# ALAC Improvements Implementation:  Project Plan and Budget

*18 May 2010*    ***DRAFT***

## Executive Summary

### A.  Background

- This project plan describes the approach to be taken in implementing the 13 recommendations – the At-Large Improvements – published in the [Final Report of the ALAC Review Working Group on ALAC Improvements](#) (9 June 2009) and [approved by the Structural Improvements Committee](#) (22 June 2009).

### B.  Progress to Date

- Progress on the implementation of the At-Large Improvements is well underway.  For each recommendation, a task list has been created, a work team assigned, and work on many of the tasks has begun.
- Our [Simplified Improvements Implementation Outline](#) (26 April 2010) indicates which of these tasks are already completed or nearly completed.

### C.  Project Plan Going Forward

- ***Work teams:***  To each recommendation, the ALAC has assigned a work team of At-Large community members from the ALAC and its relevant subcommittees, supported by At-Large staff.
- ***Deadlines:***  The completion of all At-Large Implementation tasks is [currently targeted](#) for no later than March 2011, with various tasks slotted for completion before then.
- ***Reporting:***  Progress will be reported bimonthly to the ALAC Executive Committee and monthly to the full ALAC.  Ongoing progress will also be chronicled on the new [At-Large Improvements Workspace](#).

### D.  ICANN Affirmation of Commitments and Strategic Plan 2010–2013

- ***Affirmation:***  The implementation of the  At-Large Improvements will contribute significantly to ICANN's fulfillment of sections 7, 9.1(a), 9.1(c), 9.1(d), 9.1(e) and 9.3 of its [Affirmation of Commitments](#) (30 September 2009) and…
- ***Strategic Plan:***  …numerous elements of the following two strategic focus areas highlighted in its  [Strategic Plan 2010–2013](#):  A healthy Internet eco-system and consumer choice, competition and innovation.

### E.  Budget

- The ALAC has stated that one of the At-Large community's top priorities for FY11 is the allocation of sufficient funding for the At-Large Improvements Implementation project; see the [ALAC Comments (under current vote to become a Statement of the ALAC) on the ICANN FY11 Operating Plan and Budget](#).

## A.  Background

The At-Large Improvements project began with an independent review of the At-Large Advisory Committee (ALAC), conducted by Westlake Consulting Limited.  The findings of this review (25 July 2008) were then further examined by the ALAC Review Working Group through a series of consultations with the ICANN community.

The conclusions of this Working Group, incorporating input from two public comment periods, were published in the Final Report of the ALAC Review Working Group on ALAC Improvements (9 June 2009).  The report's 13 recommendations focus on At-Large's organization, effectiveness, participation and relationship to other ICANN entities.  On 22 June 2009, the Structural Improvements Committee approved a recommendation to the Board to accept the Final Report.

This project plan describes the approach to be taken in implementing the Final Report's 13 recommendations – that is, the At-Large Improvements.


## B.  Summary of Progress to Date

Progress on the implementation of the At-Large Improvements is currently well underway.  To date, this progress can primarily be categorized in three parts:
- The creation of – and initiation of work on – a task list for each of the Final Report's 13 recommendations;
- The identification of the primary agent(s) responsible for the implementation of each recommendation; and
- The hiring of a new ICANN staff member dedicated to supporting this implementation work.

**Task list for each Final Report recommendation**

On 4 August 2009, the ALAC adopted a resolution (AL.ALAC/RES.0809/1) endorsing specific steps toward the implementation of the Final Report's 13 recommendations.  In accordance with this resolution:
- The At-Large staff divided each recommendation into a list of smaller constituent tasks, found in our Simplified Improvements Implementation Outline (26 April 2010).
- In Seoul, on 25 October 2009, the ALAC and Regional Leaders assigned relative priorities to these tasks.

The current target completion dates (see below) of the Implementation tasks are based on these priorities

The work on the tasks for each recommendation is well underway. For a list of those tasks already near completion or completed, see our Simplified Improvements Implementation Outline (26 April 2010).

