

2007/2008 Operating Plan

STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
1. Organizational excellence in Operations							
1.1 Operational performance targets for IANA							
1.1.2	Manage Number Resources						IANA
1.1.2	Manage number assignments: - IPv4 address assignments - IPv6 address assignments - AS Number assignments	Days to completion of request		Develop improved request processing tools - IPv4/IPv6 Template - IPv4/IPv6 Address Request Web Form - IPv4/IPv6 Utilization Verification Tool - Address Allocation Tool - ASN Template - ASN Request Web Form - ASN Utilization			IANA
1.1.2	Address information publication, including *.ARPA updates: - Publishing information about address allocations and assignments in a number of useful formats	Accessibility of data			Develop XML and other appropriate registry publication tools: - IP Whois - IRIS service - Bogon list service - Multicast registry data	\$65,000 for database construction (IRIS), standardized DNS checking tool, and other registry development	IANA
1.1.2	Name Management						IANA
1.1.2	Root Zone Management: - The IANA Root Zone Management function involves accepting requests for alteration of data that is stored in the DNS root zone	Days to completion of request	Improve request processing tools: - Automated Root Zone Management - Automated Statistics Generation	Improve request processing tools: - Coordinated Delegation Request Reporting	Complete the implementation of automated root zone management tools begun through relationship with NASK and use of mutually developed code and procedures.	Consulting - \$50,000 Equipment - \$30,000	IANA
1.1.2	DNS monitoring: - A comprehensive monitoring system would allow IANA to be more fully apprised of DNS availability, and proactively notify operators in the event there are problems.	Accuracy of information		Develop monitoring tool and notification system		\$5,000 for development of opt-in and notification system	IANA
1.1.2	Protocol Parameter Assignment						IANA
1.1.2	General Protocol Parameter Processing: - General protocol parameter requests can be for either numbers or names in existing registries maintained by IANA. The public submits requests for parameter registrations or assignments as needed via e-mail or template forms. After IANA verifies which parameter is being requested, and applies the appropriate validation for that registry, the parameter is registered or assigned. After the registry is updated, the requestor is notified of the registrations or assignments.	Days to completion of request		Automate where possible Develop appropriate application templates		\$20,000 for automation of confirmation messages for all protocol and parameter registries \$5,000 for web form development	IANA

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1.1.2	Matrix Maintenance <ul style="list-style-type: none"> - The IANA Matrix is an index of all the registries that IANA maintains. This includes the Protocol, the related registries, the defining RFC and the registration procedures for that registry. The Matrix is not complete at this time. IANA often receives request to update the matrix or requests for what the registration procedures are for particular registries. - For information that requestors provide for IANA to update the matrix, IANA must verify that the information is correct and then update the registry. The requestor is then informed that the update has been made. - For those inquires where a requestor is asking about the registration procedures of a registry that is in the matrix but does not have documented procedures, IANA has to work with the IESG and the IETF community to document those procedures. 	Days to completion of request	Review all RFCs for registry creation and index them on the matrix Identify all registries needing expert review and ask IESG to appoint experts	New web template form for requesting updates to matrix			IANA
1.1.2	Escalation Tracking <ul style="list-style-type: none"> - There are several types of escalations that can occur with regards to IANA requests, and each type requires some oversight and follow-through to ensure a satisfying result for IANA staff, ICANN, the requesters, and the customer groups who rely on IANA for actions. 	Appropriate fulfillment of escalation processes	Implement escalation agreements with existing customer groups	Automate escalation notices in ticketing system Tracking system for external escalations		\$10,000 RT development and reporting system on escalations	IANA
1.1.3	.INT, .ARPA Zone management and Root server data management: <ul style="list-style-type: none"> - IANA .INT Zone Management function involves accepting requests for registration or alteration of .INT domains, which are used by intergovernmental organizations created by treaties 	Days to completion of request	Improve request processing tools: - Automated Statistics Generation	Improve request processing tools: - .INT Eligibility Policy Review Arrange for a stable transfer of .ARPA from VeriSign control to ICANN control. Add DNSSEC security to the .ARPA zone, as requested by the IAB.		\$10,000 for expert analysis and report on .INT policy and proposed changes servers and appropriate connectivity \$10,000 for dnssec security implementation (including key management and signing architecture)	IANA
1.1.3	Internet Draft Review and Processing <ul style="list-style-type: none"> - IANA processes Internet drafts in four stages, Last Call, Evaluation, Approval, and RFC assignment (updating references). Each stage has distinct services associated with the process, all rely on communications between IANA, the draft authors, and the IESG. 	Timely completion of each stage of processing		Work with the IESG to integrate IANA's ticketing system and the IETF's ticketing system and document tracker. This includes exploring new ways IANA can use the IETF's I-D tracker. Create a tool that would allow the IANA staff person to update the reference in one place and have it affect everywhere it appears in the IANA registries		\$10,000 software development for updating references	IANA

