



W3C
Seeks Proposals
for
Consortium Management and Financial Management

Introduction to W3C

W3C celebrated its 25th anniversary in October 2019. W3C's mission is to lead the World Wide Web to its full potential by developing protocols and guidelines that ensure the long-term growth and sustainability of the Web. The Web provides social value by enabling human communication, commerce, and opportunities to share knowledge. One of W3C's primary goals is to make these benefits available to all people, whatever their hardware, software, network infrastructure, device, native language, culture, geographical location, or ability/disability.. W3C's standards define key parts of what makes the World Wide Web work for all.

W3C is headquartered in Massachusetts, with staff members distributed around the world. Currently, four institutions partner to "host" W3C: MIT (in Cambridge, MA, USA), ERCIM (in Sophia-Antipolis, France), Keio University (in Tokyo, Japan), and Beihang University (in Beijing, China). We are planning the transition to a USA-based incorporated legal entity, a 501(c)(3) non-profit, which will continue to work with the distributed staff while consolidating financial and administrative functions.

W3C will continue to operate as a member consortium, with a budget predominantly supported by organizational members' annual dues. Members nominate representatives to W3C Working Groups, Interest Groups, and Business Groups.

Request For Proposal

The process

1. W3C distributes call for proposals 15 May 2020.
 - a. Members of the W3C Management Team will be available for informational discovery and clarification.
2. Interested parties must respond by 26 June 2020 (6 weeks).
3. Include information about your company:
 - a. How long in business
 - b. Number of employees

- c. Other types of clients, including, if applicable, other consortia.
 - d. References
 - e. Any publicly available information on your financial health and stability
4. Please address each area of the scope of services indicating your ability to provide support as part of the management contract.
 - a. Indicate services that you typically outsource.
 - b. Indicate if there are Best Practices you would normally suggest for W3C to consider as alternatives.
 - c. Indicate which of the services might be implemented before the Legal Entity goes live to either streamline W3C's current operations or ensure that we have a functional model for the transition.
 - d. Provide pricing for the areas you'll address and indicate which are bundled and which could be considered as stand-alone services.
 - e. If a service is marked as Optional, we would like you to indicate if you are able to provide this service.
 - f. W3C is committed to being a diverse, equitable and inclusive employer, and to ensuring an inclusive environment for member and public participation. Describe your expertise and experience in delivering your proposed scope of services in a manner ensuring accessibility, including but not limited to back office and public communications, calendaring, management and financial reports, events management, database management and access, marketing and comms, and how the capabilities of your proposed platforms enable accessibility support. Describe how you would ensure that any subcontracted services similarly support an inclusive environment with regard to accessibility..
 - g. The responses will be evaluated on completeness of offerings. W3C will decide which services we chose to pursue with any candidate organization.
 5. How to submit: by email to *W3CLEadmin@w3.org*.
 6. How we will respond. The selection committee will review all proposals and will select the top 2 candidates. (target date is 17 July 2020)
 7. The committee will set up meetings with the final candidates and key W3C staff. (target completion is 07 August 2020).
 8. We currently anticipate making a selection by 31 August 2020.
 9. We envision that W3C Inc. will be established and functional on 01 Jan 2022. In order to meet that date we will need to determine when we will engage with the chosen AMC. The following are the currently known factors in that decision:
 - a. Which services we choose to enter a contract around.

- b. Which services, if any, can be implemented before the creation of the Legal Entity because they could provide value/benefit for W3C as it exists today.
- c. The size, scope and complexity of the interfaces required between the functions that remain inside W3C and those that are moved to the AMC

Scope of Services

A. Consortium Management

- a. Accounting
 - i. Define the interface between your work and W3C CFO.
 - 1. It is envisioned that status calls take place on no less than a monthly basis and day-to-day updates via e-mail.
 - 2. There may be additional direct conversations with others within the W3C staff as agreed upon by the AMC and W3C CFO.
- b. Member management
 - i. Invoicing and collections with appropriate reporting (at least a monthly report submitted to the W3C CFO)
 - 1. Current Membership is approximately 435 Organizations in the following categories:
 - a. Over \$1B USD in Revenue
 - b. Between \$500M and \$1B Revenue
 - c. Between \$50M and \$500M Revenue
 - d. SME, Gov, Univ, etc.
 - e. Startup
 - f. No Fee
 - 2. [Current Membership Fee table \(in USD\)](#) is available on our website.
 - a. See all Membership fees: <https://www.w3.org/Consortium/fees>
 - 3. We currently have around 100 Organization Business Group Participants that pay either \$10,000 or \$2,000 annually and a small number of Individual Participants that pay \$300 per year. Currently everyone in a Business Group has the same anniversary date but we are open to a proposal to change that.
 - a. See Business Group fees: <https://www.w3.org/community/about/fees/>
 - 4. We currently have Memberships start on a calendar quarter boundary. What would be your recommendation on this (i.e. stay with this model, move to everyone on an annual basis, move to an open enrollment tied to the first of any month).
 - 5. Regarding collections, please provide any appropriate documentation on your procedures and success rates.
 - a. Specifically, how do you handle past-due payment and resignations and what would the interaction with the W3C Staff look like in that process.

