and broadening the Total Rewards information base available to restaurant industry professionals.

CoreNet Global - Midwest Chapter (www.midwest.corenetglobal.org) is the premier association for corporate real estate professionals in the Midwest, where colleagues, partners, competitors and future employers come together to share ideas, do business, learn and socialize with the mission of advancing the practice of corporate real estate through professional development opportunities, publications, research, conferences, and chapters and networking groups.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

CREW New York (www.crewny.org) is the leading organization for professional women in commercial real estate in New York City, with approximately 250 members. Its membership, drawn from all levels of experience in virtually every discipline in the industry, provides a lively, non-competitive environment of provocative interaction, exchanges of information, business referrals and professional and personal growth.

CSI – Minneapolis/St. Paul Chapter (www.csiresources.org), chartered in 1958, is one of 130+ local chapters of The Construction Specifications Institute (CSI), a national professional association. The Chapter is one of the largest in the CSI organization with a 60-year history of serving the construction industry and a 15-time winner of CSI’s “Outstanding Chapter Commendation Award.”

The Customer Experience Professionals Association (www.cxpa.org), founded in 2011, is the premier global non-profit organization dedicated to the advancement and cultivation of the Customer Experience profession.

The Eating Disorders Coalition for Research, Policy, and Action (www.eatingdisorderscoalition.org) is a national advocacy organization for people suffering from eating disorders. It advances the recognition of eating disorders as a public health priority at the federal and state level and is made up of members from across the country with a base in Washington D.C.

EventFluence (www.eventfluence.org) is committed to advancing the craft and culture of events by convening best-in-class event professionals, cultivating peer to peer networking, and curating thought leadership through innovative programming. The membership base spans numerous Fortune 500 companies from cultural institutions, government, finance to non-profit. Eventfluence was launched in 2020, headquartered in New York City and is now expanding nationally.

Executives Association of New York (www.eanyc.org) is comprised of leading businesses represented by their owners or principal senior executives. Every member company, admitted only after careful qualification, is the exclusive representative of its specific business category. Members come from all business sectors, including service industries, professions, trades, manufacturing, and associations.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

The Fibre Channel Industry Association (www.fibrechannel.org) is a mutual benefit, non-profit, international organization of manufacturers, system integrators, developers, vendors, industry professionals and end users.

The Global Citizens Association (www.gcaassociation.org) is made up of members who pursue world travel and develop an abiding understanding of and respect for the world's peoples. GCA's goal is to help its members pursue episodes of international living that increase cross-cultural understanding and tolerance through diversity.

The Greenville Society for Human Resource Management (www.together4hr.org) cultivates and equips leaders in the workplace, connecting people through education as well as personal and professional growth. Greenville SHRM aims to be the preeminent human resources authority whose voice is sought on business leadership and people matters.

The International Association for Quantitative Finance (www.iaqf.org) is a nonprofit, professional society dedicated to fostering the profession of quantitative finance by providing platforms to discuss cutting-edge and pivotal issues in the field. Founded as the IAFE, the IAQF is comprised of individual academics and practitioners from across the globe.

International Facility Management Association – Minneapolis/St. Paul Chapter (www.msp-ifma.org) Our mission is to grow the facility management profession in the Minneapolis/St. Paul area by encouraging and supporting individual professional development.

International Facility Management Association – New York City Chapter (www.ifmanyc.org) IFMA is the world's largest and most widely recognized association for facility professionals. Its NYC Chapter aims to be the premier association in the Greater New York area for the advancement of all facility workplace professionals by guiding and advancing the professional development of its members throughout their careers with support in certification, networking, education and research.

International Interior Design Association – Indiana Chapter (www.iidaindiana.org) was founded in 1994 as the result of a merger of the Institute of Business Designers; the International Society of Interior Designers; and the Council of Federal Interior Designers. The goal of the merger was to create an international association with a united mission that would represent interior designers worldwide. Since then, IIDA has worked to bring together communities of interior designers across regions and specialties, representing the interests of the entire community.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

The Mid-Atlantic Chapter of the International Interior Design Association (IIDA MAC) (www.iidamac.org) is a professional organization dedicated to advancing the knowledge of interior design among professionals and expanding the awareness and appreciation of interior design among the general public.

The IIDA New England Chapter (IIDA NE) (www.iidane.org) was incorporated in 1972 and serves the states of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. IIDA works to advance the value of interior design and its practitioners as well as to cultivate leadership within the profession. IIDA has more than 12,000 Members in nine specialty Forums in 30 Chapters around the world committed to enhancing the quality of life through excellence in interior design and advancing interior design through knowledge.

International Interior Design Association – Northland Chapter (www.iidamac.org) is a professional organization dedicated to advancing the knowledge of interior design among professionals and expanding the awareness and appreciation of interior design among the general public in the Northland area.

The Investment Diversity Advisory Council (IDAC) (www.idac.net) is bringing together like-minded asset allocators, asset managers, advocacy groups, professional societies and academics committed to taking practical steps for fully engaging the best talent from all sources to meet our stakeholder objectives. Promoting transparency, structure, standards and practical steps that can drive the integration of DEI throughout our industry. Sharing best practices, case studies, and implementation roadmaps illustrating different paths to success and examples for overcoming challenges along the way.

The Institute for Supply Management (ISM) (ism-twincities.org) was founded in 1915 and is currently the largest supply management association in the world as well as one of the most respected. ISM's mission is to lead the supply management profession through its standards of excellence, research, promotional activities, and education. ISM-TC was established a few years later in 1919. Its membership base is currently over 750 members.