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1.1.3	IANA Administration						IANA
1.1.3	Administration of IANA Staff and Processes - IANA management is responsible for ensuring that all administrative activities are performed appropriately, whether by assigning tasks to administrative personnel, or assuming those activities directly. When specific company practices are identified, IANA management supply staff with the necessary tools to follow those practices, including forms, access to software, access to online services, and access to approvals. The processes surrounding these activities are as consistent as possible to ensure that each staff member has access to the appropriate tools.	Appropriate fulfillment of administrative functions	Organize routine filing of travel, leave, and other HR related documents	Establish process for contract origination, review, and renewal			IANA
1.1.4	Reporting - IANA has outlined specific reporting goals in agreements with stakeholder groups. Public and clear presentations of data will be made available on the IANA website	Appropriate fulfillment of reporting commitments	Implement reporting agreements with existing customer groups	Automate reporting and publication of statistics	Automate information collection, reporting and publication of statistics for reporting to clients individually and reporting IANA publicly	\$10,000 RT development and reporting system on escalations	IANA
1.2. Operational performance targets for gTLD Registry tasks							
1.2	Communications						GTLT Registry
1.2	Day-to-day routine communications with registries to respond to general questions not covered in any of the above.	Conduct registry communications and					GTLT Registry
1.2	Internal Customers (e.g., regional liaisons, IANA, finance) share information about registry activities and when possible include non-registry staff in process discussions for input	Routine communications with other departments, timely and accurate completion of delegation reports, registry invoicing completed on time					GTLT Registry
1.2	Community - regular communications with general public beyond the ICANN community who are generally well informed.	Increase postings to website, ICANN blog, issuance of media advisories					GTLT Registry
1.2.1	Policy development support and inform ongoing work: Whois policy, IDN, and either policy development efforts.	Participate in policy discussions and provide feedback on draft written communications.	Develop participation methods to work toward policy that is clear and implementable.				GTLT Registry
1.2.1, 2.2.3	New Registry Services process (the funnel) - process incoming requests including: interacting with the registry operator/sponsor to ensure their application is complete and ensuring timeliness of the process are adhered to. Communicate with external groups such as RSTEP and competition authorities to inform the registry services evaluation process.	Registry service requests are completed within the time frame identified in the Policy.		Review of Registry Services Implementation - Formulate a plan to assess the effectiveness of the current implementation plan. Provide, if necessary, recommendations to the GNSO on aspects of implementation that could be affected by changes to the current policy.			GTLT Registry

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1.2.4	Contract Renewals- conduct negotiations with registry operators/sponsors to facilitate timely renewals of their agreements. This encompasses internal meeting with operations and legal staff and when necessary consulting outside legal counsel.	Timely renewal process following consistent process and resulting in consistent terms		Establish a comprehensive plan to facilitate the timely process for registry/sponsor agreement renewals. Plan would include timelines to administer process and an ICANN commitment to completion in a specified time period.			GTLD Registry
1.2.4	Contract Amendments - work with registry operators/sponsors around their submission of contract amendment language. And, facilitate process for review, posting and approval of changes in registry services.	Affected parties are engaged in the review / comment / approval process Amendments are approved in a timely manner					GTLD Registry
1.3 Operational performance targets for gTLD Registrar tasks:							
1.3.1	Information Management						Registrar Liaison
1.3.1	Provide information management tools to allow internal and external stakeholders access to registrar information.	Achieve appropriate enrollment/participation by registrars	Design and implementation of registrar database (RADAR - phase I)				Registrar Liaison
1.3.1	Create online knowledge base to allow users to resolve domain name problems in real time.			ICANN FAQ revision			Registrar Liaison
1.3.2	Customer Service						Registrar Liaison
1.3.2	Identify customers and provide timely support and access to information. Customers include: 1) registrars, 2) registrants, 3) Board members, staff and volunteers.	Communicate in a timely and appropriate manner	Augment FAQ's and implement other measures to provide access to information; help educate community about ICANN's role and ICANN's enforcement of scope limitations.				Registrar Liaison
1.3.2	Provide registrars with access to billing and other relevant registrar account information in real time.	Implement tool that is used and is routinely updated in accordance with feedback.		Implement the final phase of the registrar database project that enables (essentially) registrars real-time access to accounting and statistical information pertaining to their accreditation (RADAR - phase III)	Complete registrar database implementation providing for registrar access to the database to view their specific information and also providing for automated accreditation application renewal/submission	Incremental staffing requirement Consulting/professional services	Registrar Liaison
1.3.2	Maintain blog for accredited registrars and contribute to general ICANN blog			Regbits			Registrar Liaison
1.3.3	Accreditation						Registrar Liaison
1.3.3	Process registrar requests in timely, consistent, predictable manner in accordance with published processes: 1- accreditation applications 2- renewal applications 3- assignment applications 4- updates to contact information 5- accreditation in new TLDs	Applications should be approved within 30 days (excluding time taken by applicant to respond to inquiries). Other requests should be approved in a timely, consistent manner.	Revise accreditation applications and automate application and information-management processes through web-based interface.				Registrar Liaison

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1.3.3	Maintain accreditation procedures and standards that promote competition and choice for consumers while ensuring ongoing DNS stability and security.	Adoption of new programs to highlight the value of the accreditation process.	Continue working with registrars and the community to develop processes promoting standards applicable areas.	Discuss and potentially develop registrar programs for: 1. rating of registrars 2. affiliated registrars / group ownership 3. layered responses / additional compliance enforcement tools 4. registrar operator skill testing 5. "backdoor" accreditations 6. proxy registration 7. reseller liability under RAA or otherwise			Registrar Liaison
1.3.4	Outreach						Registrar Liaison
1.3.4	Promote greater interaction with community to inform decision-making.	Meet with registrars, dispute providers, and other relevant interests	Plan and conduct workshops to inform community about current marketplace issues.				Registrar Liaison
1.3.4, 4.1	Outreach - routine communication with constituencies to foster global participation in ICANN process. Outreach may come in the form of registry visits, regional registry/registrar gatherings or at other industry events.	Inform constituencies/qualitative response from program participants	Registry-Registrar Outreach - Enhanced registrar/registry partnerships through regional workshops and through enhanced communication and reporting				GTLD Registry
1.3.5	Policy Development and Implementation Support						Registrar Liaison
1.3.5	Whois policy: support development and implementation.	Work to facilitate and implement policies as adopted	Develop and implement procedure for implementation of Whois/privacy law conflicts policy	Advise ICANN policy staff and Whois working group of practical effects of new Whois policy.			Registrar Liaison
1.3.5		Work to facilitate policy developed by supporting organizations					Registrar Liaison
1.3.5	Review existing policies for effectiveness	Reports field; implementation of GSNO recommendation for improvement	Contribute to review of Inter-Registrar Transfer Policy by working group.				Registrar Liaison
1.4 Contractual compliance:							
1.4	Complaint Analysis						Contractual Compliance
1.4	Analyze complaint data to assess trends and determine if compliance action is needed.	Timely responses transmitted to registrants and complaint statistics maintained	Continual improvement of contractual compliance program	Implement a process for centralizing questions and complaints to provide consistent, timely responses and collect meaningful statistics. Develop/Purchase Customer Service Software that economically centralizes complaint intake and maintains complaint statistics.	Development & implementation of a centralized process for receipt and analysis of complaints: direct non-contractual compliance complaints outside ICANN as appropriate; provide tools for consumers to help them direct complaints appropriately; analyze and report on complaint management activities; react to compliance issues in a timely, firm manner.	Incremental staffing requirement \$25,000 Software	Contractual Compliance
1.4	Investigate, research and address compliance issues to ensure appropriate action is taken by ICANN.	Timely actions taken regarding compliance matters	Continued implementation and formalization of the contractual compliance function. Develop internal processes and procedures for addressing compliance issues and complaints				Contractual Compliance

