

REQUEST FOR PROPOSAL (RFP)

To Update ARIN's Strategic Planning Process and Conduct the ARIN's 2025 Strategic Planning Exercise

Issued by: American Registry for Internet Numbers, Ltd. (“ARIN”)

Date Issued: December 12, 2024

ARIN’S MISSION

ARIN, a nonprofit member-based organization, supports the operation of the Internet through the management of Internet number resources throughout its service region; coordinates the development of policies by the community for the management of Internet Protocol number resources; and advances the Internet through informational outreach.

EXECUTIVE SUMMARY

ARIN is soliciting proposals from Management Consultants (“Respondents”) capable of doing business with a corporation in Virginia to update ARIN's Strategic Planning Process and conduct ARIN’s 2025 Strategic Planning workshop.

ARIN is a 501(c)(6), non-profit corporation incorporated in the Commonwealth of Virginia and has been in operation since December 1997. ARIN is operated for nonprofit educational, charitable, and technical purposes and is designated as a membership organization. ARIN is one of five Regional Internet Registries (“RIR’s”) in the world, and its service region includes Canada, many Caribbean and North Atlantic islands and the United States. ARIN provides services related to the technical coordination and management of Internet number resources in its region, participates in the global Internet community, and facilitates the development of policy decisions made by its members and stakeholders in its region. ARIN is directed by a 10 member executive board of trustees composed of 9 trustees elected by its membership plus the President/CEO.

ARIN is located in a secure facility in Chantilly, Virginia, but all work in the scope of this RFP is envisioned to be conducted remotely unless otherwise specified as onsite work. Onsite work will be performed in Chantilly or at an otherwise to be specified venue in North America.

ARIN is managed and operated by a Senior Management Team consisting of a President/CEO, Chief Operating Officer, Chief Experience Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Security Officer, Chief Technology Officer, and General Counsel.

Additional information interested parties deem necessary for a definitive response may be provided upon request.

STATEMENT OF SCOPE OF WORK

ARIN is soliciting proposals from Management Consultants (“Respondents”) capable of doing business with a corporation in Virginia with demonstrated experience in facilitation of Strategic Planning processes to collaborate with the Board of Trustees, ARIN CEO, and Senior Management Team to accomplish two goals:

- A. Manage an inclusive process to produce an updated long-term Strategic Plan for ARIN, including immersive preparation in the first half of 2025 and concluding with an onsite facilitated Board workshop in August 2025.
- B. Provide ARIN with an updated Strategic Planning Process that incorporates leading corporate governance practices and enables timely updates as necessary to its long-term Strategic Plan.

For the process of coordinating the activities in the scope of work, the selected consultant will report to a Task Force of the ARIN Board of Trustees consisting of Bill Sandiford (Chair), Nancy Carter (Treasurer), and Chris Tacit (Trustee). The Task Force will be supported by the Michael Abejuela (ARIN General Counsel) and Richard Jimmerson (ARIN Chief Operating Officer).

However, this task force is solely for coordination of activities, as the Strategic Planning process is to utilize the entire Board of Trustees and Senior Management Team.

The selected consultant will work closely with the ARIN CEO, Board of Trustees, and Senior Management Team to achieve the following tasks:

- 1. Review ARIN’s current Strategic Planning Process and Update it as Necessary**
 - Review relevant ARIN documents, including ARIN's current Strategic Planning Process, Strategic Direction Statement, and Risk Register.
 - Conduct interviews and workshops with key internal stakeholders, including the ARIN CEO, Board members, and senior management on ARIN’s current strategic planning process and desired improvements in strategic planning.
 - Prepare a report that updates ARIN’s strategic planning process.
- 2. Conduct an Environment Scan with Internal and External Components**
 - Conduct interviews with key stakeholders, including both internal stakeholders (Board members, CEO, senior management) and stakeholders from ARIN’s broader community (including external stakeholders such as key partners, members, and users of ARIN services.)
 - Assess ARIN’s unique operating environment to determine relevant factors that may impact ARIN's strategic planning process, using research, interviews and surveys (including other representatives of other Internet governance organizations) and other relevant tools as necessary.
 - Present an Environment Scan summary report to the Board in advance of the August Board Strategic Planning Workshop.
 - While the expertise of the consultant advising on the overall strategic planning process should be focused on experience with that process and so that person need not be a subject-matter expert, the consultant conducting

the Environmental Scan must be familiar with both the Environmental Scanning process and the environment in which ARIN operates so that this activity can be appropriately scoped and executed, as approved by the Task Force.

3. **Prepare for 2025 Immersive Strategic Planning Sessions:**
 - Develop a detailed plan for a series of immersive strategic planning sessions to be conducted with ARIN's senior management team and Board members in the first half of 2025.
 - Create session agendas, discussion guides, and supporting materials to facilitate deep strategic discussions and alignment.
 - Ensure that the sessions are designed to elicit meaningful input, foster collaboration, and build consensus on ARIN's strategic priorities.
4. **Facilitate the August 2025 Board Strategic Planning Workshop (onsite work):**
 - Design and facilitate a strategic planning workshop for the ARIN Board of Trustees in August 2025
 - Lead the workshop discussions to refine and finalize ARIN's Strategic Plan as evolved from the current Strategic Direction Statement.
 - Utilize facilitation techniques that encourage participation, manage group dynamics, and drive toward actionable outcomes.
 - Prepare a Post-Workshop Review and Debrief report summarizing the experience using the updated process and any lessons learned.

