

Request For Proposal (RFP)

**Issued by
FIRST.Org, Inc.**

ASSOCIATION MANAGEMENT SYSTEM

Submittal Deadline: December 18th, 2015

Project Completion Deadline: March 1st, 2016

INTRODUCTION

FIRST.Org, Inc. (FIRST) is a recognized global leader in computer network incident response and security. Membership in FIRST enables incident response teams to more effectively respond to security incidents by providing access to best practices, tools, and trusted communication with member teams. FIRST is a nonprofit membership association of over 300 member teams from over 60 nations. FIRST.Org Inc. is a U.S. nonprofit corporation and is recognized by the U.S. Internal Revenue Service as a 501(c)(3)tax-exempt organization.

FIRST's Mission Statement

- FIRST is an international association of trusted computer incident response teams who cooperatively handle computer security incidents and promote incident prevention programs.
- FIRST members develop and share technical information, tools, methodologies, processes and best practices
- FIRST encourages and promotes the development of quality security products, policies & services
- FIRST develops and promulgates best computer security practices
- FIRST promotes the creation and expansion of Incident Response teams and membership from organizations from around the world
- FIRST members use their combined knowledge, skills and experience to promote a safer and more secure global electronic environment.

SECTION 1 RFP PURPOSE

The purpose of this RFP is to solicit proposals from interested parties provide an Association Management System, which assists in automating the day to day operations of the association.

The high level goal of the resulting contract will be to assist FIRST in improving the management of its member relationships, and automate existing processes related to membership management, conference and event management, as well as financial and bookkeeping processes, possibly also including web site content management and mailing list management.

Functional overview of association

FIRST is led by a Board of Directors of ten individuals, based in varying locales, with no central office. Day to day membership services are provided by a secretariat, and vendors are maintained for accounting, legal services, conference and event organization and technical infrastructure management.

Membership

FIRST has a membership of over 300 member teams in 76 countries. FIRST has two levels of membership: a full member, which is an organization of at least two individuals who perform security and incident response services for a defined constituency, and liaison members, which are individuals with a specific interest and commitment to the security community. Our membership is truly global, with the largest number located in the United States, Germany and Japan.

FIRST membership is open to any organization which meets specific membership requirements. This process includes having two other members attest to the value and credibility of the applicant's security and incident response processes. Membership applications tend to take anywhere between 3-9 months.

FIRST offers grants to select member teams which allows them to participate in the FIRST community at reduced rates year-over-year.

Events and participation

FIRST organizes a number of different types of events:

- **Annual conference and Annual General Meeting:** this event attracts over 900 individuals annually. The conference takes place in a different city each year, in various parts of the world. Previous conference locations include Berlin, Boston, Bangkok and Malta. Our 2016 conference will take place in Seoul. Conferences are typically held in June or July of each year.
- **Symposia:** Symposia are regional themed events that are run by FIRST or co-hosted with a local team(s) and sponsors. The format is formal and the topics are usually less technical and may have a hands-on component. A co-hosted Symposium is generally a small conference of 100-300 attendees with one or more days open to the security community placed beside (before/after) a 1-2 day FIRST member only closed event. FIRST organizes anywhere between 1 and 5 Symposia per year.
- **Technical Colloquia:** FIRST Technical Colloquia (TCs) provide a discussion forum for FIRST members and invited guests to share information about vulnerabilities, incidents, tools and all other issues that affect the operation of incident response and security teams. The TC event is open to FIRST members and invited guests and may be held in conjunction with joint events or co-hosted with partnering organizations. Sessions may be open or members-only meetings as designated by the host(s). The colloquia are typically ½ day to 2 day programs including a plenary session and possibly a hands-on classes. FIRST organizes anywhere between 10 and 50 TC's per year.

Board meetings: Board meetings are small meetings in which only the board and selected participants from the community (based on the meeting agenda) participate. They are held quarterly in various parts of the world.

Sources of revenue and financials

FIRST gains revenue from membership dues, sponsorship and grants. Financially, each grant may be allocated to an individual project, and use of these funds must be tracked against specific projects. Hence, our current accounting systems may in some cases maintain specific "accounts" for an individual revenue source. This must be supported in any future tooling.

Funds are mainly received through on-line credit card payments, or wire/ACH. Payments are typically issued through wire transfer, check payment, or a wire or ACH.