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1.4	Consistently apply standards for considering and potentially escalating complaints and claimed compliance issues.	Procedure documents with process maps published	Publish procedures and process maps of complaint handling and escalation procedures.				Contractual Compliance
1.4	Conduct registrar and registry audits to determine if parties are in compliance with ICANN agreements.	Report regarding audit findings	Reports as called for in plan; publication of meaningful findings				Contractual Compliance
1.4	Conduct consumer complaint training for staff to ensure consistent handling of complaints.	Training sessions held					Contractual Compliance
1.4	Communications						Contractual Compliance
1.4	Manage compliance related communications to ensure that the Internet community is informed regarding compliance activities and work.	Participation in meetings, conferences and ICANN events; Keep website updated	Continual improvement of contractual compliance program				Contractual Compliance
1.4	Publish consistent reports to inform the public regarding compliance activities	Completion of WDPR, WDRP findings, semi annual compliance reports	Continual improvement of contractual compliance program				Contractual Compliance
1.4.2	Provide timely support for initial compliance complaints	Communicate and investigate where appropriate in a timely manner	Implement methodology and timing for identifying potential compliance matters and referral to compliance function.				Registrar Liaison
1.5 Making use of the contacts made to ICANN by registrants and end-users, establish processes and collect data in order to effectively provide complainants with proper direction, collect and analyse data to recognize trends and identify potential problems areas associated with ICANN's technical coordination role, and inform the community of this information.							
1.5	Provide timely support for transfer questions	Communicate in a timely and appropriate manner that supports the policy and facilitates transfers.					Registrar Liaison
1.6 Continue to facilitate the deployment of Internationalised Domain Names (IDNs) by creating forums for exchange of information, integrating the technical, policy, government-related and communications aspects into a program plan, and through collaboration, execute according to the plan objectives.							
1.6	Information Inflow - Collect information and knowledge about IDN activities from: (i) regional activities and other events (ii) gTLD constituency groups (iii) advisory committees (iv) ccNSO and ccTLD registries (v) technical community (vi) linguistic information (vii) UNESCO	Information on decisions and processes for the deployment of IDNs					IDN
1.6	Information Outflow - Communicate information regarding IDN to active groups: (i) application developers (ii) IDN workshops and educational sessions (iii) policy development bodies (iv) technical community	The IDN project provides adequate information for volunteers to participate in the IDN program					IDN

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1.6	Facilitate, support, and coordinate the revision and development of technical documents: - IDN Guidelines and Best Current Practices - IDNA protocol revision	IDNA protocol documentation finalized Guidelines transformed into Best Current Practices Standard implementation of IDNs across TLDs preventing user confusion			Revision of the IDN Guidelines into a Best Current Practice format to enable broader usage across TLD registries when implementing IDNs. IDNA Protocol Revision based on experience with implementation of IDNs at the second and lower levels of TLD registries and within software applications, to make the protocol non-dependant on the Unicode versions and well as fix any issues found with the existing protocol	Incremental staffing requirement Consulting - \$50K Travel -\$50K Other - \$2K, software	IDN
1.6	Support IDN regional activities such as: - development of event agenda - recommendation for speakers and topics - encourage ICANN-wide staff participation	Community educated on what IDNs do and do not resolve, networking, sharing experience, multistakeholder participation			IDN Outreach and Communication to facilitate a better overview of IDN activities; better understanding of IDNs globally (what issues IDNs do and do not resolve); provide a support mechanism to those stakeholders that actively support the continued development of IDNs and related areas in the internationalization efforts of the Internet.	Incremental staffing requirement Consulting - \$50K Travel -\$190K Other - \$70K, translation	IDN
1.6	Deploy and Allocate internationalized TLDs - synthesizing results from all IDN projects - developing a plan for including such results in the process for new gTLDs - implementation of and open RFP for new gTLDs include IDN	Internationalized TLDs inserted in the root zone			Deployment of internationalized TLDs. After completion of other IDN efforts, develop and execute project to fully deploy IDN TLDs	Incremental staffing requirement Consulting - \$30K Travel -\$30K	IDN
1.6	Lead and conduct technical tests, verifying that IDN TLDs can be inserted in root zone with no stability and security issues	Announcement that internationalized TLDs can be deployed safely with no security and stability issues			IDN Technical Tests demonstrate that internationalized TLDs can be inserted in the DNS with no damaging effect to current level of operation	Incremental staffing requirement Consulting - \$30K Travel -\$10K	IDN
1.6	Support IDN Policy Development - providing staff support to the IDN working groups within SO/AC's - participating in face-to-face meetings/constituency meetings - ensuring that adequate expert advice is provided	Development of consensus policies for the introduction of internationalized TLDs			IDN Policy; review, support and potential development/solution of IDN policy issues.	Incremental staffing requirement Consulting - \$30K Travel -\$30K Other - NA	IDN
1.6	Support SSAC Study - coordination of the planning and execution phase for the SSAC study with the other projects within the Program Plan. - ensuring convergence between IDN projects - ensure that results are included in the IDN Program projects	Publication of an SSAC IDN Study report			Support the IDN study by SSAC addressing specific stability and security issues associated with and arising from the potential deployment of IDNs	FTE - .5FTE Consulting - \$120K Travel -\$20K for 2trips Other - NA	IDN