The Minnesota Governmental Relations Council (www.mngrc.org) is an association of governmental relations professionals/lobbyists. MGRC formed in 1979 and serves government relations professionals by providing advocacy, professional development, networking and an enhanced working experience inside and outside the Capitol. MGRC believes in the importance of ethical representation in the public policy process.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

The Minnesota Interactive Marketing Association (www.mima.org) is the longest-standing digital marketing association in the country. Much has changed since MIMA started, but one thing has remained constant; the collective digital intelligence of Minnesota is second to none and MIMA aims to make it available to all.

Minnesota Mortgage Association (www.themma.org) collaborates with the best in the industry to ensure its information is valuable and relevant for its members. MMA wants members to become more efficient and effective in the ever-changing mortgage industry. By supporting its members through the volunteer efforts of experienced industry leaders, MMA strives to make a better industry for all.

Minnesota Gift Planning Association (www.mngpa.com) was founded in 1978 to meet the specialized needs of planned giving professionals. Their membership is composed of a dynamic and diverse group of planned giving and general development professionals from academic, religious, health, arts, and human service organizations, as well as allied professionals such as attorneys, accountants, financial planners, and others.

Minnesota Precision Manufacturing Association (www.mpma.com) In 1955 the Minnesota Tool & Die Association was founded by DeWitt Bills of World Aerospace. He gathered a group of peers whose mission it was to “elevate the contract manufacturing industry in Minnesota to a high level of endeavor and accomplishment for the mutual benefit of all concerned.”

The National Association of Bar Executives (NABE) (www.nabenet.org) is the only organization of its kind providing professional development and networking opportunities to bar associations across the country. Founded in 1941 to serve the management staff of bar associations and law-related organizations, NABE became an independent not-for-profit organization incorporated in Illinois in 1990. The mission of the National Association of Bar Executives (NABE) is to enhance the skills and enrich the careers of bar association professionals.

The National Association of Corporate Directors – New York Chapter (www.newyork.nacdonline.org) aims to advance exemplary Board leadership – for directors by directors. NACD provides the information and insights that Board members rely upon to confidently navigate business challenges and enhance long-term shareowner value and amplifies the collective voice of directors in the national dialogue on Board governance issues.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

National Upper Cervical Chiropractic Association (www.nucca.org) Dr. Ralph Gregory was a visionary and gifted healer whose lifetime work was the relationship between the upper cervical spine (neck) and its profound influence on the central nervous system and brain stem function. He developed a healing technique now known as NUCCA, which is also the name of the association around which it was founded.

New York City SHRM (www.nycsrhm.org) aims to be the preeminent New York City professional human resources association by connecting and advancing practitioners, businesses, educators, students and related providers.

The New York State Podiatric Medical Association (www.nyspma.org) is a nonprofit organization promoting education and best practices for podiatrists that offers numerous programs to benefit patients, the podiatric profession and the general public. NYSPMA is the largest statewide arm of the American Podiatric Medical Association.

The New York State Psychological Association (www.nyspa.org) has been a pioneer organization for psychology in America. The association has been in the forefront of most professional advances and has established many firsts in psychology. It was the first state psychological association, it was the first group to press for legislation recognizing the professional of psychology, and it was the first psychological organization to adopt an official code of ethics.

The Power-Motion Technology Representatives Association (www.ptra.org) was incorporated in Texas in 1972 and is a not-for-profit association of professional outsourced field sales agencies and the manufacturers supporting them in the Power Transmission and Motion Control Industry. It strives to offer all members opportunities for education, information exchange, networking with other reps and manufacturers, plus an array of quality services designed to improve their career performance and professional stature.

The Q Group (www.q-group.org) is an organization serving 150 member organizations in the field of quantitative finance. With an interest in research for applications, for 50 years Q Group has provided a forum for investment professionals to engage the academic community in a spirited dialogue. Through its seminars and programs, Q Group promotes excellence in research that demonstrates grounded logic and disciplined scientific methodology in finance and economics.

FULL LIST OF CURRENT JAFFE CLIENTS (continued)

The REDC Consortium (www.redcconsortium.org) is a national trade association comprised of eating disorder treatment centers. Its members from across the country, aim to ensure access to residential care for individuals with eating disorders by working to address issues that impact the whole industry.

The Small Business Finance Association (www.sbfassociation.org) is a nonprofit trade association representing organizations in the U.S. and Canada that are in the business of providing working capital advance products to small and mid-sized businesses. SBFA supports the merchant cash advance industry through education and best practice sharing.

The Structural Engineers Association of New York (www.seaony.org) is a member of the National Council of Structural Engineers Associations, established to advance the art of structural engineering by improving the flow of ideas and building a community of colleagues. SEAoNY sponsors workshops, panel discussions, lectures and seminars, with the aim of addressing topics of interest and concern to structural engineers.

Women in Development, New York (www.widny.org) The mission of Women in Development, New York, is to empower, connect and engage women in a community that fosters professional growth and leadership while advancing the field. It was founded in the early 1980s as an informal networking group for women in the professional fundraising field at a time when men far outnumbered women in the development profession.

Women in Institutional Investments Network (WIIIN) (www.wiain.org) is a Los Angeles-based forum for women in institutional investing. WIIIN's primary goal is to strengthen relationships and facilitate a dialogue to advance and empower women in the Southern California institutional investment community. The organization strives to achieve its goal by sharing knowledge and connecting through a combination of educational and philanthropic endeavors.