

**Answers to questions submitted to ARIN about their:
RFP To Update ARIN's Strategic Planning Process and Conduct
ARIN's 2025 Strategic Planning Process**

Notes:

- Q&A document first published on January 2, 2025. The second and final version of the Q&A documented was published on January 17, 2025.
- Reminder that the deadline for proposals is Friday, January 24th.

Questions and Answers:

1. Question: We noted the RFP received an update on 12 December 2024. What was the update from the previous version?

Answer: On the same day the RFP was published, we noted language that was intended to be repeated at the top of Page 1 and Page 2 were out of alignment. We made changes to the language at the top of Page 2 to fix the discrepancy on the same day of publishing within a few hours of release.

2. Question: Will ARIN conduct introductory meetings or calls with potential proposal submitters?

Answer: ARIN does not currently plan to conduct introductory meetings or calls with potential proposal submitters. We will update this answer and reach back out to anyone who has made an inquiry if there is a change.

3. Question: Where can I find information about ARIN's existing strategic planning and budgeting?

Answer: The only information currently available is published at the following location:
<https://www.arin.net/about/corporate/planning/>

4. Question: The RFP states "The selected consultant will work closely with the ARIN CEO, Board of Trustees, and Senior Management Team...". Would ARIN be willing to expand the working team to include one high potential employee that works for each Senior Management Team member. Adding employees to the Strategic Planning process broadens the participation footprint and assists in organizational understanding and alignment for execution.

Answer: We plan to limit staff-level engagement on this project to the CEO, the C-level team that supports the CEO, and our staff positions that directly support Board operations. This consists of 10 members of the ARIN staff.

5. Question: Would ARIN be open to assigning functional homework to the nine departments listed on the ARIN organizational structure? SWOT (Strength, Weaknesses, Opportunities and Threats) or PESTLE (Political, Economic, Security, Talent, Legal and Environmental) analyses can be developed by members of the functional departments to further expand the planning participation footprint. This would augment the consultant coordinating and performing environmental scan research.

Answer: We expect our CEO, the C-level team that supports the CEO, and our staff positions that directly support Board operations to support our 2025 strategic planning project, including completing assignments, interviews, and/or surveys related to the environmental scanning portion of the project.

6. Question: Would ARIN be open to including 6-9 external stakeholders to be interviewed during the environmental scanning process. These could be subject experts in the US, Canada and Caribbean cybersecurity, Internet governance, leading technologists, key customers, regulators, colleague RIR's or other stakeholders identified by ARIN.

Answer: We are open to including external stakeholders as part of the environmental scanning process, with the identities of those stakeholders to be determined in our work with the identified consultant.

7. Question: Would ARIN be willing to consider 1 ½ or 2-day facilitated sessions for the key workshop with Leadership and the August Board of Trustee sessions?

Answer: Yes. We will have up to two days available at our August Board meeting for the workshop.

8. Question: The current strategic planning process appears to result in an annual statement of strategic direction. What is the future time horizon (less than 3 years, 3-5 years, 5+ years) that the current strategic planning process considers? Is there a preference for the new strategic planning process time horizon?

Answer: We currently set strategic direction based on a 3-year time horizon. The Board is open to varying this time horizon .

9. Question: What is the level of effort and volume (pages) of documentation that management prepares for each Board meeting? What is the number of days prior to the Board meeting that the briefing package is due? How many Board meetings per year?

Answer: This information will be provided to the identified consultants.

10. Question: One of the Strategic Direction statements involves protecting the multi-stakeholder model. What role does ARIN take in performing support. Is the role more one of education or advocacy? Is that role changing?

Answer: Our work to support the multi-stakeholder model is largely outreach and education based. We are also mindful about how our own operations decisions may impact the multi-stakeholder model. We constantly monitor the needs of various Internet stakeholders and make any needed adjustments to our support efforts and operations.

11. Question: In the 2024 Budget, ARIN has identified \$29M in revenue with \$26M from Registration Maintenance fees, or 90% of the budget, from one service. On the name registry side of the industry, some registries have diversified beyond registration services to include cyber or other adjacent services. Does ARIN want to consider diversifying into additional revenue services?

Answer: ARIN is open to the possibility of further revenue diversification.

12. Question: What are the anticipated engagement start and end dates.

Answer: It is expected the engagement work outlined in the RFP will begin in February 2025 and end with the delivery by the consultants of the deliverables required by the RFP.

13. Question: What is the anticipated engagement budget.

Answer: A budget has been allocated for this project. However, we are choosing not to declare the amount as part of the Q&A process for the RFP. We ask that companies submitting proposals provide a detailed cost estimate of the fees to perform the project based on the statement of work and deliverables outlined in the RFP. The Board will consider price as one of six factors in scoring submitted proposals and has flexibility on the expense amount for this project, while taking the other five scoring factors into account.

14. Question: Might you please be able to provide additional information regarding the project's envisioned budget range?

Answer: A budget has been allocated for this project. However, we are choosing not to declare the amount as part of the Q&A process for the RFP. We ask that companies submitting proposals provide a detailed cost estimate of the fees to perform the project based on the statement of work and deliverables outlined in the RFP. The Board will consider price as one of six factors in scoring submitted proposals and has flexibility on the expense amount for this project, while taking the other five scoring factors into account.

15. Question: Our facilitators are located outside of Virginia, and thus would travel in to facilitate the onsite Board workshop in August 2025. Should travel costs be incorporated in our submitted budget proposal?

Answer: We understand there will be travel costs associated with the onsite facilitation of the August Board workshop. Since the location of the August workshop is not known at the

time of proposal submissions for this project, we consider that expense to be an additional expense on top of the work outlined in the statement of work and deliverables. ARIN plans to reimburse reasonable and documented travel expenses in accordance with ARIN's standard travel policy for our selected contractor team to travel to the August workshop in addition to the fees for the work conducted pursuant to the RFP.