



Request for Proposal
Digital Rights Management
September 17, 2013

Submit Proposals to:
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1. Summary

RTCA, Inc. is accepting proposals for a second generation Digital Rights Management technology to control usage of digital content after sale. This will be a concept to implementation production. The purpose of this RFP is to provide a fair evaluation for all candidates and to provide the candidates with the evaluation criteria against which they will be judged.

2. Proposal Guidelines and Requirements

Proposals received after 5:00PM EST, Monday, October 21, 2013, will not be considered and may be returned unopened.

The proposal must contain the signature of a duly authorized officer or agent of the company submitting the proposal.

If you wish to submit alternate solutions, please do so.

The price quote should be inclusive. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

If the execution of work to be performed by your company requires the hiring of sub-contractors you must clearly state this in your proposal. Sub-contractors must be identified and the work they will perform must be defined. In your proposal please provide the name, address, and EIN of the sub-contractor. RTCA, Inc. will not refuse a proposal based upon the use of sub-contractors; however we retain the right to refuse the sub-contractors you have selected.

Provisions of this RFP and the contents of the successful responses are considered available for inclusion in final contractual obligations.

2. Contract Terms

RTCA, Inc. will negotiate contract terms upon selection. All contracts are subject to review by RTCA, Inc. legal counsel, and a project will be awarded upon signing of an agreement or contract, which outlines terms, scope, budget and other necessary items.

4. Purpose, Functionality

Purpose

RTCA, Inc. currently sells about 300 documents through its Online Store. An opportunity exists to improve on RTCA, Inc.'s method of managing access to the documents to better enforce the Electronic License Agreement:

BY PURCHASING PASSWORD ACCESS TO RTCA DOCUMENTS YOU AGREE TO THE FOLLOWING TERMS AND CONDITIONS. YOU HAVE PURCHASED ONLY THE RIGHT FOR YOUR PERSONAL ACCESS TO THE DOWNLOADABLE ELECTRONIC DOCUMENT AND THE ASSOCIATED SEARCHABLE DOCUMENT. YOU AGREE THAT NO COPIES OF THIS DOCUMENT, ELECTRONIC OR OTHERWISE, MAY BE MADE UNDER TERMS OF THIS LICENSE, AND THAT YOU MAY NOT ALLOW OTHERS TO ACCESS THE SEARCHABLE ELECTRONIC VERSION BY PROVIDING THEM LOCATION OR PASSWORD INFORMATION. COPYING THE ELECTRONIC FILE IN ANY FORM IS STRICTLY PROHIBITED. YOU MAY, HOWEVER, PRINT A SINGLE HARDCOPY OF AN ELECTRONIC DOCUMENT FOR YOUR PERSONAL USE AND NOT FOR RESALE, TRANSFER, OR DISTRIBUTION TO ANY OTHER PARTY. THIS PROHIBITION INCLUDES ANY AND ALL FORMS OF REPLICATION OR ELECTRONIC DISTRIBUTION. IF ADDITIONAL COPIES ARE DESIRED, YOU MUST PURCHASE SUCH ADDITIONAL LICENSES FROM RTCA. ABUSE OF THIS POLICY OR BREACH OF THIS COVENANT WILL BE PROSECUTED TO THE FULLEST EXTENT OF THE LAW.

To be effective, the DRM must have the following functionality:

- Ability to limit download count by user group and document.
- Access Control: based on group for each document. E.g.: Some access groups can copy paste and others cannot
- Ability to restrict access by membership expiration date
- Ability to restrict access by pre-determined time period from purchase date or number of download attempts
- Ability to limit printing
- Screenshot prevention
- IP restriction over designated time period
- Administrative reporting capability
- Mobile friendly options
- The DRM must be able to communicate with Timberlake since Timberlake will continue to hold our online store.

Wish list functionality:

- Alerts within documents that can tell user that an updated version of the document is available
- Ability to search document by keyword based on membership group
- Offline permissions (such as ability to access document while traveling on a plane)
- Must not require installation of separate software on client computers to enforce DRM

Current System

RTCA, Inc. currently uses a combination of Adobe Acrobat and Timberlake Association Management System (AMS). Adobe has allowed us to password protect our documents but does not allow us to limit access to the document after it has been purchased and downloaded by the user.