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1.6	Manage and continue to develop and promote usage of the IANA Repository - revising the repository based on policy and process recommendations from other Din projects, such as for example the revision of the IDN Guidelines which creates the basis of the repository - managing requests received from TLD registries by publishing these in the online archive - promoting usage of the repository across all TLD registries in order to create a single repository of shared information necessary for TLD registries in their implementation of IDNs	Submitted variant tables are published within the provided time limit. Functionality is updated as requested with no delay.	IANA Repository is established and maintained that provides a single area for sharing information about TLD registries IDN practices and policies.				IDN
1.7 Continue the execution of the strategy to designate new gTLDs. Complete the policy development process and implement the resulting policy.							
1.2.3, 1.7, 2.2.3	Policy Development						GTLD Registry
1.2.3, 1.7, 2.2.3	Policy Development support and implementation - support and inform the gTLD policy development process by attending GNSO meetings in-person, responding to email requests in a timely manner for input/feedback on draft policy guidelines and attending teleconference calls and responding to inquiries.	Approved gTLD deployment policy generated is implementable and process schedule is on time.			Deployment of new gTLDs - Pending the finalization of the PDP on introduction of new gTLDs, ICANN will be implementing the consensus policy that the GNSO develops. Policy questions that will affect the implementation of this policy are: selection criteria, allocation method, and contractual policy related topics. After successful implementation of the policy, interested applicants will be able to submit their proposals to ICANN for introduction of new gTLDs.	Incremental staffing requirement Consultants \$3.7MM Travel \$155,100 Other (inc. media buys) \$1,139,600	GTLD Registry
1.8 Build on previous hardening of the L-root server. Establish performance targets and measure performance against them to ensure ongoing stable operations; encourage geographical diversity of the L-root server in regional areas.							
1.8	Server Administration						Technical Operations
1.8	Ensure that ICANN's server farm is current and supports ICANN's business needs. Monitor system performance and ensure adequate data capacity.	Percent availability and Operating System revision level	Rollout of monitoring software Development of IT procedure manual			\$25K Equipment and software Cost (monitoring)	Technical Operations
1.8	L-Root Rollout - build redundancy in L-Root infrastructure	Percent availability			NOC Implementation for L-Root Servers - Monitor health and welfare of L-Root servers to ensure proper operation	\$600K Equipment Cost (L-Root)	Technical Operations
1.9 Continue to implement best practice project management processes to:							
1.9	Prepare project cost reports that are designed to enhance the project management process.	Content needs to be identified, implemented and communicated to staff and Board	Project cost reporting	Support project management department in improving reporting tools			Finance
1.9.1	Evaluate and strengthen existing tools as well as introduction of new tools						Project Management
1.9.1-1, 1.9.2-2,	Provide quality control oversight to project portfolio information	List quality checkpoints and score compliance					Project Management
1.9.1-2, 1.9.1-3	Manage the established ICANN Governance Process inclusive of scope, schedule and budget to ensure that pre-established criteria is met before execution of a project begins	Throughput of charters via number of days or weeks Grade quality of charters with alignment to operating objectives and deliverables					Project Management

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1.9.1-2,1.9.1-3	Be a resource/service for all departments, providing current portfolio information, as well as project management process	Study request and types of requests					Project Management
1.9.1-2,1.9.1-3	Establish and maintain the PM wiki to be a central repository for the ICANN PM standards, forms, individual portfolio information and status updates	Track utilization by number of hits and content volume Score the completeness and timeliness of individual project content					Project Management
1.9.1-2,1.9.1-3	Skill Enhancement						Project Management
1.9.1-2,1.9.1-3	Expand ICANN's Project Management skills by mentoring and training of staff					Incremental staffing requirement Consulting - \$66K (PM Solutions of Risk and Communication)	Project Management
1.9.1-2,1.9.1-3	Utilize cost, risk and/or change management tools which are not currently in use	Track education efforts and attendance		Roll-Out Change Management System and incorporate Cost, Risk and Change Management into reporting		Consulting - \$76K	Project Management
1.9.1-2,1.9.1-3	Increase and broaden PM talent base to better utilize ICANN Staff	Test skill level Set targets for PMI participation		PMI test of skill level of internal staff to show improved understanding of the scope, schedule and budget to complete a Project		Consulting - \$ 31.5 K PO Assessment by PM Solutions	Project Management
1.9.1-4	Portfolio Management						Project Management
1.9.1-4	Create a centralized and coordinated Project Portfolio within ICANN	Tracking projects through the approval process including the time between steps		Information Management - Set up a method and system to keep information centralized and provide channel for open communication. Develop a flow chart to reflect communication process (when and where)		Incremental staffing requirement Consulting - \$6K Other -\$20k Software and server	Project Management
1.9.1-4	Process Improvement						Project Management
1.9.1-4	Improve Project Management processes and methodologies towards Best Practices within ICANN	Improve Company PMI skill level from a Level 1 to Level 2 Improve utilization and knowledge of PM Process and methodology				Incremental staffing requirement Consulting	Project Management
1.9.1-4	Increase utilization and expansion of PM practices (Includes forms, reports, software i.e. Project Insight or other) by staff	List practices and grade usage by staff		Implement and provide training and utilization of a PM tool (Project Insight or other)		Consulting - \$66K (Scheduling) Other -\$25 K Software	Project Management
1.9.1-4	Expand Management knowledge base and understanding of the PM process along with PM staff	More effective identification of project milestones and deliverables		Implement a PMI test of skill level of internal staff and ICANN Overall		Consulting - \$ 30 K (PMI Competency Assessment by PM Solutions)	Project Management
1.9.4	Reporting						Project Management
1.9.4	Refine reporting on ICANN Project Portfolio			Improve Reporting tools for both external and internal use		Incremental staffing requirement Consulting - \$20K	Project Management
1.9.4	Internal - Consistent and accurate monthly review of project progress on cost, scope and schedule	Level of completion and timeliness by project					Project Management

