

# DNS-OARC Status, Survey and Strategic Plan

**Keith Mitchell**  
**President**  
**Spring Workshop**  
**Dublin, May 2013**



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Domain Name System Operations Analysis and Research Center

# DNS-OARC

## Current Status



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# OARC's Functions

- Facilitate co-ordination of DNS operations community
- Ongoing data gathering
- Operate community info-sharing resources
  - Mailing lists, jabber, website, trust vetting
- Maintain/host DNS software tools
- Outreach via external and shared meetings



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# OARC Governance Achievements

- Independent legal entity
- Diverse member base
  - direct participation agreements
- Financially self-supporting
  - no cross-subsidies
  - own bank accounts
  - >\$300k annual revenue ~= expenses
- Self-governing, neutral
- Board reflecting member interests
- *501(c)3* non-profit public benefit corporation



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# DNS-OARC Staff Resources

- Part-time President (Keith Mitchell)
  - increased from 0.5 to 0.6 FTE since Oct
- Systems Engineer (William Sotomayor)
  - started March 2013, 0.8 FTE
- Under contract from ISC:
  - Secretariat Director (Suzanne Woolf)
  - Finance/Admin functions (Pam Stone)
  - Infrastructure services
- *The effort you are seeing since last meeting is about 25 person-weeks' worth – please bear with us if progress seems slow...*



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# OARC Board

- John Crain, ICANN, RSAC Director
- Ondrej Filip, CZ.NIC, Chairman
- Peter Koch, DENIC, Director
- Matt Pounsett, Afilias, Treasurer
- Antoin Verschuren, SIDN, Director
- Suzanne Woolf, ISC, Secretariat Director



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# Financial Overview

	2012	2013 Budget	2013 YTD (to April)
Income	\$267k	\$328k	\$107k
Expenses	\$176k	\$300k	\$68k
Assets	\$209k		\$299k
Cash	\$165k	\$222k	\$223k



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# OARC Development Objectives

- Oct 2013 Board determined to “re-boot” the organisation
- Governance changes to make better use of the available resources:
  - Dec 12/Jan 13 – migrated President & Secretariat roles from Secretariat Director to Executive Director
- Conduct a member survey to get better data on how OARC's Members perceived and used the organisation, and its role and future:
  - Jan/Feb 13: [https://www.dns-oarc.net/files/workshop-201305/Strategy-2013\\_report.pdf](https://www.dns-oarc.net/files/workshop-201305/Strategy-2013_report.pdf)
- Conduct a Board strategic retreat to review input from the survey and Board members to determine OARC's position and development options
  - Feb 20-21, at SIDN, Arnhem, Netherlands
- Publish document, to report the survey and retreat results back to the members, and define a plan for OARC's future development:
  - May: [https://www.dns-oarc.net/files/workshop-201305/Survey-results-2013\\_03\\_20.pdf](https://www.dns-oarc.net/files/workshop-201305/Survey-results-2013_03_20.pdf)



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# OARC Member Survey Findings



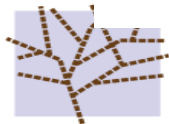
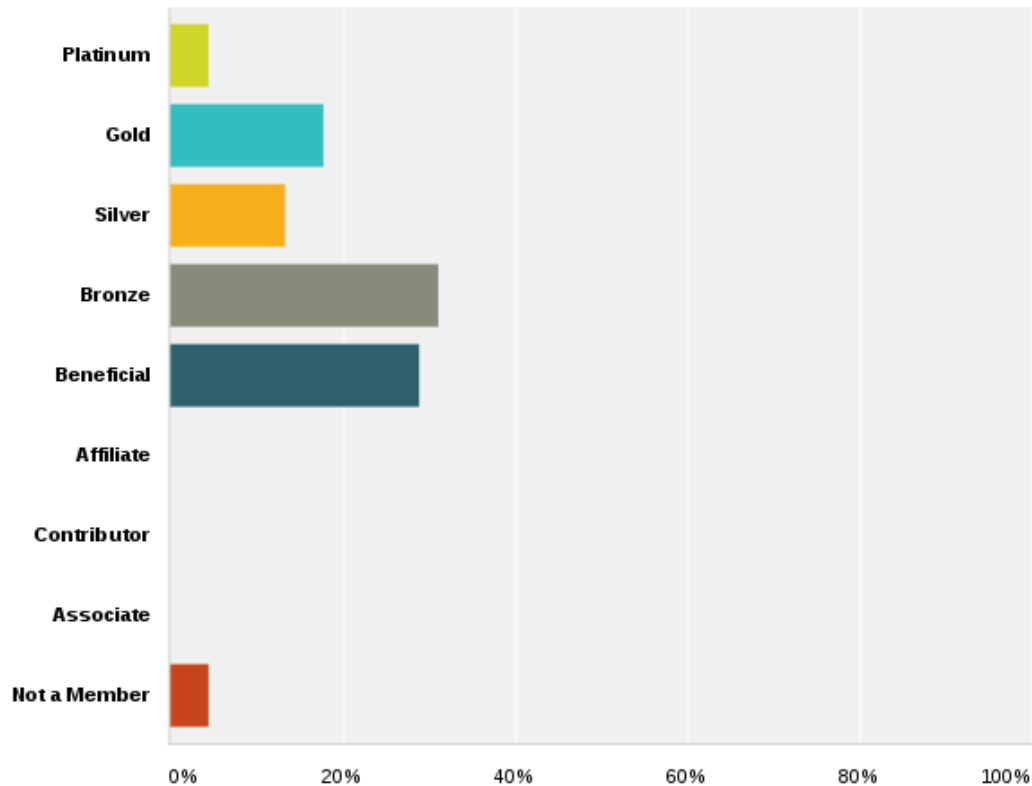
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# Survey Participation