Timberlake allows us to limit access to the document download to 7 days or 10 download attempts. It also generates a unique link for each document in each order and gives us the ability to track the download attempts as well as what IP address the download is made from. While the addition of Timberlake has increased our control over our documents, we are looking for more capabilities that these two programs do not provide.

- Members need to log into the Member Portal at www.rtca.org and proceed to the Online Store to access documents.
- Non-members go directly to the Online Store at http://www.rtca.org/store_list.asp to order documents.
- All other document access requests are handled on a case by case basis by the Director of Business Operations, Mary Beth Guaspari and President, Margaret Jenny.

RTCA, Inc. periodically (quarterly) adds and removes documents to the online store.

5. Document Access

Objective

The purpose of the DRM is to give the necessary level of access to the purchaser while enhancing member benefits and reducing abuse of document benefits for non-renewing members.

RTCA, Inc. currently provides free electronic downloads of its documents to its members. Once the document is downloaded, RTCA, Inc. has no control over the access/usage of the document. Limiting access to content based on a member's membership period is essential to maintaining RTCA, Inc.'s revenue stream without the need to increase membership dues.

RTCA, Inc.'s documents are cited in several public places and we will need to be able to provide limited access to non-member groups, press, libraries and schools.

6. Timeline

- This RFP is dated September 17, 2013. Proposers may also request a copy be sent via email by contacting gkher@rtca.org.
- Proposals are due no later than 5:00PM EST, Monday, October 21, 2013.
- Proposals will be evaluated immediately thereafter. During this time we may require interviews at our office with our evaluation team on or about November 4, 2013. You will be notified via email if this is requested.
- The name of the candidate who has been selected will be decided on or about January 2014.
- Negotiations will begin immediately with the successful candidate and should conclude no later than January, 2014.
- All other candidates will be notified on or about January 2014.

7. Budget

Please provide a separate cost proposals to accomplish each phase or component of the scope outlined below. The budget must encompass all design, production and software acquisitions necessary for development and maintenance of the DRM.

List pricing for:

- Phase 1: Discovery, Requirements Planning
- Phase 2: Data Import (if needed), Development, Testing, and Deployment
- Hosting, if applicable. RTCA, Inc. has not yet made a decision to host on or off-site. Discussions during the discovery phase and your input and advice will help us make a decision in this regard. If you offer both options please include the estimate for both options.

8. Background of Organization

Information on RTCA, Inc. can be found at www.rtca.org.

Mission

Utilized as a Federal advisory committee, to be the premier Public-Private Partnership venue for developing consensus among diverse and competing interests and provide advice and recommendations on key issues critical to aviation modernization in an increasingly global enterprise.

RTCA's uniqueness lies in the institutional mechanisms we employ to accomplish our mission. That institutional mechanism that is RTCA addresses three fundamental challenges.

First, utilized as a Federal advisory committee, we are able to convene committees of private sector participants in a manner that is consistent with U.S. Anti-Trust laws.

Second, via the development of standards and guidance materials, RTCA drives the certification of the safety and efficiency of new aircraft equipment and provides an expanded competitive market for the provision of these technologies. Our deliberations are open to the public and our products are recommendations, developed by aviation community volunteers functioning in a collaborative, peer-reviewed type of environment.

Third, RTCA drives the effective evolution of the air transportation system by convening interested stakeholders to respond to requests from the government for consensus advice on policy, operational and investment decisions, and the associated performance metrics critical to maintaining a safe, secure and efficient air transportation system.

Throughout its history, the FAA has strived to ensure that it carries out its responsibilities informed by input from its stakeholders. One venue for soliciting that input has been RTCA. The FAA has established over 200 RTCA committees, participated in each and informed their deliberations with pertinent information about challenges and constraints that the committee should consider, and acted upon their recommendations, all in a manner that has continually strengthened its partnership with industry. These committees have, in turn, produced hundreds of standards and guidance materials.

History

Founded as the Radio Technical Commission for Aeronautics in 1935, RTCA has provided the foundation for virtually every modern technical advance in aviation. RTCA's products serve as the basis for government certification of equipment used by the tens of thousands of aircraft flying daily through the world's airspace. A private, not-for-profit corporation utilized as a Federal advisory committee, RTCA works in response to requests from the Federal Aviation Administration (FAA) to develop comprehensive, industry-vetted and endorsed recommendations for the government on issues ranging from technical performance standards to operational concepts for air transportation.