Existing systems

FIRST currently maintains a number of systems as part of day to day association management:

- A dues server which maintains information on dues and current member registration;
- A mail server which supports various e-mail lists and aliases;

- A web server with certificate client authentication that provides a membership directory, as well as various downloads. The website is updated using a custom content management system;
- A Request Tracker ticketing system for day-to-day membership management and inquiries, and a JIRA ticketing system for internal operations and workflows;
- A document management system for hosting technical documentation;
- A Certificate Authority which issues client certificates for web site access;
- A SQL database which maintains dues, registration information;
- A server running accounting software;
- A third party, software-as-a-service billing solution used to process vendor bills and expense reports.

As part of this project, FIRST aims to manage as many of these high level functions using the AMS as possible. However, we realize not all features will be available in an integrated AMS, and below is a more detailed breakdown of features expected upon initial deployment.

Section 2 Contractor's Responsibilities and Requirements

The Contractor's responsibilities in performance of this requirement include:

- Provide consulting on the integration of the Association Management System;
- Provide an Association Management System which allows FIRST to automate existing business processes, and reduce the workload associated with their operation;
- Expected record counts
 - Our current infrastructure has about 500 team/company records, which we anticipate needing to scale to 5,000 over the next five years;
 - We maintain about 2,000-3,000 individual records. We anticipate being able to scale this to 20,000 over the next five years;
 - For event registration and attendee training, we anticipate requiring up to 30,000 records in total.
 - We expect the vendor to be able to scale beyond the limits above, and be able to provide pricing to support additional growth as needed.
- Major system requirements:
 - **Relational database software** flexible enough to handle all typical association management functions. It should enable FIRST to maintain all relevant information related to members, prospective members, partners and sponsors in a single master database, and allow ease of extraction by both technical and non-technical administrative personnel.

- **Membership management:** allowing the FIRST secretariat to update information as part of resolving member issues, and allowing membership self-management of their own information in the AMS;
 - **Automation of dues management:** manage the issuing of invoices, matching those against inbound payments to ensure membership is up-to-date;
 - **Registration management for events:** ensure members and non-members can register for events organized by the association;
 - **Records management by event attendee, organization and individual independently:** Maintain and track history of individual team member participation across events, even when a member changes team, or moves from liaison to team membership.
 - **Integration with accounting software or built-in accounting functionality:** ease of pulling financial information related to dues into associated systems, such as accounting software. Alternatively, the AMS must provide accounting software able to automate all accounting and tax reporting functions, facilitate financial analysis, and allowing regular benchmarking of budgets. It should be noted that FIRST operates in an international environment where US or country-level tax requirements cannot be considered universal.
 - **Detailed reporting features.**
- In particular, **ensure** support for the following functions:
 - **Role and user management:** allow for different roles to be configured in the system, such as a Chief Financial Officer, Chair, Technical Officer, Press Officer, Accountant, Registration Team. Event organizer who each have specific access in the system. Meaningful changes made by each user must be tracked and available in an audit log.
 - **Role based access control for members:** members currently access the systems either as “members” or “team representatives” with different access requirements and controls. Team representatives must be able to update member information for their team independently.
 - **Membership committees and working groups:** FIRST members regularly convene in committees and working groups. Members should be able to apply for participation in groups through the AMS. If the tool enables centralized management of e-mail lists, document storage and a Content Management Service, the AMS should permit individual groups to be created and offered core pieces of functionality such as mailing lists, which can be configured by a single or multiple working group managers. A working group manager may manage a single group, or multiple.
 - **Membership application, onboarding and deprovisioning.** The process should allow for workflows to be started upon membership cancellation, as FIRST may wish to reach out to those members to evaluate their reasons for leaving the association;

- **Maintenance of a membership directory** (members information, Pretty Good Privacy (encryption) keys, ...); and permit bi-directional syncing against an external membership directory
- **Regular reminders** to team representatives on the accuracy of their membership data
- **Self-service for members** to update their membership information;
- The following financial requirements must be supported:
 - **Conference, Technical Colloquia and Symposia registration and payment handling.** The tool must support “wait listing” when an event is fully registered, but slots may be opened at a later stage. Conference fees vary based on membership level, activity level in the conference (for instance, speakers register at a reduced rate, and select member teams may receive a free pass as part of our fellowship program). The AMS must allow generation and application of event discount codes.
 - Ability to **report separately on accounts receivable** for different categories of funding, including individual grants;
 - Ability to **accept multiple payment types** for all types of receivables (cash, check, credit card, wire transfers);
 - Ability to **enter invoices with full, partial or no payment**, and the ability to cancel those invoices where required;
 - Ability to **track payment** on an individual member, sponsor or grantor basis;
 - Ability to **produce customized invoice statements**;
 - **Payment of dues**, generating delinquent dues reports and automatically remind members who did not yet pay dues. The AMS should allow for incremental late fees to be added to late invoices;
 - **Refunds of membership dues, sponsorship payments, grants and registration payments**;
 - **Reminders of outstanding payments** to sponsors and members; Event sponsor onboarding, deprovisioning and payment. For each event, there are multiple levels of sponsorship. Day-to-day reporting on membership growth, event participation, inbound and outbound financial flows;
 - Ability to **calculate sales tax/VAT automatically**, with the ability to support different tax requirements (e.g. sales tax percentages may differ for events we organized in the European Union);
 - Ability to handle **discounts**, shipping and handling amounts where required.
- The proposed tool **must** support integration with the following services:
 - On-line banking services;
 - Integration with card payment services;
 - Integration with common accounting software such as Quickbooks;
 - A Certificate Authority (“CA”) run and operated by FIRST.org;

