CLAUDIA RUIZ:	Good morning, good afternoon, and good evening to everyone. Welcome to the Operations, Finance, and Budget Working Group call on Thursday, the 24th of September 2020 at 16:00 UTC.
	On the call today, on the English channel, we have Ricardo Holmquist, Maureen Hilyard, Cheryl Langdon-Orr, Judith Hellerstein, Nadira Al-Araj, and Satish Babu. We have received apologies from Joanna Kulesza, and a tentative apology from Justine Chew.
	From staff, we have Silvia Vivanco, Evin Erdogdu, Becky Nash, Kim Davies, Kirsten Crownhart, and Shani Quidwai, and Victoria Yang.
	Please note that we have Spanish interpretation on the call as well as real-time transcribing. I will put the link in the chat so you can follow along.
	A friendly reminder to please keep your microphones muted when not speaking to prevent any background noise and to please state your name when taking the floor, so that the interpreters can identify you on the other language channels.
	Thank you very much, and with this, I turn the call over to you, Ricardo.
RICARDO HOLMQUIST:	Thank you very much, Claudia. Welcome to all the members of the group. Also to the [inaudible] from IANA, PTI, and the finance team headed by Becky Nash.

The idea of the call today is to have a conversation. They have already had a presentation of the operation plan and budget, a very [inaudible] conversation they made about a month ago. And the idea today is to see how [inaudible] the end users.

This is the first one in a series. IANA and PTI [inaudible] operating plan and budget submitted by ICANN. Then there's the ICANN [inaudible]. The idea is [inaudible] when the draft is being [inaudible].

Without much further ado, welcome Kim Davies, Becky Nash, Shani Quidwai, and Kirsten Crownhart for the presentation. Thank you very much. I don't know which one wants to be first. The floor is yours.

BECKY NASH: Thank you very much. This is Becky Nash. Hello, everyone. I will go ahead and kick off this presentation, and as you can see, we will hear from Kim Davies, the president of PTI. I myself am the treasurer of PTI. And then Kirsten Crownhart is our finance manager supporting PTI. So, if we could go to the next slide.

Quickly, we're going to discuss the planning process, an overview and the timeline, then the operating plan and budget assumptions. We will hear from Kim and Kirsten on that. Then we have time for Q&A. Next slide, please.

The planning process—if we could go to the next slide. We just like to highlight that the FY22 planning process involves much community engagement, and that is the reason why we're here today and we thank you for inviting us. We did have a public webinar. But we do consult

with the community on all the draft plans that are issued, and at this time, we are in the process of the development for the PTI and the IANA budget. And our planning cycle starts with the strategic plan. Then we have our annual operating plan and budget with stakeholder engagement and consultations. And then we have our performance oversight and recording.

And the PTI and IANA then also are included in total ICANN planning process, which happens a little bit later in the next few months. So, if we go to the next slide please.

One thing we just would like to highlight is that, as part of the planning process, we have started to incorporate all planning into one department. And just to note, we are using inputs from the strategic outlook trends work as one of the first key steps in the planning process to then identify trends where we know that, for the calendar year '20, there were several sessions that happened with the community, hopefully many of you, the Board, the organization, and this trend assessment then is used just to identify whether or not there are any adjustments needed for the strategic plan and/or to update the long-term five-year operating plan. And this is discussing mostly ICANN. However, there is some input then into the IANA function.

So, given that the PTI four-year strategic plan was reviewed and ratified in June, it's unlikely that significant adjustments would need to be made to the strategic plan because we're just embarking upon that timeline at this point. But we just would like to highlight that that is available on the website and the new four-year strategic plan was contemplated in the updates to the operating plan. Next slide, please.

I won't go into great detail but just highlighting that there's information here about the bylaws requirements for PTI planning and one of the key areas of PTI planning is just that the operating plan and budget shall be submitted to the PTI Board and the Board of Directors of ICANN nine months in advance of the beginning of the next fiscal year. So that is a key element in our timeline. Next slide, please.