RTCA's historic role in aviation has been to provide the forum for government/industry cooperation on concepts of operations for the air traffic control system along with the standards and guidelines needed for implementing new systems in aircraft. As technological advances leading to improved safety and efficiency of the NAS grew to require deployment of integrated operational capabilities with components both in the cockpit and on the ground, the need for enhanced public-private partnership has grown. As a Federal advisory committee, the unique institutional

mechanism that is RTCA enables the government to convene private sector participants consistent with U.S. Antitrust laws to work together in an open, fair and balanced partnership via the development of policy recommendations, Minimum Operational Performance Standards (MOPS), Minimum Aviation System Performance Standards (MASPS) and guidelines that shape the certification of the safety and efficiency of new equipment and provide a competitive market for the provision of these technologies.

It is the fundamental effectiveness of the RTCA mechanism for developing system standards and for forging agreement on related issues such as ATC policies and procedures that provide the explanation for RTCA's longevity and continued effectiveness. RTCA products support essential continuing evolution of the U.S. aviation system, an indispensable service to both government and industry. The products of the committees lead to tangible results.

Membership

RTCA's membership is comprised of about 420 domestic and international organizations representing all facets of the air transportation industry:

- Academia
- Airlines
- Airports
- Aviation service providers
- Department of Defense
- General Aviation
- Government organizations
- Labor unions
- Manufacturers
- R&D organizations
- Suppliers of automation, infrastructure and avionics

Each organization has one primary contact, up to two secondary contacts, and unlimited staff ("representative) contacts. Each contact has an individual account linked to their organization's membership and needs this account to order electronic documents through the online store free of charge. The Online Store can be found here:

http://www.rtca.org/store_list.asp.

9. Audience

Stakeholders/Purchasers:

Primary:

- RTCA members
- Resellers (non-members)
- Non-member individuals purchasing select documents
- Non-member companies purchasing select or bundled documents

Secondary:

- Libraries who wish to have copies of our documents for reference (no copying access)
- Professors/colleges who wish to use our document or parts of our document for their class
- Specific government officials (non-members) who need access to our documents free of charge for a limited time (GAO/Congressional/DOT-IG)
- Public documents (such as TSA, FAA, ICAO) refer to RTCA standards (may need to make documents available to certain IP, person, company on a limited basis)

10. Scope & Guidelines

RTCA, Inc.'s in-house staff will provide original documents in PDF (or Word) with the passwords to access the documents and any information regarding current membership status of individuals for initial data import. RTCA, Inc. staff will be responsible for the daily management of the DRM and the candidate will provide technical support if needed.

The solution must include a way for staff to easily and cost effectively add or remove documents, post/update alerts to users, enter exceptions such as cases where an individual is granted access to certain document(s) for a certain amount of time, and enter access exceptions such as cases where copy/paste access is granted or denied to an individual or member group.

Discovery:

Confirm audiences, objectives, required functionality, budgetary constraints, resource constraints, user interface, technology issues and assumptions, resulting in a summary brief.

Requirements Planning:

The candidate will set plan and timeline goals for the project.

Development:

The candidate will develop the project according to the Requirements Planning.

Testing:

RTCA, Inc.'s staff will work with the candidate to test the functionality of the DRM for each case/scenario. The candidate will make necessary adjustments to improve efficiency of the DRM as needed.

Deployment:

Set realistic launch goal/date whereby most if not all of the functionality requirements are met and ready for customer usage. (Set soft launch date for all staff and select board/committee members to test DRM.) RTCA, Inc. will be responsible for notifying its members and users of the DRM launch. The candidate is to provide additional support during the launch, as needed.

11. Staff Resources

Project Lead: Gayathri Kher.

Liaison between RTCA, Inc. and the candidate & responsible for keeping the project on schedule.