Deliverables

1. **Strategic Planning Workshop Materials:** Agendas, discussion guides, presentation materials, and supporting documentation for the immersive strategic planning sessions and the August 2025 Board workshop.
2. **Facilitated Strategic Planning Workshop:** A facilitated strategic planning workshop conducted with the ARIN Board of Trustees in August 2025.
3. **ARIN Strategic Plan:** Based on workshop consensus, a comprehensive proposed update for ARIN's Strategic Plan, including updates as necessary to ARIN's mission, vision, values, strategic priorities and strategic objectives.
4. **Refreshed Strategic Planning Process:** A comprehensive process for ARIN's updated Strategic Planning Process, including tools, templates, and guidelines. The process must support both periodic refresh and real-time updates to the Strategic Plan via continuous planning approaches. It should include guidance on the processes to be followed for the development of: (1) key performance indicators and a dashboard to measure organizational performance relative to the Strategic Plan; and (2) other monitoring tools to ensure the continued relevance of the Strategic Plan.
5. **Post-Workshop Review and Debrief:** A report summarizing the outcomes of the August 2025 Strategic Planning Board workshop, including key decisions made and feedback from participants on their workshop experience.

PROPOSAL GUIDELINES

Proposal Guidelines

Each proposal must contain at a minimum the following information:

- (1) Identification of the anticipated key personnel to be assigned to handle and complete the project, along with any relevant biographical information and background, applicable experience to strategic planning, and any information demonstrating such individuals' capabilities and competencies to successfully complete this project.
- (2) Description of methods for engaging with the ARIN CEO, Board of Trustees, and senior management team to achieve the deliverables as listed above.
- (3) At least three (3) client references, including business name, address, phone number, and a person to contact regarding similar work performed.
- (4) Schedule of performance, including milestone dates and deliverables.
- (5) Detailed cost estimate of the fees to perform the project.

Proposal Evaluation

ARIN reserves the right to evaluate proposals at its sole discretion. This may include the right to reject proposals that do not meet the RFP's conditions or contain false or misleading information; waive minor irregularities in proposals; modify the RFP if deemed in ARIN's best interests; suspend or cancel the RFP, in whole or in part; select a proposal other than the one with the lowest cost; make no award or issue a new RFP; and request modifications to proposals during contract review and negotiation.

In qualifying proposals, ARIN will score submissions based on the following factors:

1. Respondent's understanding of ARIN's needs
2. Respondent's understanding of ARIN's industry
3. Experience of Respondent's organization in similar work
4. Experience of Respondent's proposed project team, including references
5. Respondent's proposed approach to the engagement
6. Price

TERMS AND CONDITIONS

All contractual terms and conditions related to the work performed, non-disclosure of information, or liability issues must be detailed. ARIN will require that the Respondent performing this work sign a non-disclosure agreement prior to beginning work due to the highly proprietary nature of the information that may be obtained from the project.

Respondents should examine all the RFP documents carefully. The submission of a proposal indicates that the Respondent thoroughly understands all the terms and conditions, instructions, notices, parameters and specifications of the RFP documents as well as Respondent's proposal.

Unnecessarily elaborate or lengthy responses beyond that which is sufficient to present a complete and concise response to this RFP are not desired and may be construed as an indication of Respondent's lack of cost consciousness.

The laws of the Commonwealth of Virginia shall govern the interpretation and enforcement of any contract resulting from this RFP.

INSTRUCTIONS FOR SUBMISSION OF QUESTIONS

If you have questions about the RFP or statement of work, submit them to RFP-2025sp@arin.net on or before January 10, 2025. Answers will be returned and published no later than January 17, 2025.

INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

The proposal must be received by ARIN on or before the date and time specified below as the submission deadline with Subject Line: *Private & Confidential: 2025 Strategic Planning RFP*. Each proposal must be duly signed by an authorized agent of the Respondent with the Respondent's legal name fully identified. A copy of your contract/agreement for this engagement should also be included for consideration by the proposal review team. The proposal review team plans to announce the results of the review and to announce the selected proposal during the month of February 2025. A signed contract, which may include negotiated changes to your form of contract, will be required before work begins.

SUBMISSION DEADLINE

January 24, 2025 by 5 PM EST (*ARIN may extend the proposal due date in its sole and absolute discretion. If the date is extended, ARIN shall notify all prospective Respondents who received copies of this RFP and related documents.)

Proposals should be submitted via email to: ARIN Corporate Secretary
American Registry for Internet Numbers, Ltd.
RFP-2025sp@arin.net