What are the deliverables for PTI planning? We just had a quick update on the PTI strategic plan which is developed every four years, again with an annual update if needed from the outlook trends assessment process. We have the PTI operating plan and budget which is developed annually and then we have the IANA operating plan and budget, which is developed annually. Next slide.

This provides an overview of the structure of the operating plans and budgets where we just like to highlight that the PTI and IANA operating plans are components of the ICANN plan. And on the left-hand side in the blue outline, that describes PTI operating plan and budget which is the core IANA services and the delivery of the IANA services is what we call core IANA, and then there are three gray boxes highlighting the types of resources that are dedicated to PTI which are the direct dedicated, which are the wholly dedicated employees under the leadership of Kim Davies, the president. Then we have direct shared, which will be resources that are dedicated but come from ICANN. Then we have what's called the shared services, which will be communal services that are provided by ICANN under the service contract between ICANN and PTI.

On that slide, I'd just like to highlight that it was in the orange box is IANA functions operating plan and budget which is PTI plus ICANN-funded resources which are listed here as contract oversight and auxiliary services and our costs incurred by ICANN to oversee PTI's performance of the IANA services. Then, the entire structure rolls into the gray box, which is ICANN operating plan and budget. Next slide.

I'd like to just review the planning timeline. We discussed that PTI had budget development—operating plan and budget development—from August through September. We did hold a community webinar—two community webinars—in late August. The operating plans and budgets were then developed using input. And again, at this point, we are [inaudible] on PTI and IANA have been submitted to the PTI Board and our next key step, under the red box, will be the public comment period which is expected to begin early October, approximately around the 7th of October, and will run for 40 days.

After that, we will have the public comment staff report and then also move towards recommending adoption by the PTI Board.

And that gives an overview of the timeline where community members can participate and we really hope to hear from you during the public comment period. Next slide.

And in the next section, Kim Davies will present operating plan. Thank you.

KIM DAVIES:	Thanks, Becky. So, in this section, I will talk a little bit about our planning assumptions that have gone into developing the operating plan and budget draft that we're at the tail end of putting together. Next slide, please.
	So, especially in terms of general assumptions that we have, I guess the most fundamental that uniforms what we need to do the same and what we need to do differently is our customer satisfaction. And on that front, our assessment is that our customers are happy with the service.
	The key ways we eliminate this is through different feedback mechanisms, one of which is a committee—the Customer Standing Committee—which is an ICANN bylaws committee that is responsible for actually analyzing IANA performance on a regular basis. It's comprised of representatives from different community groups including ALAC. They meet every month and they review PTI's performance [against the] IANA naming functions on a monthly basis. And in the last 12 months, that committee has met and found in every occasion our service delivery was either satisfactory or higher. They've analyzed each time we've met an SLA, and in the event we haven't met an SLA, we've discussed it as a group and they found the reason that the SLA wasn't met was acceptable.
	In addition to the oversight performed by the CSC, we've also surpassed our IETF SLA for all 12 months of the past year. The IETF SLA pertains to critical parameter functions of the [inaudible] and we've also met our numbering SLA for all 12 months of the past year. In that instance, the numbering community do not review it on a monthly basis, but rather to form an annual review. And in this instance, the annual review that

was performed by the numbering community identified no issues of concern with IANA performance for the past 12 months.

In addition to these measures of our tangible performance with our community groups, we also do two additional kinds of assessment. One is an annual survey. And in this instance, our annual survey for the past year received our highest rating yet. So we're happy with that result.

One thing that's relatively new—we started it last year—is once we've concluded a transaction with a customer, we send them a short five-minute survey once that work is concluded. And this allows us to get some almost real-time feedback from our customers to identify if their experience was good, and if it wasn't, if there's anything we can do immediately to correct their perception or their experience and that has generally given us highly positive results and also provided us a new mechanism that, should there have been some dissatisfaction with the way we've done things, we can quickly do a course correction and try and address their concern.