Executive Team:

President: Margaret Jenny

VP, Strategy & Programs: Andy Cebula

Executive Coordinator: Gwen Parker

Online Store:

Director, Business Operations: Mary Beth Guaspari

Office Administrator: Khulan Yadamsuren

IT Support: Linh Hoang

Documents:

Program Directors: Sophie Bousquet, Jennifer Iversen, Hal Moses

Operations Administrator: Perla Domingo

Mission Support Administrator: Brandi Teel

12. Qualifications

- Describe your experience in working with non-profit and/or community-focused projects.
- Provide current reference information for three former or current clients.
- Briefly describe your firm's organizational capacity to work on our project (e.g. staff, equipment, software, physical space, office location, etc.).
- How many full-time staff does your firm employ? Please include a copy of your firm's organizational chart.
- Provide a company profile, length of time in business and core competencies.
- Briefly describe the percentage of your staff that would work on this project relative to your entire staff (using full time equivalents).
- What type of team will be assigned to this project? What will each person's role be? Please include a brief background summary for each key staff member assigned to this project.
- Briefly describe your firm's project management process.
- Please explain your business model.
- Please discuss any planned IPOs, mergers or acquisitions.
- Please discuss any hardware/software vendor partnerships.
- Please discuss your testing and support plan.
- Please explain your service level agreement (SLA) structure.
- Time frame for completion. The time frame for completion of the project will be evaluated. In addition, time frames will be part of the contractual agreement; therefore, a realistic time frame for completion is requested.
- Process to include input from all program areas. Please state how you intend to communicate with all program areas to gather all of the required information.
- Terms and conditions.

13. Evaluation Criteria

The following criteria will form the basis upon which RTCA, Inc. will evaluate proposals. The mandatory criteria must be met and include:

Three (3) copies of your proposal must be received no later than 5:00PM EST, Monday, October 21, 2013. Your proposal must include a cost proposal as described above. All costs associated with the delivery of the project should be presented in a flat rate, fee for service format.

Deliver proposals to the attention of:

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Proposals that meet the mandatory requirements, as stated above, will be evaluated with the following criteria:

- Suitability of the Proposal – the proposed solution meets the needs and criteria set forth in the RFP.
- Expertise in recommending and communicating appropriate technical solutions as evidenced by the proposal and references.
- Aesthetic Capabilities – Prior work demonstrates artistic and innovative, user friendly interfaces to engage communities and viewers.
- Candidate Experience – Candidate has successfully completed similar projects and has the qualifications necessary to undertake this project.
- Value/Pricing Structure and Price Levels – The price is commensurate with the value offered by the proposer. As a non-profit institution, RTCA, Inc. is able to accept pro bono service and recognize the provider to the full extent allowed by the Internal Revenue Service, including naming the proposer within the web site and other collateral as a RTCA, Inc. partner.
- Depth and Breadth of Staff – The candidate firm has appropriate staff to work on the project in the time frame needed.
- Proposal Presentation – The information is presented in a clear, logical manner and is well organized.
- Demonstrated commitment to high service level agreements (SLA).

14. Format for Proposals

Please use the following as a guideline to format your proposal:

Length and Font Size:

Please use fonts no smaller than 10 point. Maximum proposal length including title page, cover letter, proposal, qualifications and budget should not exceed 35 pages.

Title Page:

RTCA, Inc., DRM Development Proposal, your company name, address, web site address, telephone number, fax number, e-mail address and primary contact person.

Cover Letter:

Signed by the person or persons authorized to sign on behalf of the company (1-2 pages).

Proposal:

Discuss your proposed solution, including the features, benefits and uniqueness of your solution. You should also touch on your ability to deliver the project in the timeframe (3-10 pages).

Qualifications:

Provide the information requested in Section 12, *Qualifications* (10-20 pages).

Budget and Fees:

List budgets as requested above. Identify staff you anticipate working on the project and their hourly rates for work that may be needed for Phase 1 and Phase 2.

Attachments: Hosting options/information:

- Do you provide hosting? If so, please provide answers to the following questions.
- How often do you backup?
- How often do you have down time?
- How often do you upgrade software/hardware?
- Please describe your technical support.
- Please describe your security.
- Do you have a high-speed, direct connection to the Internet?
- Please describe your methodology and service level agreements.
- Pricing, terms and conditions.

If you do not provide hosting, please suggest a vendor/partner to provide this service and provide answers to the above questions.