



Request for Proposals: Association Management

The Maryland Tourism Coalition—a 501(c)(6) non-profit association representing tourism and travel-related businesses throughout the state—is seeking proposals by individuals or firms to lead this organization, whose mission and activities support and foster tourism in Maryland.

The independent contractor reports to the Board of Directors, and represents the organization and industry to various audiences.

MINIMUM REQUIREMENTS

- 3 to 5 years direct leadership experience;
- Tourism and/or economic development experience; and/or trade association experience; and/or non-profit preferred;
- Bachelor's Degree required; Master's Degree preferred;
- Excels at motivating and influencing individuals from various backgrounds and business categories to action;
- Proven ability to build brand equity;
- Passion for Maryland's natural resources, attractions, culture and peoples.

ROLES AND RESPONSIBILITIES

Board of Directors

- Execute the vision and strategic plan for the association within the agreed timeframes, budget and policies;
- Submit timely reports, financial statements on income and expenditure and consolidated budgets, the minutes, financial reports, and all committee reports for consideration by the Board of Directors;
- Organize bi-monthly Board meetings, Board retreats and other meetings as necessary.

Team Management and Leadership

- Build and maintain a high performing empowered team of staff and contractors;
- Provide clear leadership and promote and foster a team culture consistent with the association's values;
- Ensure the recruitment of appropriately skilled staff and contractors, and establish appropriate compensation levels and performance-based conditions for staff and contractors within the framework agreed to by the Board;
- Deliver clear and accurate internal communications;

- Proactively seek opportunities to develop staff skills through mentoring, coaching, training, and special projects;
- Conduct annual performance planning and feedback interviews.

Membership Development

- Develop membership benefit programs;
- Develop and implement a membership recruitment and retention strategy;
- Build and maintain strong relationships with association members and ensure they are fully informed of progress towards strategic objectives;
- Manage and recruit volunteers and committee members, prepare information and assist the committee chairs as necessary.

Advocacy

- Maintain and nurture the relationships with various levels of government, associated authorities and all committees;
- Direct and collaborate with the association’s lobbyist to legislatively represent and protect tourism and hospitality interests;
- Lead in the establishment of association strategies, including policies, plans, membership engagement and coalition building which align with government laws, regulations and standards;
- Partner with the association’s lobbyist and government affairs committee in the analysis of proposed legislative actions, determine the potential impact to the tourism and hospitality industry and develop appropriate responses;
- Monitor legislative and regulatory activities, promote tourism and hospitality as an economic driver for Maryland;
- Develop and implement comprehensive communications plans including, but not limited to, media relations and member engagement.

Build Membership Value

- Develop programming that aligns with the association’s four strategic planks:
 - Unify the industry to influence public policy;
 - Produce industry specific professional development and training opportunities;
 - Identify and develop platforms for collaboration and collectives;
 - Steady, sustainable growth of the association;
- Develop and enhance association events, including but not limited to:
 - Maryland Tourism & Travel Summit
 - Tourism Day
 - Legislative Wrap-Up
 - Summer Soirée
- Identify new programming as directed by the Board.

Relationship Management

- Build and maintain strong relationships with local and industry stakeholders, including but not limited to:
 - Office of Tourism Development, Department of Commerce;
 - Maryland Association of Destination Marketing Organizations;
 - Maryland state agencies, Maryland General Assembly
 - Other state associations and industry specific organizations;

- Position the association as the top resource in Maryland for the travel, tourism and lodging industries;
- Ensure the association is recognized as providing industry leadership and a coordinated focus for cooperation tourism related activity;
- Represent the association in the media on all issues and ensure a positive media profile is maintained for the destination and the association;
- Lead the association’s member and statewide communications (newsletters, member briefings, media updates);
- Represent the industry at relevant business functions and, undertake public speaking engagements.

Operational Management

- Ensure the association’s administrative structure is effective in achieving association goals, building a strong team, including but not limited to contractors, committees, volunteers and student interns;
- Ensure approved financial targets are achieved;
- Use research for benchmarking association management;
- Produce and publish an annual report at the annual meeting;
- Ensure accounting and management information systems are in place which provide accurate and timely information;
- Strengthen the association’s financial base with the potential of creating additional profit centers and identifying opportunities to yield higher returns on established profit centers;

Other duties may be assigned by the Board of Directors.

Please visit www.md tourism.org for information about the organization.

Please submit a proposal for a term of two years—including qualifications, compensation requirements and three references—by February 23 via email to searchcommittee@md tourism.org.