- 6. W3C has a policy of treating all Members that meet the criteria for being at a level equally and therefore does very little negotiation on pricing and contract terms. There are rare occasions where we make limited concessions, how would you envision that process working.
- ii. Member contract management
 - 1. Please define the workflow and technologies you would recommend for capturing signatures of a Member Agreement and how completed Agreements would be made available to W3C for archival purposes.
- iii. (Optional) Participation tracking: including member-nominated group participation, IPR commitments, and membership status.
- iv. Prospect management
- v. Data requirements are defined below and included in Attachment 1
- c. Sponsorship identification and recruitment, invoicing, follow-up
 - i. Some “Sponsorships” are one-time agreements for specific events; others are recurring support for a specific area of W3C work. These efforts would be closely coordinated with the W3C Business Development Leader and leaders of sponsored projects.
- d. (Optional) Calendar: Support for shared public and member-confidential calendars for events and member meetings, and team calendars for cross-team collaboration.
 - i. If this is a service you would consider then let us know and we’ll send a draft of our requirements to you. If you don’t offer this service please let us know.

B. Membership Support Services

- a. Membership and Participation Contract Management.
 - i. Work with the W3C Business Development Team and Prospective Members to process applications.
 - ii. The final approval of all Agreements will be with the W3C Team.
 - iii. W3C currently has four different currencies that apply to the various geographies.
 - 1. The rate any given Member pays is based on where their HQ is located.
 - 2. The Membership Fee is based on the financial aspects of the Organization.
 - 3. *W3C would be interested in learning your best practices in this area (all in one currency or multiple currencies) including any direct experience you have in converting from a location-based, multi-currency scheme to a single-currency scheme.*

- b. (Optional) W3C would like to understand what capabilities if any you may have with managing Member participant (i.e. individuals) engagement to see what components of that might move to an AMC and/or what that integration would look like. We envision there being a significant conversation to fully define this item.
- c. (Optional) Email list management for:
 - i. Information distribution to our Membership on key activities and calls to action (i.e. Charter Reviews, group milestones, etc).
 - ii. Inter-W3C Team communications.
 - iii. Inter-W3C Group communications.
 - iv. W3C Groups to the public subscribers for such information.
- d. (Optional) Database: Maintain a single comprehensive database for all members and prospective Members as defined in Attachment 1, update database, process payments, respond to inquiries, send information to new members. This database must be easily exportable, preferably via access-controlled APIs, for reports based on subcategories. Notification of organization status changes will need to be delivered on a no greater than 24-hour basis to W3C to enable synchronization of W3C's internal systems.
 - i. Please provide a best guess on the timing and cost to migrate from our current systems to your database.
 - ii. It is anticipated that there will be a need for a discovery conversation to be held to properly scope this requirement should it be a part of an AMC's response..

C. Meeting Support/Event Management

- a. Annual working group meeting (TPAC): 500-700 people for week-long event; 20 separate working group meetings, lunch, paid registration. Meeting support includes:
 - i. Site Selection: Research future sites, organize a visit by members of the team and negotiate prices and fees. Arrange to visit conference sites with the team to assess rooms, meeting rooms, local amenities, verifying accessibility of venue and services for people with disabilities, etc.
 - 1. W3C has a policy of rotating our TPAC meeting each year across our three theatres of participation (Americas, EMEA, Asia).
 - 2. Please provide input on your direct experience in coordinating this type of rotation.
 - 3. W3C's participants at TPAC include individuals who require a variety of menu preparation (i.e. Kosher, Vegan, Vegetarian,

- Gluten-Free). Cite your specific experience in managing this type of requirement.
- ii. Contract Negotiation: Included in a typical contract are room rates, meeting space cost and Food & Beverage. Additional contract items include A-V equipment, overflow hotel, accessibility services, and exhibit space.
 1. Please provide documentation on your current practices and procedures and what involvement you would need from W3C in a typical negotiation.
 - iii. Develop Timetable: This is done in conjunction with the W3C Working Group Chairs and includes the scheduling of sessions, working group meetings, and the use of A-V equipment. We envision this being a collaborative effort with the W3C Events Team.
 - iv. Onsite Staff: Provide three or four people to handle registration, badges, tickets for special events, monitor exhibits, assist plenary speakers, prepare signage, maintain a message board, coordinate work of team and assist team and participants.
 - v. Marketing and Promotion: Develop and/or update a prospectus to solicit sponsors.
 - vi. Registration Processing: Typical TPAC attendance is 500-700 people with 90% registering in advance and 10% on-site. Develop registration materials, process advance registrations, prompt participants to register via e-mail notification, process on-site registrations, distribute materials and badges, collect fees, track and report the number of people registered, follow-up after the conference to those who attended but did not register.
 - vii. Team event coordination: Arrange for staff travel, rooms, and possibly transportation to and from the airport.
 - viii. Exhibits Management: Organize the participation at the conference of 4 to 8 sponsors with talks or demos.
- b. Annual Advisory Committee meeting (AC): 80-120 people, 2 days. Free to AC Representatives and Chairs.
 - i. These are the same requirements as TPAC but for a smaller event.
 - ii. The rotation of the AC Meeting is the same as TPAC but we strive to not put both events in the same theatre in the same year.
 - iii. Cite any relevant experience you have with this type of meeting.
 - c. Possible administrative support for additional working groups face-to-face meetings or workshops.
 - d. If you have any experience helping your client associations move meetings to a virtual mode please include that, as it is the W3C mode for the current time (COVID-19).
 - e. The W3C Lead Meeting Planner will be the primary contact for these activities.