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1.9.4	External - Provide detailed periodic communications on portfolio progress to assist with goal of accountability and transparency	Track compliance, quality and timeliness of reporting					Project Management
1.10 Procedures for dealing with emergency situations and potential business failure of key operational entities:							
1.10.1	Security and Stability						Registrar Liaison
1.10.1	Operationalize registrar data escrow program	Build and test data escrow infrastructure in accordance with project planning documents. Enroll all registrars in data escrow program within one year of commencement.	Install and operate the infrastructure needed to escrow data or contract with an outside entity to provide technical infrastructure.		Develop and operate registrar data escrow program and document registrar failover plan.	Incremental staffing requirement \$50K (consultant) + \$400k annual operating cost (as determined by project analysis)	Registrar Liaison
1.10.1	Facilitate and coordinate processes that affect the security & stability of the Internet as it pertains to registrant protection						GTLD Registry
1.10.1	Registry Failover - study what systems registries have in place in the event their main network operations center fails and use that information to inform the registry failover plan; study current data escrow requirements and how they could be improved; survey registries about their data escrow practices: Summarize the above information into a registry failover plan.	Failover plan developed (including data escrow provisions) and deployed per community collaboration and recommendations of ICANN Board			Establish a comprehensive plan to be followed in the event of financial, technical, or business failure of a registry operator, including full compliance with data escrow requirements and recovery testing.	Incremental staffing requirement Consultants \$25,000 Travel \$5,000 Other \$10,000	GTLD Registry
1.10.2	Maintain and follow a clear process for allocation of domain names in the event of registrar failure where the failing registrar cannot complete an approved bulk transfer.	Bulk transfer of names addressing preserving registrant rights	Develop a registrar failover process map for resolving issues arising out of registrar operational failures.				Registrar Liaison
1.10.2	Service Security Periodically assess security levels of various business-critical ICANN services, and recommend remediation actions where necessary			Various security assessments and implementation plans for key ICANN services		\$60K for analysis and plan	Security
1.10.2	Traveler Security						Security
1.10.2	Provide security information to travelers and relevant ICANN meetings	Lack of security issues Informed decision-making Enhanced traveler confidence		Design and deliver training materials Determine process for security input into various ICANN committees		Incremental staffing requirement	Security
1.10.2	Provide crisis management roadmap for ICANN travelers in need	Plan exists and is being followed for personal and data security issues while traveling Adherence to plan		Create and implement a plan for traveling employees that would include training and process for handling crisis (including personal and data/computer issues)		Incremental staffing requirement	Security
1.10.2	Infrastructure Security Provide security assessments and remediation plans to ICANN's system infrastructure Provide security inputs for disaster and recovery planning	Threats to ICANN's infrastructure are identified and remediate Security threats identified through monitoring systems wherever possible Adherence to security plan for disaster recovery and business continuity		Create site security plan Provide security inputs to Disaster recovery and Business Continuity plan		As determined by plan	Security

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1.11 Further improve accountability of the operating planning and the budget process and ensure a level of revenue appropriate for ICANN mission and objectives:							
1.11	Reporting						Finance
1.11	Prepare timely and accurate financial reports	Accurate reports delivered at promised intervals		Design and implement software bridges to accounting software and other databases (e.g.RADAR) Evaluate/identify and implement an upgraded alternate financial reporting package		Consulting - \$100K Software \$5K Consulting - \$20K (Fund software implementation post-evaluation)	Finance
1.11	Prepare meaningful monthly department management reports	Timeliness and accuracy of reports					Finance
1.11	Prepare monthly financial statements in accordance with GAAP.	Timeliness and accuracy; clean audit opinion issued on timely basis					Finance
1.11	Design and implement meaningful financial reports for the Board.	Timeliness and accuracy of reports					Finance
1.11	Accounts Payable Services Maintain an accounts payable processing system which complies with business standards.	Track number of days from receipt to payment and coding accuracy		Establish expense policies for staff and non-staff Establish payment turnaround times for various classes of payables			Finance
1.11	Billing Services Implement accounts receivable billing and collection practices in accordance with contract terms and business practices	Track timeliness of billing and collection efforts					Finance
1.11	Expense Control Identify key expense areas for focused control efforts	Measure cost per unit on a comparative basis: travel; employee benefits; internet connectivity; computer supplies		Establish policies for incurring expenses in top expense categories Review vendor selection in top expense categories			Finance
1.11	Cash Management Effectively manage cash resources to generate ICANN income consistent with investment policies	Measure revenue from non-customer sources on a comparative basis		Establish investment policy consistent with ICANNs mission and strategic plan			Finance
1.11	Network Management						Technical Operations
1.11	Ensure that WANs, LANs, and Internet networks are current and available to support ICANN's business needs. Monitor network performance.	Percent availability and network quality Compliant with ICANN security standards		RSA Rollout		\$50K Implementation and administrative cost	Technical Operations
1.12 Improve response to requests for technical advice							
	Referr to 1.11 above						
1.13 Maintain and improve internal Information Technology infrastructure used to support critical ICANN operations (eg ICANN staff, meetings, publishing services)							
1.13	IT Infrastructure						Technical Operations
1.13	Providing an IT environment adequate for provisioning basic business services at a necessary level of availability and security	Compliance with IT Strategic Plan Measured availability Consistent with security plan	GroupWise Calendar Rollout		Data Center Co-lo to provide improved security in a computer operations environment	\$200K Equipment Cost	Technical Operations
1.13					Avaya Phone System - Provide out of the box functionality to meet business needs	\$120K Equipment and installation for MdR, Brussels, Sydney	Technical Operations
1.13	Application Development/Support						Technical Operations

