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INTERNATIONAL DOWNTOWN ASSOCIATION
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International Downtown Association Request for Proposal for Restructuring IDA Dues

Issue Date: March 28, 2024

1. Introduction

The International Downtown Association (IDA) is seeking proposals from qualified consulting firms to develop a new dues structure for its membership organization. The current structure, based primarily on organization budget size, no longer reflects the full range of benefits offered by IDA nor the diverse needs of its members.

2. Background

IDA is a nonprofit organization serving a global industry with a potential North American market exceeding 2,500 place management organizations. It provides a comprehensive package of resources, programs and advocacy efforts to support the development of vibrant downtowns, city centers, and commercial mixed-use neighborhoods worldwide.

The existing dues structure has been in place for many years and is based on a tiered system determined by the member organization's budget. However, this approach does not adequately consider the varying levels of engagement and the specific benefits different member types utilize.

3. Project Objectives

The primary objective of this project is to develop a new, equitable and sustainable dues structure for the IDA membership organization. The new structure should:

- **Reflect the full value proposition of IDA membership:** This includes access to resources, programs, advocacy efforts, networking opportunities and professional development.
- **Consider the diverse needs and resources of member organizations:** The structure should accommodate a wider range of member sizes and types, including business improvement districts (BIDs), downtown development authorities (DDAs), main street programs, chambers of commerce with a downtown focus, public agencies including planning or economic development departments, and international organizations.
- **Promote increased member engagement and participation:** The structure should incentivize active participation in IDA programs and events.
- **Ensure long-term financial sustainability for IDA:** The new structure should generate predictable and sustainable revenue streams to support ongoing operations and future growth initiatives.

4. Scope of Work

The selected consultant will be responsible for the following tasks:

- **Review existing research and data:** This includes analyzing current membership data, industry trends and best practices in dues structures for similar nonprofit organizations.
- **Conduct stakeholder interviews:** The consultant will interview a representative sample of IDA members across different organization types and sizes to understand their needs and preferences.
- **Develop and analyze alternative dues structure models:** This will involve proposing a range of potential models with detailed justifications for each.
- **Financial modeling:** The consultant will develop financial projections for each proposed model, considering potential impact on membership levels and revenue generation.
- **Develop a communication and implementation plan:** This plan will outline strategies to effectively communicate the new dues structure to members and ensure a smooth transition.

5. Deliverables

The consultant will deliver the following:

- A comprehensive report outlining the research findings, analysis of alternative models, financial projections and recommended dues structure.
- A detailed communication and implementation plan.
- A presentation summarizing the key findings and recommendations to be presented to the IDA Board of Directors.

6. Consultant Qualifications

The ideal consultant will have:

- Proven experience in developing and implementing membership dues structures for nonprofit organizations, preferably within the association management industry.
- A strong understanding of the economic development and place management sectors.
- Excellent research, data analysis and financial modeling skills.
- Strong communication and presentation skills.

7. Proposal Submission

Interested consulting firms should submit a proposal that includes:

- A cover letter outlining the firm's qualifications and experience relevant to this project.
- A detailed project approach outlining the proposed methodology and timeline.
- Team biographies highlighting the relevant expertise of key personnel who will be assigned to the project.
- A fee proposal outlining the estimated costs for the project.

8. Selection Process

A selection committee comprised of IDA staff and Board members will review all proposals and select the most qualified consultant based on the criteria outlined above. Shortlisted firms may be invited for an interview to further discuss their approach and qualifications.

9. Timeline

- **Proposal Deadline:** April 15, 2024
- **Selection of Consultant:** April 19, 2024
- **Project Completion:** July 31, 2024

10. Contact Information

Please submit all proposals electronically to Allison Shashok, Vice President of Membership, Marketing & Operations at allison@downtown.org.

For any questions regarding this RFP, please contact Allison Shashok, Vice President of Membership, Marketing & Operations at allison@downtown.org.

Thank you for your interest in this project. We look forward to receiving your proposals.