In the past, we used to do that kind of survey on an annual basis, too, but obviously when you do it only once a year, then some customers say, "Well, I've dealt with you guys months ago. I don't really remember that at all."

So, the way we do it now actually gives us very actionable, quick response and a quick read on customer satisfaction.

With all this being combined, I think it gives us the impression that customers are quite happy with the way IANA services are being delivered. Next slide.

So, I guess a follow-on from that is that we do not believe that there are fundamental changes that are required for the IANA services. So, the operating plan and budget we've proposed is more about continuing our ongoing [inaudible] activities and also our constant renewal processes within the way we do our function.

So, what does that entail? We're constantly making incremental improvements to our core technical systems. These are the systems that we've processed our ticket requests in, that we process the requests in, the way we publish the data that we use to fulfill our functions.

We've also … We're not happy with the state of the IANA website. It' showing its age and we've identified that as a specific area of refinement. I mean, it does work and it does its job, but nonetheless, there's definitely areas of improvement there.

Then we will continue to proactively monitor and participate in community groups and we do this, firstly, to provide input to those groups if its warranted, and sometimes when developing policy within the community, that policy work can be informed by operational experience, and insofar as we're invited to do that and we can provide operational experience and that results in better policy, we're very happy to do so. But also gives us an early indicator on emerging policies that might have an operational impact. And if we get to see that policy emerging early, we can start planning the implementation earlier as well. Next slide, please.

Other general assumptions have gone into the planning this year. Firstly, for the purposes of budgetary planning in particular, we have

assumed that our day-to-day operations and our face-to-face travel will be restored to normal levels by July of 2021. That might not prove to be the case, but for the sake of planning, this seemed to be the right course to take.

Another assumption is that we will retain our current projected headcount of funding. So year on year, this is not changing, which means that a headcount of [18 full-time equivalent].

We do expect, as has been tradition, that the volume of change requests we receive year on year will increase. However, with those incremental improvements to our systems, automation, the seniority increases in our team as well—they get more efficient over time. I think we believe we're [capable]. Maintaining our performance despite an increased load [inaudible] other efficiencies being realized.

Then, lastly, we expect, as has been the case in the last few years as well, that all this sort of tool and system development we do will be predominately within our core technical team, within the IANA function itself, but we will have some augmentation there, both from ICANN to provide some development resources through the shared services agreement and also through [inaudible] contracts with external vendors. Next slide, please.

So, what are the kinds of things we would evolve in terms of our operations in the coming year? Firstly, incrementally evolving our root zone management system. We are doing a full rewrite of the system right now. We expect that to actually launch this fiscal year. But beyond

that, into the following fiscal year, we think there will still continue to be incremental improvements that [inaudible] to be implemented.

Similarly, we're building a brand-new system here to support our protocol parameter work that we've code named Opal. This is a platform that will allow protocol parameter developers to perform soft service on the web and should be a much better experience than our current process for processing protocol parameter requests and we will continue to work on that throughout this period.

One new thing that we want to tackle is algorithm roles in the DNS root zone. It is unlikely that we would do this directly but we would facilitate a community design team and/or contractors to do the work in FY22.

I mentioned already the IANA website improvements that we foresee. I guess the flipside of the coin, what I mentioned that we're developing new systems is we would like to, as a consequence of that, shut down some of our legacy systems. Some of the systems have been in place for 15 or more years. They still do the job, but once we have newer, modern approaches, we will then have the opportunity to stop using some of these older toolsets that we use.

Another item that has been given extra attention due to COVID-19 is the location of our key management facilities. We have two secure locations, both in the United States of America, where we store the key for the root zone. And COVID has complicated the way those ceremonies are used because we do them in context of key ceremonies and these key ceremonies are performed in such a way that people travel from all over the world to attend them.