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
1.13	Meet ICANN business needs through the implementation of effective and efficient business systems. Support business systems to ensure maximum up time.	External customer satisfaction Internal customer satisfaction System availability	One on One System, Dashboard, ticketing system		Document Management System - Provide centralized document repository to enable easy document storage and retrieval.	\$180K Application and Maintenance	Technical Operations
1.13,1.11					Financial System - Provide more robust Financial systems to support ICANN's growth	\$300K Application and Maintenance	Technical Operations
1.13, 1.9					Project Management Software Tool - Centralized system for portfolio management, resource analysis	\$25K Application and Maintenance	Technical Operations
1.13					Customer Relations Management System - Provide consolidated CRM to more effectively manage customer expectations and provide relative metrics for enhancing business performance.	\$300K Application and Maintenance	Technical Operations
1.13	Resiliency Plan						Technical Operations
1.13	Prepare and implement a initial level resiliency plan in case of a disaster Refine plan for 2007/2008 capabilities and beyond	Key capabilities implemented per plan	Continue execution of contingency plan. Ensure continuation of operations during physical or business interruption of ICANN operations including: providing and maintaining appropriate infrastructure and executing business backup arrangements.		Storage Area Network - Provide for improved data backup to ensure business continuity. Phase one is centralize key data storage to implement a redundant system.	\$600K Equipment Cost	Technical Operations
1.13, 1.11	Technical Support						Technical Operations
1.13, 1.11	Providing end user assistance to resolve computer issues, building/delivering new systems, supporting peripheral devices. Perform proactive resource planning and preventative maintenance.	Mean time-to-resolution Open ticket backlog	Implementation of Help Desk application Development of IT end user services handbook		Equipment Inventory - Inventory and tag ICANN assets. Track assets in asset management database Apple Backup System - Provide automated backup for Macs to protect data resources	\$25K Software Cost \$14.825K Equipment Cost	Technical Operations
1.14 Develop and implement a workforce planning methodology for ICANN staff to attract and retain high quality staff. Implement a workforce planning methodology, develop and improve recruitment and retention processes, improve performance metrics, monitor against turnover targets.							
1.14	Performance Management Drive and communicate the performance management system	Performance expectations and results communicated to all employees Create/enhance results-oriented culture		Improved 1:1 software tool to provide work planning and consistent, timely performance feedback		Software enhancements to existing system \$10,000	Human Resources
1.14	Employee Relations						Human Resources
1.14	Employment support mechanisms for ICANN staff world-wide	All staff engaged with ICANN on a basis that is consistent across the world, compliant with local customs and laws and that will attract and retain excellent staff		Consulting with respect to ex-pat and in-pat implementation; International employment practices		Consulting services of approximately \$75K (scaled to international hiring needs)	Human Resources
1.14	Employee Relations - Deal with employee concerns and issues as they arise	Early warning on trends in employee issues Resolving difficulties before they become compliance issues					Human Resources
1.14	Employee morale	Appropriate turnover Employee satisfaction (perhaps measured by sick days, other proxy measures)					Human Resources

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
1.14	Employment Compliance	Perform training to staff and management on HR topics as required by ICANN policy and law					Human Resources
1.14	Recruitment	Cost effective and timely recruiting Cost/hire Average duration of open job by job classification					Human Resources
1.15 The challenges posed by growth are significant. They must be given high priority if ICANN is to remain effective while facing the organization and operation issues posed by the managing this great amount of change. Monitor workloads, and analyse implications of increased demand on ICANN operations and policy processes. Identify and develop ways of improving scalability and achieving or deriving economies of scale for operations and policy development support. Use previous experience to develop staff requirements.							
1.15	Manage Administrative Function						Meetings and Admin
1.15	Maintain office environment in Marina del Rey and other ICANN sites			Review ICANN facilities for cost effectiveness and efficiency; make recommendations Determine what level of administrative functions (IT support, reception, etc.) need to exist at each site			Meetings and Admin