**Primary agents responsible for implementation**

In a [teleconference for At-Large Working Group officers and Regional Leaders](#) on 8 April 2010, it was decided that the bulk of the At-Large Improvements would be implemented by the ALAC and its relevant existing subcommittees, supported by the At-Large staff.  Having reserved the right to form ad hoc work teams, these groups then assigned each recommendation a work team created from their members.

It has been the responsibility of each work team to further subdivide its recommendation's list of constituent tasks into manageable action items whose progress can be easily monitored.

**New At-Large Improvements Project Manager**

The new At-Large Improvements Project Manager joined the At-Large staff on 12 February 2010. This position is dedicated to supporting the At-Large community in its implementation of the At-Large Improvements, and the new Project Manager has already taken on the central role in providing this support.

## C.  Project Plan Going Forward

Our project plan calls for the implementation of each of the Final Report's 13 recommendations to procede in parallel, using a similar approach.  This approach includes the following common elements:

- ***Work teams:***  Each recommendation has been endorsed and assigned by the ALAC to a work team of At-Large community members coming from the ALAC, its relevant subcommittees and/or the At-Large staff.
- ***Deadlines:***  Each recommendation has been assigned an overall target completion date, as well as target dates for the completion of each of its consitituent tasks.  The completion of all At-Large Implementation tasks is [currently targeted](#) for no later than March 2011, with various tasks slotted for completion leading up to that point.
- ***Reporting:***  Progress on each recommendation will be reported bimonthly to the ALAC Executive Committee, monthly to the full ALAC and periodically to all subscribers of the relevant At-Large mailing lists.  In addition, ICANN's Policy staff will receive progress updates weekly.  Finally, the ongoing progress will be chronicled in the [At-Large Improvements Implementation: Status Log](#) available on the new [At-Large Improvements Workspace](#).

Appendix 1 (Implementation Summary by Recommendation) offers, for each recommendation, a   summary of the recommendation's task list, the members of its work team and the recommendation's overall target completion date.

**Regional diversity**

Among the items listed in Appendix 1 is the work team assigned to the implementation of each of the 13 At-Large Improvemnts recommendations.  A quick review of these work teams reveals the high level of regional diversity that characterizes the At-Large Improvements

Implementation project as a whole, as well as the implementation of each recommendation individually.

**Note regarding Recommendation 2**:  **The call for an At-Large-selected Director on ICANN's Board**

It should be noted that the implementation of Recommendation 2, calling for the addition of an At-Large-selected Director to ICANN's Board, has, until recently, proceeded along a route parallel to but largely separate from the implementation of the Final Report's other recommendations.  This separation was for the purpose of jumpstarting the implementation of Recommendation 2, which was expected to be – and has indeed been – quite work intensive.

And the separation has proven successful; the implementation of Recommendation 2 is now well underway:

- Recently, the ALAC submitted its ALAC Report to the ICANN Board Structural Improvements Committee on Processes to Be Used by the At-Large Community to Select an ICANN Director, containing its selection-process recommendations and incorporating both At-Large and public comments.
- In its 9 April 2010 meeting, the Structural Improvements Committee (SIC) expressed its strong commitment to having the Director seated at ICANN's December 2010 Annual General Meeting.
- The At-Large Board Candidate Evaluation Committee (BCEC), now meeting weekly, has called for candidate applications preceding elections scheduled for June.

With these milestones in place, the implementation of Recommendation 2 is approximately in sync with the timetable presented in the ALAC and At-Large Community White Paper:  Call for community Comment on the 'Proposed process for the 2010 selection of an ICANN At-Large Board Member' (11 January 2010; revised 4 February 2010).  For that reason, the ALAC has reincorporated the implementation of Recommendation 2 into the overall At-Large Improvements Implementation project.


# D.  ICANN Affirmation of Commitments and Strategic Plan 2010–2013

The implementation of the  At-Large Improvements – that is, of the Final Report's 13 recommendations – will contribute significantly to ICANN's fulfillment of both its Affirmation of Commitments (Affirmation; 30 September 2009) and the goals outlined in the ICANN Strategic Plan 2010–2013.  Taken as a whole, the recommendations, once implemented, will specifically help fulfill:

- Affirmation sections 7, 9.1(a), 9.1(c), 9.1(d), 9.1(e) and 9.3; and
- Numerous elements within the following two strategic focus areas highlighted in the Strategic Plan 2010–2013:  A healthy Internet eco-system and consumer choice, competition and innovation.