D. Financial Management

- a. Income and expense responsibility: Process, record and deposit income from member dues, conference registration, subscriptions; pay all bills with approval of the CFO; process W3C Team Expense Reports.
- b. Frequency of reports: Prepare quarterly financial reports and consolidated balance statements for the W3C Management Team and if requested Board of Directors.
- c. Budget preparation and tracking: Assist the CFO in the budget development and maintain an accurate accounting of income and expenses.
- d. Audit: Work with CFO to arrange and execute an annual audit.
- e. Budget Information: Employ and maintain web-based Budgeting and Forecasting software that can be accessed easily by the CFO and others at W3C as identified by the CFO.

E. Technology

- a. Describe any additional technical resources needed to support the above tasks.
- b. Use budget software that is easily available to the CFO, and accessible, so that updates may be quickly shared between yourselves and W3C.

F. Marketing (Optional)

W3C could benefit from a Marketing collaboration to help raise brand awareness and to do broader outreach. If you have these services yourself or a relationship with providers in this space we would like to hear about that. Some of the services that we could envision are:

- a. Public Relations Agency
- b. Speakers Bureau
- c. Collateral Development

G. Insurance (Optional)

- a. D&O, E&O: Secure Directors and Officers and Errors and Omissions insurance policies.
- b. Meeting Insurance: Secure insurance for general liability and for loss of conference revenue due to acts of God.

In general, this scope attempts to define the regular, expected activities of the AMC. W3C expects the AMC to perform a variety of general, minor activities not specifically defined herein. W3C Management will conduct an annual review of services with continuation subject to review.

Attachment 1

Data Elements to Capture / Manage

**** A detailed analysis will be done once a final vendor is selected. Please identify which elements you can support today and which may require a link to existing W3C systems. ****

Contact History (e-mails, invoices, etc.) Please identify which types of Contact History you can capture and which of the elements below can have history associated with them.

Member Information

Organization Name

Primary contact

HQ address supporting international zip codes and all countries

Billing Address if different than HQ address

Billing contact if different than Primary contact

Organization Status and history

Assigned Member Relationship Manager and last contact date with a pointer to a summary e-mail

W3C has Member Organizations which are those that have completed an Application and paid the appropriate Membership Fee giving them full access to W3C activities, and Participants, organizations that have signed a Business Group Participation Agreement for involvement in a single W3C Business Group. Note: we also use the term "participant" (not capitalized) to refer to those individuals who Member organizations have appointed as their representatives to various Groups.

Current Member and date they joined

Former Member and date they joined and left

Participant and date they started

Former Participant and date they started and stopped

Current Membership Fee and Fee History

Payment history

Contracts and amendments

Pointer to all Contacts associated with the Organization in any W3C Group

Participant Information

Primary Contact Name and contact information

Work e-mail

Work phone number

Work address if different than HQ address

W3C account ID

Flag as Advisory Committee Representative

Connection to which W3C Working Groups they are in

Additional Contacts

Work e-mail

Work phone number

W3C account ID

Connection to which W3C Working Groups they are in

Invited Experts - individual SMEs not associated with a specific Organization

W3C Group Information

Name of Group

Pointer to Group Charter

Identification of Team Contact and Chair(s) (max 5)

Connection of these roles to Contact record

List of Group Assets (Github repositories, mailing lists, web pages, etc)

Pointer to Group Participants including Invited Experts

Pointer to mailing list archives

Prospect Information

W3C would like to replace its current CRM System (BigContacts) with a solution that is integrated into the Member information. Ideally, there is a seamless transition of a Prospect to a Member or Participant once the appropriate paperwork is completed.

Prospect Name and HQ Address

Primary Phone Number

Areas of Interest via a tagging mechanism

How identified (event name, referral, etc.)

Contact History

E-mails, phone calls, etc.

Owner of Business Development Opportunity

Definition of Opportunity

W3C Area of Interest

Expected close date

Stage of Opportunity supporting at least a 5-stage life cycle plus Closed and Lost

Currency of Opportunity if we keep the four-currency payment scheme

Contacts at Prospect

Work email

Title

Address if different than HQ

Work phone number

History of Contacts

Areas of interest via a tagging mechanism

W3C account ID if it exists

Reporting of Opportunities in aggregate, by country/region, by owner

With the ability to select a date range

For a single owner

For all owners

For a group of owners

Ad-hoc reporting engine

Accessible to W3C Team as well as external Evangelists but NOT Members or Public