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
2. Organizational excellence in Policy Development							
2.1 Undertake research and publish papers (with translations where appropriate) to help the community better understand technical issues, economic issues, user and registrant needs, market expectations and behaviour, business models and the implications of these factors on ICANN policy development, and also the implications of ICANN policies on Internet users							
2.1	Participation in and information regarding policy development	Participation in Meetings, Conferences and ICANN events Improve input to policy process, increased participation					Global Partnership
2.1	Provide timely support concerning UDRP matters to dispute providers, registrars, and other UDRP stakeholders.	Communicate in a timely and appropriate manner. Assure adequate regional access to UDRP providers		Commence UDRP Provider application process to ensure regional support.			Registrar Liaison
2.1, 2.2.1	Whois Support Whois policy activities to pass new rules guiding Whois services	Policy development process concluded			WhoIs PDP project - through appropriate collaboration, facilitate successful conclusion of policy development process considering potential changes to Whois policy	Incremental staffing requirement	Policy Development
2.1, 2.2.1	New TLDs Support New TLDs policy activities to support introduction of new TLDs	Policy development process concluded			New TLD project - facilitate completion new GTLD policy development process through collaboration of appropriate Supporting Organizations and Advisory Committees and ICANN staff participation	Incremental staffing requirement	Policy Development
2.1, 2.2.1	New Policy Initiatives Support other policy development initiative as they arise	Policy development process concluded				Incremental staffing requirement	Policy Development
2.1, 2.2.2	Economic and Market Analysis Provide capacity to support consideration of economic, consumer, market and business issues through engagement of expertise in economics & statistics	Economic consulting firm/economist/statistician engaged; assess work by surveying "customers"	Understand and communicate to community regarding issues of DNS market behavior; provide economic & statistical expertise for introduction of new TLDs	Assess study results and inform policy development work and other ICANN efforts.		Incremental staffing requirement	Policy Development
2.1, 2.2.2	Communication Provide effective communication to ensure stakeholder awareness of/engagement in policy development efforts	Increased stakeholder comments on policy development activities, and increased participation in forums, workshops	Improve GNSO and ccNSO websites and on line comment forums	Assess efficacy of improvements through public feedback to inform next round of changes to facilitate understanding and addresses suggestions		Incremental staffing requirement	Policy Development
2.1, 2.2.3	Major Policy Development Programs						Policy Development
2.1, 2.2.3	IDNs Support IDN policy activities to advance introduction of IDNs	Policy issues identified, recommendations agreed upon	Support IDN policy activities in order to facilitate successful completion of the process			Incremental staffing requirement	Policy Development
2.1, 2.2.3	Provide online collaboration tools to increase effectiveness of policy development efforts outside of ICANN meetings	Tools selected, implemented, assessed to document increase in productivity of policy development groups	Survey needs, create selection & implement-action plan	Implement collaboration tools; test; assess utility and report on improvements realized		Software tools support \$100K Incremental staffing requirement	Policy Development
2.2 Improve the efficiency and effectiveness of Supporting Organizations and Advisory Committees							
2.2.2, 2.2.7	Meeting/Travel Support						Policy Development
2.2.2, 2.2.7	Provide support to enable inter-sessional meetings to advance policy activities, and ensure participation of leadership	Meetings successfully held with marked advancement of policy activities	Develop and implement process and policies for providing travel support that result in improved participation in Policy Development process			Incremental staffing requirement	Policy Development

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
2.2.7, 2.2.6	Improvement of Processes						Policy Development
2.2.7, 2.2.6	Review Program Implement regular review program for ICANN organizations and committees; specifically for GNSO, NomCom, ALAC, RSSAC and the ICANN BOARD	Review programs completed per process and project definition Satisfaction that reviews were well-performed and results are useful			Supporting Organization and Advisory Committee review program: conduct independent reviews and implement selected recommendations as determined by ICANN and the community to increase the significance of these organization in the ICANN model	Incremental staff and consulting determined by project requirements	Policy Development
2.2.7, 2.2.6	Change Implementation As determined through review program, work with organizations and committees to implement Board-approved changes	Improvements agreed to and implemented			Implementation of Supporting Organization and Advisory Committee review program	(As above)	Policy Development

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
3. Increase international participation in ICANN and the use of the Internet system of unique identifiers							
3.1 Improve the ability of stakeholders to participate in ICANN processes							
3,4	Work with cc managers, local Internet communities and regional organizations across all regions to facilitate understanding regarding ccTLD management issues	Increased understanding of ccTLD-related services and processes and handling of queries					Global Partnership
3,4	ICANN process information, and participation levels	Increased understanding of how to participate in ICANN, improved communication to governments, increased feedback from regions					Global Partnership
3.2 Work with the community to redesign ICANN business and policy development support practices and processes to meet the needs of a global audience							
3.2	Information Flow Improve, deepen and facilitate the flow of information to and from ICANN and the regions						Global Partnership
3.3 In each region, work with country code TLD managers and operators, local Internet communities (including governments, private sector and civil society) and regional organizations to develop and monitor outreach programs for their region to improve capabilities in IP address, domain name and root management services							
3,4	Engaging Governments						Global Partnership
3,4	Liaise with GAC	Increased government participation Growth and improvement of GAC					Global Partnership
3.4 Conduct outreach and education regarding the planned deployment of IDN TLDs. Support ccNSO policy development efforts so that ccTLDs can realize benefits of this development							
3.4,1.6	IDN-related information	Development of informed decisions and processes for the deployment of IDNs Increased IDN outreach capacity	IDN outreach and Regional Liaison training			Travel & Training support -\$200K	Global Partnership
3.5 Encourage ccTLD participation in the ccNSO							
3,4	Monitor and Provide Internet governance discussion support in various arenas						Global Partnership
3,4	IGF OECD ITU	Participation in discussions Quality of engagement					Global Partnership