In addition, the entire At-Large Review and Improvements process, of course, helps fulfill ICANN's goal of reviewing its Support Organizations (SOs) and Advisory Committees (ACs) – part of ICANN's 2010–2013 strategic focus on a healthy Internet eco-system.

The chart below lays out the specific sections of the Affirmation and elements of the Strategic Plan 2010–2013 that are served by each of the At-Large Improvements recommendations.

| This At-Large Improvements recommendation helps fulfill… | …these Affirmation of Commitments sections and… | …these Strategic Plan 2010-2013 goals |
|---|---|---|
| 1. ICANN's bylaws should reflect ALAC's roles in ICANN's policy development, operations and structure, accountability and outreach. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:<br>  **(c)** continually assessing and improving the processes by which ICANN receives public input<br>  **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system<br>• All stakeholders have a voice<br>• Improved accountability and transparency<br>• Enhanced trust in ICANN's stewardship<br>• Increasing participation |
| 2. At-Large should be given one voting seat on the ICANN Board. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:<br>  **(a)** continually assessing and improving ICANN Board of Directors (Board) governance which shall include an ongoing evaluation of Board performance, the Board selection process, the extent to which Board composition meets ICANN's present and future needs, and the consideration of an appeal mechanism for Board decisions<br>  **(c)** continually assessing and improving the processes by which ICANN receives public input<br>  **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system<br>• All stakeholders have a voice<br>• Improved accountability and transparency<br>• Enhanced trust in ICANN's stewardship<br>• Increasing participation |
| 3. The ALS-RALO-ALAC structure should remain for now. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:<br>  **(c)** continually assessing and improving the processes by which ICANN receives public input<br>  **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system<br>• All stakeholders have a voice<br>• Increasing participation<br>• Contributing to international forums |
| 4. Educating and engaging the ALSes should be an immediate priority. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:<br>  **(c)** continually assessing and improving the processes by which ICANN receives public input<br>  **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system<br>• All stakeholders have a voice<br>• Improved accountability and transparency<br>• Enghanced trust in ICANN's stewardship<br>• Increasing participation<br>• Contributing to international forums |
| 5. ALAC should develop strategic and operational plans as part of | **7.** ICANN commits to adhere to transparent and accountable budgeting processes, fact-based policy development, cross-community deliberations, and responsive consultation procedures that provide detailed explanations of the basis | A healthy Internet eco-system<br>• Improved accountability and transparency<br>• Enhanced trust in ICANN's |

| | | |
|---|---|---|
| ICANN's planning process. | for decisions, including how comments have influenced the development of policy consideration,…. <br> **9.1** Ensuring accountability, transparency and the interests of global Internet users: <br> **(c)** continually assessing and improving the processes by which ICANN receives public input <br> **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | stewardship <br> • Coontributing to international forums <br> • Efforts to meet commitments |
| 6. ALAC should put more effort into developing accurate cost models. | **7.** ICANN commits to adhere to transparent and accountable budgeting processes, fact-based policy development, cross-community deliberations, and responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy consideration, and to publish each year an annual report that sets out ICANN's progress against ICANN's bylaws, responsibilities, and strategic and operating plans. In addition, ICANN commits to provide a thorough and reasoned explanation of decisions taken, the rationale thereof and the sources of data and information on which ICANN relied. | A healthy Internet eco-system <br> • Improved accountability and transparency <br> • Efforts to meet commitments <br> • Implement impact reporting |
| 7. ALAC should choose its own communication and other collaborative tools. | **9.1** Ensuring accountability, transparency and the interests of global Internet users: <br> **(c)** continually assessing and improving the processes by which ICANN receives public input <br> **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system <br> • All stakeholders have a voice <br> • Improved accountability and transparency <br> • Enhanced trust in ICANN's stewardship <br> • Increasing participation <br> • Contributing to international forums |
| 8. ALAC may request an extension of the public comment period to 45 days. | **9.1** Ensuring accountability, transparency and the interests of global Internet users: <br> **(c)** continually assessing and improving the processes by which ICANN receives public input <br> **(e)** assessing the policy development process to facilitate enhanced cross community deliberations, and effective and timely policy development | A healthy Internet eco-system <br> • All stakeholders have a voice <br> • Increasing participation <br> • Contributing to international forums |
| 9. ICANN should strengthen its translation and interpretation processes. | **9.1** Ensuring accountability, transparency and the interests of global Internet users: <br> **(c)** continually assessing and improving the processes by which ICANN receives public input <br> **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system <br> • All stakeholders have a voice <br> • Improved accountability and transparency <br> • Enhanced trust in ICANN's stewardship <br> • Increasing participation <br> • Contributing to international forums <br> • Efforts to meet commitments |