- A secured (SSL) internal members area accessible via SSL client certificates issued by our private CA;
 - Access to the membership database via a RESTful API (see api.first.org for a specification);
 - Built-in expense reporting or integration with third party solutions;
 - Built-in bill management or integration with third party solutions.
- The proposed solution **ideally** supports:
 - Ability to support a data retention policy in an automated way (such as the ability to automatically drop data beyond a certain age);
 - A general RESTful API to provide access to data stored by the system;
 - Web site content management;
 - Mailing lists or interface to mailing list software;
 - Statistics on conference registrations , memberships (including access via a RESTful API);
 - Ability to interface with an existing call for papers (CFP) system;
 - Ability to interface with an existing ticket system;
 - Ability to interface with an existing calendar system.
- The vendor is expected to propose and provide consulting services to support integration and conversion of existing data from FIRST's existing business applications. FIRST's time with the highest amount of financial activity is January through July, in anticipation of our annual conference. Due to this, we expect that roll-out may happen in two phases: bringing dues management, event registration and accounting to a production stage first, prior to February-March of 2016. All other functionality will then be enabled gradually starting in July of 2016.
- Provide support and helpdesk services to users of the Association Management System.
 - The Association Management System must support the easy export of data to a non-proprietary file format.
 - The Association Management System must support an association of more than 1,000 members internationally. Multi-language support is not an absolute requirement, but preferred. Ability to deal with payments in multiple currencies is required. In addition, due to this requirement, the tool must support the use of multiple template invoices and member communications (some of which would be created by FIRST in alternate languages, or meeting vendor requirements or national compliance requirements).

The Association Management System may be delivered either as a hosted service, or an on-premise solution. When offered as a hosted service, vendor must be able to service users in international locations. For hosted services, the vendor is expected to provide a sample SLA as part of the proposal.

Security and data privacy is a prime concern to FIRST.Org, Inc. We expect the contractor to include information on the security testing performed on their solution, and indicate the presence of a secure development lifecycle process. In addition, we expect each vendor to inform FIRST.Org, Inc of any critical security vulnerability addressed, and to provide a security update within a reasonable timeframe.

SECTION 3.0 PROPOSAL PREPARATION AND SUBMISSION

- The response must include costs to provide all services outlined in this RFP.
- Describe how your proposal meets each requirement of Section 2 of this RFP.
- Identify the individuals who would contribute to the project. Describe the qualifications of each individual.
- Provide references from jobs of similar size and scope with the proposal submittal.
- Provide examples of work from jobs of similar size and scope with proposal submittal.
- Any agreements (e.g. licenses, etc.) that vendor or any third party proposes to be entered into as part of a contract resulting from this RFP must be included with the proposal response.
- List all features that are included by default, and those which can be purchased as a component add-on or additional feature.
- A representative authorized to bind the company must sign the proposal.
- The proposal must be submitted in PDF form via email to rfp-response@first.org.
- Proposal Receipt Deadline: December 18th, 2015.
- Project Completion Deadline: March 1st, 2016.

If you have questions concerning this RFP please contact the FIRST CEO:

Ms. Margrete Raaum
rfp-response@first.org
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P.O. Box 1187
Morrisville, North Carolina 27560-1187

Additional Terms

A response to this proposal does not create any agreement between vendor and FIRST.Org, Inc. and does not create any commitment on the part of FIRST.

If a contract is awarded, FIRST reserves all options regarding the terms of the contract and will establish the terms at the point of issuing a contract.

FIRST reserves the right to amend or cancel this RFP at any time prior to the submittal deadline.

All material submitted regarding this RFP becomes the property FIRST.

If a prospective vendor includes any information in a proposal that it wishes to keep confidential, it shall clearly identify such information in the proposal.