Obviously, with travel restrictions right now, that's not possible, so we need to analyze the long-term strategy there, and if there are changes needed in the fundamental design of those locations to compensate.

We expect to perform the first phases of the next KSK rollover in FY22. And then last bullet point is we want to increase the cross-training of our staff. Whilst I think we have good depth of coverage within our team, we can always improve in that regard, and also it provides growth opportunities for some of our team members. Next slide.

And then this is my last slide on impacts and this is really referring to the various different bits of policy work that we see that are currently emerging, especially the SubPro, the subsequent procedures for new gTLDs. That is under study, but our assumption here is that any costs associated with implementing new gTLDs will be self-funded. Much like in 2012, part off the application fee is used to defray the cost of the IANA function processing those requests.

ccNSO is currently developing a couple of different policies. One is on retiring ccTLDs. Another is [inaudible] review mechanism. We haven't identified any specific fiscal impact there.

RZERC, the Root Zone Evolution Review Committee, has no active work as yet that would impact our operation in a significant way.

Root Server Governance work [has been] ongoing. It's still a little early to tell if some of that might have an [IANA] impact, so we continue to monitor that.

The IANA Naming Function Review is in the closing stages of its work and the draft recommendations that it has so far, we haven't identified any fiscal impact.

We're working on SLAs for reverse DNS with the numbering community, but there we don't foresee any fiscal impact.

And lastly, we are doing some changes to how .arpa is operated, but again, there we don't see any impact on our operating plan and budget.

So, with that, next slide, and I think this is where I pass it over to Kirsten who will close out the rest of the slides. Thank you.

KIRSTEN CROWNHART: Thank you, Kim. Yes, this is Kirsten Crownhart, manager of financial planning and analysis. This slide gives a quick summary of the main financial components that compose the IANA budget. The first item is for funding. PTI is funded by ICANN, where ICANN subcontracts with PTI to perform the IANA functions. Funding is always equal to the expenses incurred.

Next we have the baseline cash expenses for personnel, travel and meetings, professional services, administration and capital. Expenses are segregated into three cost pools. That is direct dedicated, direct shared, and shared services. In a couple of slides, we will cover the departments within ICANN that fall into each of these cost pools.

And thirdly, there is the contingency which represents an amount of budgeted expense unallocated to specific activities or departments.

Contingency is budgeted to cover any unforeseen expenses that may arise. Next slide, please. Thank you.

This slide shows the financial trends for PTI operations and IANA services over the past three years by cost pool. the table shows the fiscal '21 budget as well as the fiscal '20 and fiscal '19 actuals. The main driver for the increase in budget for fiscal '21 over prior year actuals is the inclusion of the two open positions as well as the contingency amount which is represented in the budget but was not utilized in fiscal '20 and fiscal '19 actual.

As you can see in the second table, PTI operations constitutes the majority of expenses. The IANA department includes expenses covered in ICANN operations for the root zone maintainer agreement, Customer Standing Committee, Root Zone Evolution Committee, and the IANA Naming Function Review. Next slide, please.

This slide covers the ICANN departments which fall into each of the three cost pools for PTI operations. The direct dedicated pool is solely the IANA department. The direct shared cost pool represents those departments that have direct and identifiable activity that support the PTI operation.

The third cost pool of shared services includes those departments within ICANN that provide general support to PTI operation. For example, the functions of the human resources department.

This concludes our presentation. I will now pass it back to Becky Nash and we will open it up for questions and answers. Thank you.

BECKY NASH: Thank you very much, Kim and Kirsten. This was a great opportunity for us to provide an overview of PTI and IANA budget. So, at this point, we'll just ask if there are any questions and anything that you'd like to ask of us.

RICARDO HOLMQUIST: I have one question and one comment, but I prefer if someone has another question, to go first. I see no hands raised.

JUDITH HELLERSTEIN: Ricardo?

RICARDO HOLMQUIST: Yes?