| 10. ALAC is the primary home of the individual Internet user in ICANN. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:   **(c)** continually assessing and improving the processes by which ICANN receives public input   **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system <br>• All stakeholders have a voice <br>• Increasing participation |
| --- | --- | --- |
| 11. The Board should make a clear statement recognizing 10 above. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:   **(c)** continually assessing and improving the processes by which ICANN receives public input   **(d)** continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community | A healthy Internet eco-system <br>• All stakeholders have a voice <br>• Improved accountability and transparency <br>• Enhanced trust in ICANN's stewardship <br>• Increasing participation |
| 12. ICANN should allow consumer-interest groups to participate in its key decsions and policy processes. | **9.1** Ensuring accountability, transparency and the interests of global Internet users:   **(c)** continually assessing and improving the processes by which ICANN receives public input <br>**9.3** Promoting competition, consumer trust, and consumer choice: ICANN will ensure that as it contemplates expanding the top-level domain space, the various issues that are involved (including competition, consumer protection, security, stability and resiliency, malicious abuse issues, sovereignty concerns, and rights protection) will be adequately addressed prior to implementation…. | Consumer choice, competition and innovation <br>• Registrants Rights Charter <br>• Improve policy processes <br>• SO and AC support |
| 13. The processes via which ALAC provides policy advice should be strengthened in ALAC, the SOs, ACs, and Board. | **7.** ICANN commits to adhere to transparent and accountable budgeting processes, fact-based policy development, cross-community deliberations, and responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy consideration,…. <br>**9.1** Ensuring accountability, transparency and the interests of global Internet users:   **(c)** continually assessing and improving the processes by which ICANN receives public input | A healthy Internet eco-system <br>• All stakeholders have a voice <br>• Improved accountability and transparency <br>• Enhanced trust in ICANN's stewardship <br>• Increasing participation |

## E. Budget

The ALAC has stated that one of the At-Large community's top three priorities for FY11 is the allocation of sufficient funding for the At-Large Improvements Implementation project. In the "Key At-Large and ALAC Priorities" section of its ALAC Comments (under current vote to become a Statement of the ALAC) on the ICANN FY11 Operating Plan and Budget, the ALAC states:

> The Community has been working exceptionally hard over the last year toward the implementation of the recommendations from the ALAC Improvements. We had raised in the last budget review the matter that costs and budget allocations for these activities had to be considered to facilitate this essential and mandated process, and we had been reassured that budget provisions would be made.

We appreciate that there has been the recent and essential retainment of a consultant Mr. Seth Greene to act as Project Manager for the At-Large Improvements Implementation process and we are delighted with the progress on this since he joined us just prior to the Nairobi meeting (and this is in keeping with the listed requirement for the effective and timely facilitation of this essential and time critical work), but this is the only evidence we have of any planning or allocation of budget to these requirements.

With the lack of detail in section 4.7 and 4.8 it is impossible for us to assume if there has (in fact most likely to assume there has NOT) been any incorporation of the needs for budget support of our At-Large Improvements projects (or perhaps even our ongoing work plans) in the proposed FY11 Operating Plan and Budget.