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
4. Increase participation in and efficiency of the ICANN multi-stakeholder environment							
4.1 Improve and deepen participation in the ICANN process by stakeholders							
4.1	Implement Developing Country Participation Model	Increase number of new participants from developing countries at ICANN meetings			Fellowship program	Travel -\$400K Incremental staffing requirement	Global Partnership
4.1.3	Meetings Management						Meetings and Admin
4.1.3	Plan and support effective ICANN meetings	Participation Attendee satisfaction Effective content planning Cost/attendee	Meetings improvement Consideration of back-up sites Consideration of new location selection models				Meetings and Admin
4.1.3	Plan and support Board retreats						Meetings and Admin
4.1.3	Plan and Support SO and AC inter-sessional meetings	Participation		Consideration and implementation			Meetings and Admin
4.1.3	Find meeting sponsors where appropriate						Meetings and Admin
4.1.3	Inform meeting decisions with ongoing, forward-looking meeting strategy						Meetings and Admin
4.2 Conduct a review of the Nominating Committee and implement recommendations to improve ICANN's ability to recruit for key leadership positions							
4.1.1-3	Support for At-Large						Policy Development
4.1.1-3	Support ALS recruitment, RALO establishment, At-Large communication and out-reach, and policy support to increase involvement of individual Internet user community	ALS numbers increased	Improve and deepen participation in the ICANN process of end users by the establishment of RALOs, translation efforts and other outreach			Incremental staffing requirement	Policy Development
4.3 Implement and refine a communications plan that clearly explains ICANN's mission and communicates ICANN's activities and achievements							
4.3	Accountability/ Transparency						Communications
4.3	Provide access to ICANN discussions and processes by improving ICANN's web site and other on line access points.	Statistics on use and access of website Verbal and written feedback on new navigation.	Develop mechanism to report on ICANN openness and transparency, inclusiveness, multilateral and multi-stakeholder environment. Transparency project (including publication of minutes, ICANN processes) Evolve and enhance the Web sites and continue to implement broadcast information dissemination tools.		Develop content management system	Consulting for backend development (Costs for software and hardware captured in IT budget)	Communications
4.3	Develop on line tools and manage for increased community dialogue	Creation and management of blogs				Incremental staffing requirement	Communications
4.3	Production of materials for information purposes, access and clarity	Production of fact sheets on topics requested by community and identified by ICANN staff Virtual Town hall meetings Targeted newsletters				\$20K for software tools	Communications
4.3	Development, presentation, archiving and management of various documents in particular presentations by staff	Development of one place on website where ICANN presentations can be found Clear archiving of materials after public exposure	Create process for routinely capturing and archiving information, data and issues as they are developed. This includes Data retention development of tools - wiki + intranet program developed by General Manager Public Participation				Communications

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
4.3	Arrange and host ICANN outreach activities in association with Global Partnerships	Meetings with constituencies and users Improved two-way communication flow					Communications
4.3	Media and Internal						Communications
4.3	Provide media advice and support to ICANN Board and staff	ICANN represented accurately and fairly in the media				Travel and consulting costs	Communications
4.3	Improve Internal communications amongst ICANN staff through mechanisms that take account of ICANN's global remit across different time zones	Regular staff and other meetings to include input from CEO and non-US based staff					Communications
4. 4 Implement a program to enhance and develop relevant skills and knowledge in existing participants and in the next generation of ICANN leadership							
	Referr to 4.3 above						
4.5 Develop and implement a knowledge management program to institutionalize corporate memory and communicate core ICANN value							
4.5	Knowledge Management Develop a program to institutionalize corporate memory and communicate core ICANN values	Accurate and timely access to information from around the world Process implemented for routinely capturing and archiving information, data and issues as they are developed.					Global Partnership
4.5	Central Filing System	Creation of Document Retention and Tracking Metrics	Commenced and rolling	Needs to be staffed and automated where possible	Significantly reduce substantial risk to organization		Legal
4.5	Document Retention Policy	Reformulate, Distribute and Implement	Limited use policy	Revise Policy and Formalize New Policy	Significantly reduce risk to organization		Legal
4.6 Strengthen relationships with key partners as needed to assist ICANN in carrying out its mission, including through existing mechanisms and forums. Specifically acknowledge and identify the role of technical, policy making, advisory, governmental, regional, service and educational groups with whom ICANN partners as the first step toward increasing participation in the ICANN model							
4.7 Identify key forums with which ICANN should interact with							
4.6, 4.7	Engage with relevant organizations to facilitate ICANN mission						Global Partnership
4.6, 4.7	Strengthen relationships with key NGO partners that can assist ICANN and provide for ICANN education efforts	Sign MoUs with relevant organizations					Global Partnership
4.6, 4.7	Continue to develop partnerships with ccTLDs to facilitate aspects of ICANNs mission: stability & security; and encouraging global stakeholder participation.	Sign agreements with ccTLDs					Global Partnership

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STRAT PLAN REF	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	DEPT
5. Complete transition of technical coordination of the Internet's system of unique identifiers							
5.1 Perform ICANN's obligations described in the Joint Project Agreement and continue to perform ICANN's mission as originally defined, taking account of the aspirations of the developing world							
5.1	Internal Services	Provide full support to all departments / Create Tracking metrics	Implementing direct contacts	Creation of database from ticketing system	Introduction and improvement of metrics; providing additional level of management oversight		Legal
5.2 Through the GAC, involve governments in the transition planning.							
3,4,5	Conduct outreach Meetings with governments	Number of outreach meetings with government representatives					Global Partnership
5.3. Formalize relationships with ICANN stakeholder groups.							
	Referr to 4.3 above						
5.4 Maintain close contact with key stakeholders to define progress steps to transition to private sector management of the Internet system of unique identifiers							
5.4	Provide Staff support for the President's Strategy Committee	Adequate support provided					Global Partnership
5.5 Implement mechanisms to report on ICANN's openness, transparency, inclusiveness and its multilateral and multi-stakeholder enviroment							
5.5	Improved Public participation at ICANN meetings and in ICANN constituencies	Greater numbers of participants in ICANN meetings both remote and in person Increased satisfaction on the part of remote participants					Communications
5.6 As required by the Board resolution of 29 September 2006, conduct a review of appropriate administrative structure for ICANN; such a review should consider the recommendations and observations of the President's Strategy Committee							
5.6	Support of Board submission papers	Creation of electronic board books	Managing many different board support tools	Migrating multiple tools into one or two more useful tools	Provide better tools for Board members to access materials		Legal