JUDITH HELLERSTEIN: It's Judith Hellerstein for the record. So, thanks for this great presentation. Could you explain the difference between direct shared and shared services? Are both of them shared work with ICANN Org or is there a difference?

BECKY NASH: I can respond if you'd like. If we go back to slide eight, I think there's a great summary table there. Right here. So, what we're talking about are

the PTI operating plan and budget in the blue box and the gray box is called direct dedicated, direct shared, and shared services.

For the direct share, it is specific staff that is allocated from ICANN to PTI. So, they're dedicated in their role to PTI for a portion of their time, things like the key ceremony role, dedicated IT, finance, board operations, and legal. Then, the shared services is other types of support that also come from ICANN, things that are going to be more general, like office space—things that you commonly think of as shared across a company or an organization.

Does that answer your question, Judith?

JUDITH HELLERSTEIN: Yes, thanks. I'm still confused. To me, both of them are shared. Some are shared personnel and some are … Well, both are shared. The shared services is I guess not time allocated in a sense because they're serving everyone, where it's like part-time staff. In ICANN, there's a lot of shared people who have [inaudible] their time to allocate between different departments in ICANN. It seems to be, I guess, this is outside of ICANN, but to me, this looks like maybe part time. I think the definition of direct shared and shared services is confusing.

BECKY NASH: Thank you for your comment, Judith. I think you were identifying the difference between resources that are attached to the function, in a sense, that are a part of the role dedicated to support PTI and then the

other part of it is common to all of ICANN and PTI where it's the support services.

So, just from a support standpoint, they are a bit different. And again, the core IANA services, as part of PTI, it's a separate legal entity so the support is as if it was on its own but it's not replicating all of those particular services and it's leveraging sharing some of them.

JUDITH HELLERSTEIN: Yeah, thanks. I think I would say full-time staff and shared staff with ICANN Org. I think that to me is clearer. This is not clear. But that's just my thought.

BECKY NASH: I think that's very good feedback, and I know from perhaps Kim or Kirsten, on slide 18 there's also the distinction between them [inaudible] certain examples, but I think that's very good feedback and we will take that under consideration.

RICARDO HOLMQUIST: No other hands? I go with my question. In the previous slide, you said 18 full-time employment, but in the last slide, it says the headcount is 23. How do you count this? I understand that there's a difference between IANA and PTI but I don't think it will be five allocated to PTI.

And also, you mentioned it will be to keep the 18, but at the end, there is some confusing term that you're going to train the people to extend their time in the job. I don't know if it's more years and you're preparing

them for more years or you're preparing them for four hours to go eight hours or something like that. Thank you.

KIM DAVIES: Thanks for the question. I'm probably best placed to answer this one. The 23 number I think is a combination of the direct dedicated resources which is that 18 number of people, plus the sum of all the fractional contributors to the IANA function. I mean, just thinking back to the last question as well, I think the way I would describe the difference between direct shared and shared services is actually by using Becky as my example.

So, Becky has a certain percentage of her time committed to supporting PTI as PTI's treasurer. So that percentage of Becky is a percentage of an [SDE] that supports IANA directly, whereas to think of, for example, the ombudsman. The ombudsman has no committed percentage of time he has to work on the IANA functions. He provides a general service to all of ICANN of which IANA is sort of an incidental beneficiary but it's not specifically marked out as supporting IANA for a certain percentage of the time. So that's [inaudible] distinction between those two groups.

And then, with respect to the question about growth and cross-training, this is about staff retention and giving growth opportunities for the team that we have. Generally speaking, when a new member joins our team, they have a single area of specialty, and that's the area of focus when they begin, but obviously as they become more experienced in that area, they would seek growth opportunities, perhaps new areas of responsibility.

And one way we try to facilitate that is to cross-train and get them involved in other areas. For example, we might have a staff member that only works on the root zone. They only work with TLD managers on making sure the root zone operates correctly. But as an area of growth, we might start involving them in the IETF and then that's a new area of work that they can pursue. They get new skills, meet new people and so forth in that additional area.