We also note that the GNSO also makes this point with regards to their budget allocations needs for GNSO Improvements implementation planned for FY11, so this is, in our opinion a critical issue to address.

*Appendix 1*

# Implementation Summary by Recommendation

Below is a summary of the specific At-Large Improvements work planned in the implementation of each of the Final Report's 13 recommendations.  For each recommendation, the following is listed:
- A summary of the recommendation itself (as stated in the Final Report);
- The list of At-Large community members on the work team(s) assigned to the recommendation;
- A summary of the steps or tasks planned for implementing the recommendation; and
- The target completion period for the recommenation as a whole.

| Recommendation 1 |
| --- |

Summary of recommendation:  The ICANN Bylaws that deal with ALAC should be changed to reflect a continuing purpose in ICANN focused on providing policy advice, providing input into operations and structure; helping to ensure accountability and contributing to outreach.

Work team:  ALAC Chair, At-Large staff, ICANN Legal staff

Summary of tasks in implementation:
- Bylaws Article XI, s2(4)(a) will be modified and submitted to the SIC for Board ratification.
- Proposed IIC/post-JPA accountability mechanisms will be reviewed.
- Any additional processes needed for ALAC engagement in ICANN Structural Improvements Programs will be determined.

- ALAC Chair term will be extended to two years.

Target completion date:  September–December 2010

### Recommendation 2

Summary of recommendation:  At-Large should be given one voting seat on the ICANN Board, replacing the At-Large liaison to the Board.

Work teams:  The At-Large Board Selection Design Team (ABSdt) and Board Candidate Evaluation Committee (BCEC)

Summary of tasks in implementation:
- White Paper, outlining draft selection process, was published on 11 Jan 2010.
- Public comments have been considered and incorporated into the selection process.
- Submit the final selection process to the Board via the SIC for approval.
- Enact selection process.
- Selection choice must be endorsed by ALAC and approved by Board before seating.

Target completion date:  December 2010 (AGM Meeting)

### Recommendation 3

Summary of recommendation:  The ALS-RALO-ALAC structure of At-Large should remain in place for the present.

Work team:  ALAC and Regional Secretariats

Summary of tasks in implementation:
- Information flow within the ALS-RALO-ALAC structure and between the structure and individual Internet users and ALS members will be reviewed to identify possible improvements to information dissemination.
- Any identified improvements will be implemented.

Target completion date:  September–December 2010

### Recommendation 4

Summary of recommendation:  Educating and engaging the ALSes should be an immediate priority; compliance should be a longer-term goal.

Work team:  ALAC and Regional Leaders

Summary of tasks in implementation:
- For external education and internal engagement:  Plans identifying specific deliverables will be created and implemented based on high-level principles.

- For outreach and recruitment:  A strategy will be designed and implemented that ensures ICANN issues are understood by individual Internet users.
- For leadership development and engagement:  Clear job descriptions, nonperformance sanctions, and midterm replacement processes will be created.
- Compliance with Recommendation 4 will be dealt with after these pieces are in place.

Target completion date:  September–December 2010 (with compliance in January–March 2011)

## Recommendation 5

Summary of recommendation: ALAC should develop strategic and operational plans (including performance criteria and cost information) as part of ICANN's planning process.

Work team:  The Finance and Budget Subcommittee of the ALAC

Summary of tasks in implementation:
- For both strategic and operational planning:  Current At-Large processes used to conribute to ICANN planning will be reviewed, and any barriers identified.  Any follow-up plans will be agreed to by ALAC and RALOs.
- At-Large staff support levels and budget allocations in FY2009-2010 will be reviewed, and support increased, as provided throughout this project and the Final Report.
- ALAC and staff will develop an annual support agreement.

Target completion date:  September–December 2010

## Recommendation 6

Summary of recommendation:  More effort needs to be put into developing accurate cost models for At-Large activities.

Work team:  A subset of the Finance and Budget Subcommittee of the ALAC

Summary of tasks in implementation:
- At-Large information that would be useful, subsequent to improvements in financial reporting in FY2009-2010, will be reviewed.
- It will be ensured that At-Large representatives have meeting accommodations equal to those of other funded communities.