What is your OARC  
Membership/Participation Category ?

Answered: 45 Skipped: 0



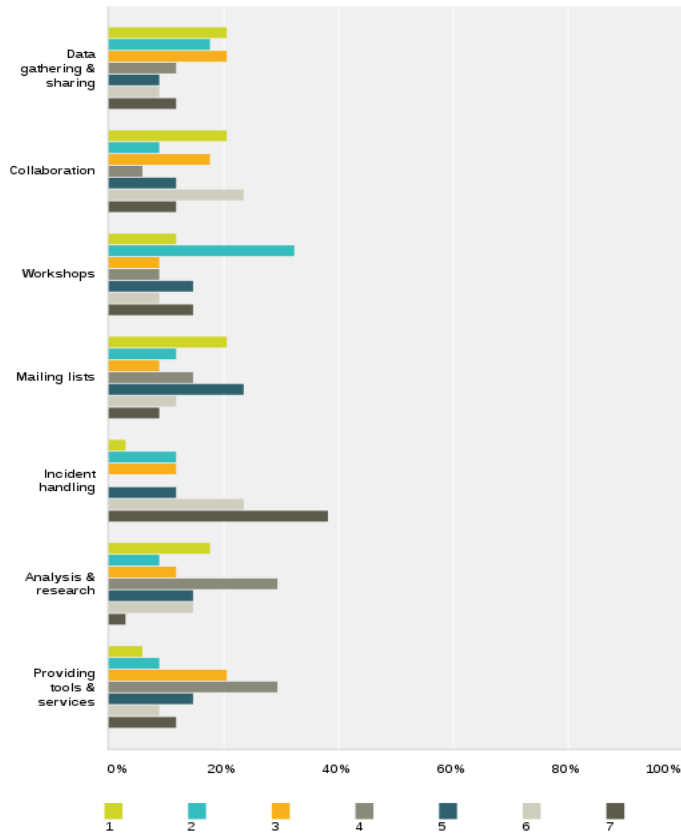
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# OARC Functions and Services

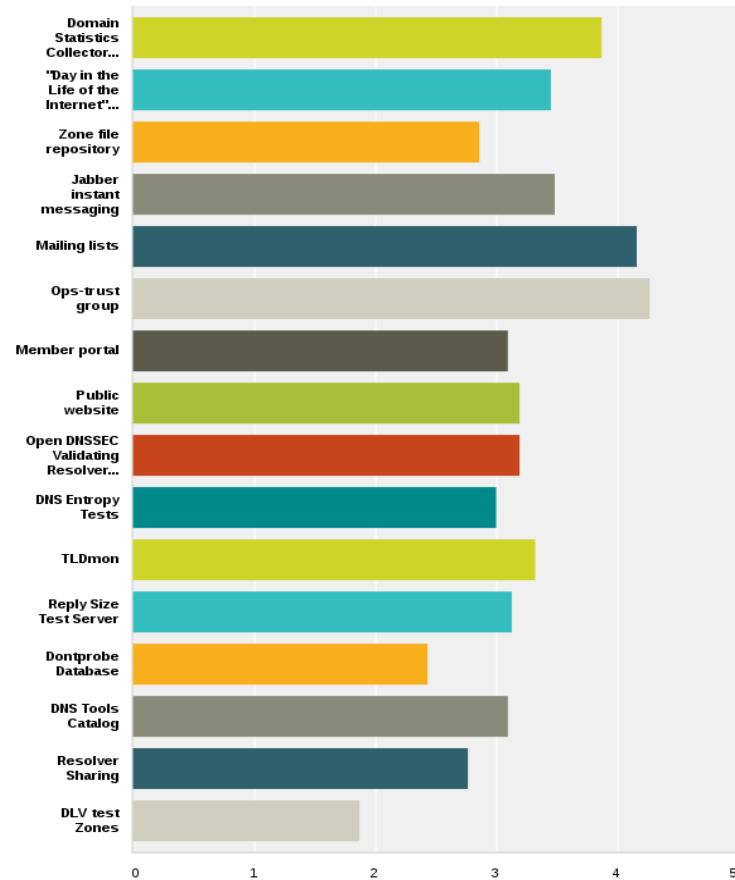
Please rank the following OARC functions in terms of importance to you: (1=most, 7=least)

