



REQUEST FOR PROPOSAL

The American Registry for Internet Numbers, Ltd. (“ARIN”) is soliciting proposals from consulting firms (“Respondents”) qualified, insured, and properly licensed to do business in the Commonwealth of Virginia to provide a detailed and comprehensive workforce strategy analysis report. The report should provide ARIN with a strategic overview of its future workforce in a post-pandemic environment that should include an analysis of the considerations and requirements of a potential remote workforce component with members of that workforce residing anywhere within the ARIN service region.

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.

BACKGROUND OF ARIN

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 services approximately 22,000+ organizations directly under a services contract (“Registration Services Agreement”) while also providing non-contracted services and support. ARIN is a membership organization and is directed by a Board of Trustees elected by its membership. ARIN believes the community-based, self-governed, multi-stakeholder model under which it operates will continue, into the future, in directing ARIN functions for the purposes of this requested report.

ARIN is headquartered in a secure facility in Chantilly, Virginia. The lease for the headquarters office space expires February 2027. For reference, other organizations in this industry space such as the Internet Corporation for Assigned Names and Numbers (“ICANN”) and the Internet Society (“ISOC”) have operated for several years in a hybrid manner incorporating components of a centralized and decentralized workforce model.

ARIN consists of a President/CEO, Chief Operating Officer, Chief Financial Officer, Chief Customer Officer, 6 Departmental Directors, and 75 personnel totaling 85 employees, supplemented by two independent contractors. Staff is comprised largely of full-time exempt, some full-time non-exempt, and minimal part-time employees. ARIN’s compensation to its workforce is based, in part, on the results of a compensation survey conducted every other year. The vast majority of staff physically report to work at ARIN’s headquarters operating with a core flex time of 10am-4pm ET. Staff periodically work from home on an occasional or pre-approved manner. Staff predominately reside in Northern Virginia near its headquarters office though some employees also reside in Maryland and the District of Columbia. ARIN provides replicated, backup, and certificate services through other unstaffed locations at facilities in Ashburn, Virginia, San Jose, California,



and Seattle, Washington. Visits to these locations by staff is infrequent and on an as-needed basis.

ARIN's combined operating and capital budget for 2021 is approximately \$24.6M. Additional information deemed necessary for a definitive response may be provided upon request. Respondents are encouraged to visit ARIN's website at www.arin.net

Like many organizations, the COVID-19 pandemic resulted in ARIN's employees conducting their work remotely, largely at home, away from its physical location(s) principally in Chantilly Virginia. ARIN's transition to a temporary remote workforce has been reasonably smooth, transparent, and effective for both the ARIN community, as well as its employees; although like most companies in the pandemic, ARIN has had to implement measures aimed at maintaining employee morale and a collaborative work environment. ARIN is now evaluating its long-term workforce needs with specific consideration of transitioning permanently to a structure incorporating a remote workforce component.

STATEMENT OF WORK

The purpose of this request for proposal is to obtain an objective, thorough, and complete workforce strategy analysis of ARIN's long-term workforce needs to optimize ARIN's future operations and ability to serve the community while specifically addressing the implications of transitioning to a structure incorporating a remote workforce component. The report should include consideration of all relevant organizational aspects including but not limited to, operations, legal, human resources, and financial that ARIN needs to consider in their evaluation of future workforce structure.

PROPOSAL FORMAT AND CONTENTS

Each proposal must contain at a minimum the following information:

- (1) Identification of the anticipated key personnel to be assigned to manage and complete the project along with any relevant biographical information and background, applicable experience in handling matters of a similar nature, and any information demonstrating such individuals' capabilities and competencies to successfully complete this project.
- (2) Describe strategy for purposes of setting project expectations and overall goals of the engagement.
- (3) Describe experience and strengths in Human Resource, Legal, Operational, and Financial analysis in prior consulting engagements.
- (4) Describe any parameters and/or limitation considerations in the analysis or production of considerations in this report.
- (5) At least three (3) client references including business name, address, phone number and person to contact regarding similar work performed.
- (6) Description of methods for interacting and communicating with clients in order to keep client informed of the current status of the project.
- (7) Schedule of performance including milestones dates of deliverables.
- (8) Detailed cost estimate of the fees to perform the project.
- (9) Strategy for conducting executive and management interviews.
- (10) Proposed outline of narrative report for the findings and analysis of the workforce evaluation.



FINAL REPORT OBJECTIVES AND EXPECTATIONS

Following a thorough understanding of ARIN through research, executive and management interviews, and an analysis of best practice principles, the Respondent will prepare and submit a final narrative report providing a strategy to guide ARIN towards optimizing its future workforce structure in a manner that allows the organization to provide cost-effective superior services to the ARIN community. ARIN expects the Respondent to provide thorough insight, and draw upon experience relevant to ARIN's workforce needs, in the final report. The final report must be completed and delivered to the Chief Operating Officer no later than 30 days following execution of the work contract. The final report must address, at a minimum, a number of transitional implications enumerated by the executive team in the formation of this request for proposal. These implications include:

Human Resources

1. Identification of training requirements for management and supervisors in transition to remotely managed staff (multiple time zones, management oversight, maintaining productivity and esprit de corps).
2. Modifications to employee manuals, forms, and documents to address multiple jurisdictions including international governing law.
3. Identification of compliance needs of a remote work force related to Americans with Disabilities Act of 1990 (ADA), or similar legislation.
4. Recommendation for compensation basis for remotely located staff including salary survey and cost of living adjustment practices.
5. Identification of considerations in unemployment insurance.
6. Evaluation of hourly staff related nuances across jurisdictions.
7. Evaluation of managing payroll taxes.
8. Recommended modifications to ARIN's existing benefits including healthcare coverage and compensation practices.
9. Identification in adjustments to employee skills composition.

Financial

1. Recommendation regarding ARIN's future office space requirements and location.
2. Confirmation of anticipated modifications to existing compliance reporting (presently local, property, and payroll taxes).
3. Evaluation of remote staff related expenses (travel to/from HQ, phone, Internet, supplies, etc.) that ARIN must, should, or optionally reimburse.
4. Evaluation of anticipated modifications to existing property and liability insurance policies.
5. Cost-benefit analysis for transition to recommended workforce model (including a near term view and long-term view)

Legal

1. Recommendation for managing legal implications of having employees working from various jurisdictions in a remote workforce setting.
2. Benchmarking data and best practices for mitigation of risk with regard to members of a remote workforce, either local or outside of the immediate area.
3. Identification of additional risks and compliance related matters.



Operational

1. Evaluation of departments and business functions which should continue to collaborate in-person or are able to work well remotely.
2. Recommendations for an efficient and effective distributed workforce environment.

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 service sign a non-disclosure agreement prior to beginning work due to the highly proprietary or sensitive nature of the information that may be disclosed during the project. The initial report will be marked as Private and Confidential (and sent to the Chief Operating Officer) for review.

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 PROPOSAL

The proposal must be received by ARIN on or before the date and time specified below as the submission deadline. Each proposal must be duly signed by an authorized agent of Respondent, with Respondent's legal name fully identified.

SUBMISSION DEADLINE

June 4, 2021, 5:00 p.m. ET (* ARIN may extend the proposal due date at its sole and absolute discretion. If the date is extended, ARIN shall notify all prospective Respondents who have indicated their intent to submit a proposal.)

Proposals and questions should be submitted via email to:

Proposal Review Team
American Registry for Internet Numbers, Ltd.
RFP@arin.net