Target completion date:  June–September 2010

## Recommendation 7

Summary of recommendation:  ALAC should choose – taking into account budgetary constraints and technologies already used elsewhere in the ICANN community – its own communication and other collaborative tools.

Work team:  ALAC and Regional Leaders

Summary of tasks in implementation:
- The communication and collaboration needs considered unmet by ALSes and RALOs will be reviewed.
- Technologies already used, as well as those not used, within At-Large and ICANN will be reviewed as solutions to these unmet needs (accessibility and cost/benefit issues will be considered).
- A plan for the use of those technologies deemed appropriate will be created and implemented within At-Large.
- Recommendations, as appropriate, will be made for the use of these technologies elsewhere in ICANN.

Target completion date:  September–December 2010

**Recommendation 8**

Summary of recommendation:  The public comment period should remain 30 days, except under special circumstances, for which ALAC may request an extension to 45 days.

Work team:  Completion to be confirmed with the Public Pariticipation Committee of the ICANN Board

Summary of tasks in implementation:
- ALAC processes will be developed for requesting the extended consultation period.
- Staff and Board processes will be developed for implementing extension requests.
- Changes to pre-public comment period activities will be examined (including the use of advance notice and prerelease drafts), and those appropriate will be proposed to the At-Large community.
- Measures making policy development across ICANN's communities more accessible will be reviewed, and those appropriate will be proposed to the community.

Target completion date:  September–December 2010

**Recommendation 9**

Summary of recommendation:  ICANN should strengthen its translation and interpretation processes.

Work team:  ALAC and Regional Leaders

Summary of tasks in implementation:
- Near-term changes will be proposed to processes needed for increased policy engagement dependent on the availability of translations.
- A Translation Policy will be implemented (either as adminitrative initative or with Board approval, as determined).

Target completion date:  September–December 2010

**Recommendation 10**

Summary of recommendation:  ALAC, as the representative body for At-Large, is the primary organizational home for the voice and concerns of the individual Internet user within ICANN (though individual users can choose to participate in other ways in the ICANN process).

Work team:  Completion to be confirmed with ICANN Board and new At-Large-selected Director

Summary of tasks in implementation:
- See Recommendation 1.

Target completion date:  September–December 2010

**Recommendation 11**

Summary of recommendation:  A clear statement from the Board is needed recognizing At-Large as the primary organizational home for individual Internet users and clarifying the relationship between ALAC and the User Home under developement within the GNSO.

Work team:  Completion to be confirmed with ICANN Board and new At-Large-selected Director

Summary of tasks in implementation:
- Staff will create draft changes to ICANN bylaws (incorporating public comments), which will be reviewed by ALAC and submitted to Board for ratification.
- These task will be undertaken along with those in Recommendation 1.

Target completion date:  September–December 2010

**Recommendation 12**

Summary of recommendation:  ICANN should develop a way for bodies recognized as representing consumer interests to be heard at critical points in key decisions and to provide input into policy processes.

Work team:  Completion to be confirmed with ICANN Board

Summary of tasks in implementation:
- At-Large and GNSO will conduct outreach to consumer representatives.

Target completion date:  June–December 2010

**Recommendation 13**

Summary of recommendation: ALAC should strive to provide policy advice on any issue that affects individual Internet users. To this end, the following should be strengthened:  ALAC's internal policy-advise processes; the SOs' processes for requesting ALAC's policy input; and

the SOs', ACs' and Board's processes for providing ALAC with feedback on the use of its policy advice.

Work team:  ALAC Executive Committee and At-Large staff

Summary of tasks in implementation:
- ICANN policy development processes both within and outside ALAC/At-Large will be reviewed, and any barriers to ALAC's participation will be identified.  Staff will propose measures to reduce these barriers.
- Policy development processes within the SOs and ACs for requesting and considering ALAC input will be strengthened.
- Processes of the SOs, ACs and Board need to be developed/strengthened to provide feedback on how ALAC's advice has been used within their processes.

Target completion date:  December 2010–March 2011