The cross-training benefit there, of course, is that we have more staffed skilled in more different areas and there's an overlap in skill. So, this isn't about necessarily making everyone work more and more … I mean, the amount of work is fundamentally the same but they're growing the skills [inaudible] of our team. It provides us coverage and it provides us growth opportunity for that team. Hopefully, that answers your question.

RICARDO HOLMQUIST: Yeah. Thank you very much. I just have a comment. It is about the strategic plan of IANA. I was surprised that there was no [common time]. I understand, you mentioned in the strategic plan that you have talked to the community, to the different parts of the community, but I was surprised not to see the comment period for this strategic plan.

KIM DAVIES: The strategic plan was put for public comment, I think it was around April or May this year. But it was put for a full public comment period.

RICARDO HOLMQUIST: Sorry if I missed that. I have Maureen in the queue. Go ahead.

MAUREEN HILYARD: Sorry, I was unmuting myself. Thank you very much to the team for bringing this presentation to us. It's [inaudible] a really great clear explanation about how, especially for IANA [inaudible] whole IANA and PTI thing quite confusing and I thought that this was really, really good.

For this particular group, this is a new group and it's working [inaudible] from what was traditionally a lot of work that was being done by the CPWG. But this group is working so that we can actually be a little bit more helpful hopefully to the operating side of things with regards to ICANN. And I know, for example, I think we've got Holly on the CSC and she really enjoys this sort of work that's happening there.

I guess, from my perspective for this particular group, I think what, for example, [inaudible] new explanation and looking at what sort of improvements you're wanting to make, it's always looking at how is it actually going to affect us [inaudible] and the services that you're looking at making improvements. It's really good because it gives us something to focus on because we want to actually make sure that the feedback that we're actually giving, especially—which is quite a technical area. That's the finance side as well as the technical operating side of things.

I don't want our guys to be having to [inaudible] a whole lot of stuff and then they feel that they're … And also, the comments that we make just aren't even relevant. We just need to be more sure of what is actually going to be useful to you, as well as to us in the long term because it's

actually going to impact on us. So, I really appreciated that [inaudible] we can actually go through and look at what might be the sorts of areas that, as a group, we can make a comment on without going through everything—just being more [inaudible].

From my perspective, it just really seems that that's actually being initiated, that those ideas are being initiated. So, what I'm saying is if you can be more specific about what areas that we can provide input from the end user perspective, that will actually be useful to you. Thank you.

KIM DAVIES: Thanks for the comment. I think where ALAC particularly can play a role is helping to identify where there's perhaps gaps in our assessment of community sentiment regarding the functions or I guess a lack of engagement. I guess, thinking about your comment, we have fairly good—what I would say is fairly good direct accountability to the community groups that we directly serve. But we provide a service that is intended to, in the abstract, make the Internet work successfully. Why do people interact with IANA? Why do protocol parameter, developers in the IETF work with IANA? It's because they want their technologies to work globally in a uniform, consistent manner and we facilitate that. So, it's kind of an indirect benefit but for more of the At-Large community [inaudible] nonetheless, that's the point of IANA is to make sure that that whole ecosystem works correctly.

So, we have direct accountability for the people that used the services, but an end user typically wouldn't use the IANA services directly. There would just be a beneficiary of it indirectly.

But I'm not sure I can really answer that question in a very specific way. But if you've been thinking about these issues, there is other forms of outreach or accountability that need to be considered, we would definitely take that into consideration.

MAUREEN HILYARD: Thank you so much, Kim. That's great. Thank you.

RICARDO HOLMQUIST: No more hands? Thank you very much, Kim, Becky, Kirsten for sending us the draft PTI on IANA operating plan and budget. I understand it will be discussed deeply or in a comment period in the next day.