Answered: 34 Skipped: 11



Please rate the following OARC services in terms of importance to you:

Answered: 31 Skipped: 14



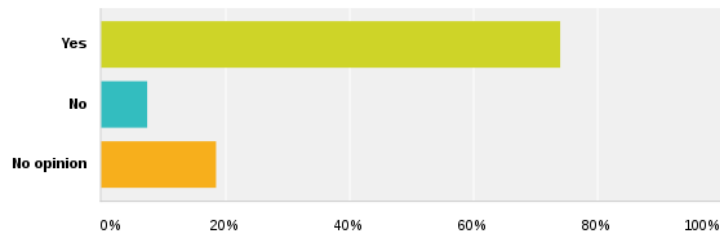
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# “Special” Membership Categories

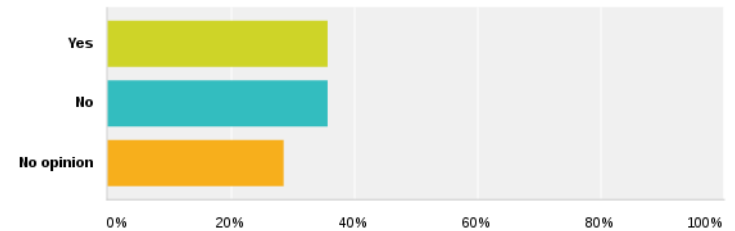
Do you think non-paying "Beneficial" members add value to OARC ?

Answered: 27 Skipped: 18



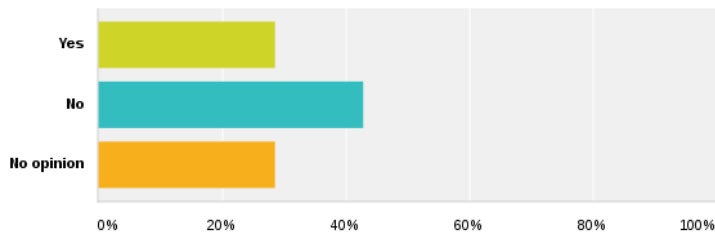
Do you think non-paying non-member Participants add value to OARC ?

Answered: 28 Skipped: 17



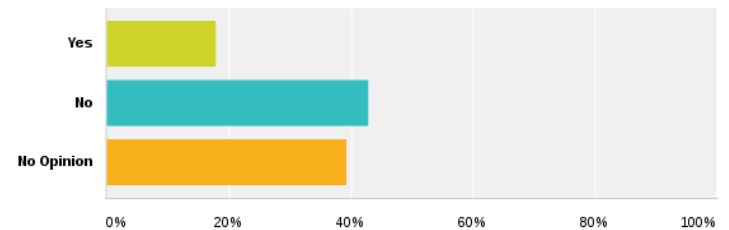
Do you think the Root Operators should have special status within OARC ?

Answered: 28 Skipped: 17



Do you think that the OARC Secretariat Provider should have a Board seat ?

Answered: 28 Skipped: 17



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# OARC Funding and Activities

- Around a dozen members each indicated they would potentially pay more to fund OARC to do new services and development projects
- Not so much interest in just increasing fees
- OARC needs to be better at what it is already doing (e.g. DSC, website/portal) before taking on new activities
- Any role in “Incident Handling” should be limited and well-defined if done at all



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# Workshops and Meetings

- These should be:
  - Twice a year
  - Of 2 days duration
  - Combined with other Internet meetings (RIPE, IETF preferred; also NANOG, ICANN)
- Aiming for Q4 2013 workshop and AGM to be co-located with NANOG59 in Arizona



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# OARC Member Satisfaction

- 36% *“Extremely Likely”* to recommend OARC to others
  - *“Already convinced” of the benefits of OARC*
  - *“More outreach to let people know it exists”*
  - *“Listen to your members and engage with them”*
  - *“Hoping it will get some new momentum”*
- Overall satisfaction rating 6.54/10
  - *“satisfactory but definite room for improvement”*



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# OARC Board Retreat



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# Board Retreat Objectives

1. A 3-5 year development plan set out in this report, for Member review
2. Some short-term achievables to demonstrate tangible progress
3. Determining sources of OARC funding, income and resource
4. Deciding whether OARC's best future path is one of steady state or growth, and if the latter, how
5. Better defining OARC's role
6. Ensuring Member engagement and outreach
7. Improve the output and visibility of workshops and meetings



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# OARC's Mission Statement

*"The Domain Name System Operations Analysis and Research Center (DNS-OARC) is a non-profit, membership organization that seeks to improve the security, stability, and understanding of the Internet's DNS infrastructure.*

*DNS-OARC's mission is: to build relationships among its community of members and facilitate an environment where information can be shared confidentially; to enable knowledge transfer by organizing workshops; to promote research with operational relevance through data collection and analysis; to increase awareness of the DNS's significance; and to offer useful, publicly available tools and services."*

- We like it and want to keep it 😊



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# OARC Development Strategy



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# The “Bootstrap” Issue

- ~1.5 FTEs total lets you run an organisation, *or* grow and develop it, but **not** both at same time
- Previous staff have struggled with this, and we remain at risk of further instability while this situation continues
- Ideally we need 4-5 FTEs for sustainable autonomy
- Organic growth (e.g. +10% revenue per year) is not sufficient to escape this
- Good news is large-scale storage hardware CapEx is a lot cheaper than it used to be
- We need to find a new path to sustainability...



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# Our “Ideal” OARC: Expenses

- Around \$400k/year running costs:
  - Infrastructure
  - Workshops, travel
  - Admin
  - Overheads
- Around \$600k/year staff costs:
  - Engineering: 2 *FTE*
  - Project Management: 1 *FTE*
  - Outreach/sales/marketing: 1 *FTE*
  - Admin/Finance: 1 *FTE*
  - Leadership: 1 *FTE*



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# Our “Ideal” OARC: Resource Growth

- Increase outreach to grow revenue by +30% for each of 3 years
  - reduce proportion of non-paying members
- Member funding of new projects/services
- Member in-kind donation of staff resources
- Meeting sponsorship
- Use some of >\$100k accumulated reserves



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# Our “Ideal” OARC: Funding

Subscriptions	\$650-700k
New Projects/Services	\$200-300k
In-kind donations	\$150k
Sponsorship	\$50k
Reserves (year 1 only)	\$0k-\$100k
<b>TOTAL</b>	<b>\$1.05M-\$1.3M</b>



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# OARC Infrastructure Re-Development

- Too much legacy hardware running too-old software with not enough TLC for too long ☹️
- We need to re-build most capability from scratch on modern platforms and migrate
- This will take time and patience, but we now have cash and manpower to do it
  - see William's presentation.... 😊



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# OARC Infrastructure Priority Goals

- Commissioning of new storage server
- Replacement of obsolescent general-purpose servers
- Complete re-implementation of OARC's website and member portal
- Automation of OARC member administration workflow
- Better support of workshops
  - via “Indico” conference management platform



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# Governance Proposals

1. Splitting the concepts of *Member* and *Participant* into separate agreements
2. Normalising the "Special" Board seats
  - convert Secretariat and Root-Ops seats to At-large
3. Ensuring greater Board candidate diversity
4. Moving the AGM date from June to Q3/Q4
5. Formally remove voting rights for Beneficial members
6. Rationalise multiple non-paying *Participant* categories into just one
7. Review of annual budget by members during Q1/2 of each year.



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# New Projects and Services

- **Focus** on possibilities which give most benefit to OARC's members and address its sustainability needs
  - seek new funding from members and other grant sources
- Next-Generation Domain Statistics Collector ("DSCng")
  - Re-start and implement development plan at:
    - <https://www.dns-oarc.net/files/dsc-plan-201102.pdf>
- DNS Benchmarking
  - needs lightweight project management framework
- Progress other projects within existing capabilities:
  - e.g. DNS Looking Glass
  - more frequent DITL collection



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# Next Steps

**1. Progress short-term achievables, including:**

- Support for the DNS looking Glass Project
- Deployment of a conference management platform for enhanced workshop support (Done !)
- Adding and refreshing some straightforward changes to website content

**2. Seek member consensus on the contents of report as a way forward**

**3. Develop a detailed business plan to achieve the "Ideal OARC" resource and revenue targets on a 2-3 year timescale**

**4. Create a framework for development Project management and funding, while using it to kick-start the DSCng and Benchmarking projects**

**5. Implement the changes to meetings lead-time, location, frequency and duration as per survey results**

**6. Conduct improved member outreach, while cleaning up the contractual relationships with non-paying members**

**7. Improve relationships with Researcher community, including potentially setting up a Scientific Committee**



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# Contacting OARC

- Member Portal:
  - <https://portal.dns-oarc.net/>
- [<admin@dns-oarc.net>](mailto:admin@dns-oarc.net) +1 650 423 1344
  - [<keith@dns-oarc.net>](mailto:keith@dns-oarc.net) +1 650 423 1348
  - [<wfms@dns-oarc.net>](mailto:wfms@dns-oarc.net) +1 650 423 1447



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