Also, I understand the first presentation of the ICANN budget will be in ICANN69. Is that so, Becky, [inaudible]? It will be the ICANN budget or it will be also the PTI and IANA?

BECKY NASH: Thank you for your question. Yes, I'm just confirming that there is an ICANN69 prep week section which is overall planning process for ICANN, including PTI and IANA, because again all of these efforts are part of the overall ICANN planning cycle, so it is a kickoff on the planning process timeline and an overview, but we are in development of the overall plan

and the plans are estimated to be published for public comment in mid-December.

So, we do have a session providing an overview of the planning process and a kickoff for FY22 five-year operating plan and one-year operating plan and budget.

RICARDO HOLMQUIST: Thank you very much for this half-an-hour or 45 minutes.

BECKY NASH: Thank you, everyone. Have a great day. Thank you!

MAUREEN HILYARD: Thank you, Becky.

MANAL ISMAIL: Thank you, colleagues.

RICARDO HOLMQUIST: Next, I have in the agenda is upcoming activities. As I just mentioned, we have on October 6th I understand is at 16:30 UTC, it will be the planning committee with the start of the planning process. We shall have a meeting in October. We have to decide when in October because we will have to comment on this PTI and IANA budget operational plan, and also begin to see the ICANN operational plan and budget for October and November—sorry, for November we should start to look

ahead for the additional budget requests and not wait until the last day in January to submit any [inaudible]. We should start to work in November to be prepared for this number, to this additional budget request from the different RALOs in November/December timeframe.

And then, of course, there is the draft operational plan and budget which will be submitted by ICANN in December and [inaudible] until January to have the [inaudible] timeframe we have for this of the working group in the next three months. I don't know if there is any comment, if you want to add something to this.

MAUREEN HILYARD: Ricardo, this is Maureen just jumping in here.

RICARDO HOLMQUIST: Yes.

MAUREEN HILYARD: Yeah. I just read the comment and I think it's related to what I was asking. I think we have to probably have small groups looking through each of the documents and identifying areas that we might want to comment on, because they're all quite technical areas. The operating plan and budget thing, I'm really looking forward to that, and that's definitely going to probably have some impact on us.

But with regards to PTI and IANA, that's quite technical. We'd have to have someone who knows what they're looking for with regards to how it impacts us. Even if it's only a short statement, I think we might get

[Holly] again because she's working directly with those areas and we might need to get her, so that we can get some feedback from her if there is anything that we might need to make comment on.

But I do like the fact that we've got this group that can look a little bit more clearly and more focused on these sorts of issues that we may have probably not given much attention to. And I really did appreciate the presentation they gave this morning for me. I just thought it was more relevant to us and I think it's a real change from the huge number-crunching stuff that we normally thought was much more focused on what we might be interested in.

So, if anyone is interested in any of those areas and wants to take a lead, I'm sure that Ricardo would really appreciate that. Thank you.

RICARDO HOLMQUIST: Thank you, Maureen. I think for the next topic, we should look not only at the numbers but also the operating plan [inaudible]. Just looking for the numbers from the previous years and not too much to the operational plan. I don't know if the comment [inaudible] like last year with the [inaudible] model in there, so we have to jump there and look at it. Let's see if this year we have no surprises. But thank you for the idea to have small groups [inaudible] to some pieces of the budget and operational plan.

I have no more to say. Next call, we're expecting it to be after ICANN69. Maybe the last week of October. But we have to settle this with staff, so [inaudible].

Thank you, everybody, for coming to the meeting. There are no more hands. Thank you very much for coming and we'll try to [inaudible] meeting for the week of October after ICANN69. See you all at ICANN69 [inaudible] planning meeting. Thank you.

JUDITH HELLERSTEIN: Thanks.

MANAL ISMAIL: Thank you. Bye-bye.

CLAUDIA RUIZ: Thank you all very much. This meeting is adjourned. Please enjoy the rest of your day.

[END OF TRANSCRIPTION]