

FY14 Draft Budget Proposal - Projects list -ATask exported as of 04/29/2013

45,504,181 16,158,877 63,356,257 17,043,312 142,062,627

OBJECTIVE	GOAL	PORTFOLIO	PROGRAM	Description	Program Metrics	Program Dependencies	Program Risks	Program Stakeholders	Program Topics	Timeline	Personnel	Travel	Prof Serv	Admin	Total Expenses
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Contractual Compliance Reports to Community - Maqay Serad	Contractual Compliance ICANN Meeting Updates												157,698
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Contractual Compliance Reports to Community - Maqay Serad	Contractual Compliance Monthly Updates												
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolving ICANN Structures - David Olive	Organizational Reviews - Denise Michel	ESSAC Reviews												
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive			Maintain records of feedback and community activities (e.g., active projects, chartered working groups, ICF meetings, calls, webinars, community output - statements and reports).			Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. New gTLDs increase need for vigilance and AC responsiveness.	Community, Staff and Board							
		Support Policy Development efforts - David Olive	AC Policy Advisory Support Activities	Optimize efficiency and effectiveness of community policy development and advice efforts.						FY13 T1	849,147	197,000	79,785	18,000	1,141,932
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive			Maintain records of feedback and community activities (e.g., active projects, chartered working groups, ICF meetings, calls, webinars, community output - statements and reports).			Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. New gTLDs increase need for vigilance and AC responsiveness.	Community, Staff and Board							
		Support Policy Development efforts - David Olive	SD-AC Policy Development Support Activities	Optimize efficiency and effectiveness of community policy development and advice efforts.						FY13 T1	1,461,637	234,150	367,875		2,063,662
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive			Maintain records of feedback and community activities (e.g., active projects, chartered working groups, ICF meetings, calls, webinars, community output - statements and reports).			Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. New gTLDs increase need for vigilance and AC responsiveness.	Community, Staff and Board							
		Support Policy Development efforts - David Olive	SD-AC Participation & Engagement Support Activities	Optimize efficiency and effectiveness of community policy development and advice efforts.						FY13 T1	272,043	326,000	13,700	1,000	631,743
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Advanced Engagement Tools for Outreach and Participation - Sally Costerton	Other Programs for Advanced Engagement Tools	Other Programs for Advanced Engagement Tools											
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Advanced Media Tools for Outreach and Participation - Sally Costerton	Other Programs for Advanced Media Tools	Other Programs for Advanced Media Tools											
Affirmation of Purpose - Fadi Chehade	Act as Steward of the Public Interest - Sally Costerton	Affirmation of Commitments - Denise Michel	Other Programs for Affirmation of Commitments	Other Programs for Affirmation of Commitments											
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Conflicts of Interest Management - John Jeffrey	Other Programs for Conflicts of Interest Management	Other Programs for Conflicts of Interest Management											
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Functions - Maqay Serad	Other Programs for Contractual Compliance Functions	Other Programs for Contractual Compliance Functions											
Affirmation of Purpose - Fadi Chehade	Engage in the Internet Governance Ecosystem - Tarek Kamel	Coordination of ICANN participation in Internet Governance - Nigel Hudson	Other Programs for Coordination of ICANN participation in Internet Governance	Other Programs for Coordination of ICANN participation in Internet Governance											
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Deliver on Management System Mapping - Carole Cornell	Other Programs for Deliver on Management System Mapping	Other Programs for Deliver on Management System Mapping											
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Effective Business Operations - Akram Atallah	Other Programs for Effective Business Operations	Other Programs for Effective Business Operations											
Internationalization - Fadi Chehade	Integrate Global and Regional Responsibilities - Sally Costerton	Effective matrix organization, functional, geographic, project management practices, staffing - Sally Costerton	Other Programs for Effective matrix organization	Other Programs for Effective matrix organization							2,765,250	158,000	301,240	3,570,000	6,795,680
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Enhance Community Participation - Sally Costerton	Other Programs for Enhance Community Participation	Other Programs for Enhance Community Participation											
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Executive Office Functions - Fadi Chehade	Other Programs for Executive Office Functions	Other Programs for Executive Office Functions											
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	IANA Operations - Elise Gerlich	Other Programs for IANA Operations	Other Programs for IANA Operations											
Operations Excellence - Fadi Chehade	Plan for Scale, Security, Continuity - Akram Atallah	ICANN Communications - Sally Costerton	Other Programs for ICANN Communications	Other Programs for ICANN Communications											
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Implement Operational Readiness - Carole Cornell	Other Programs for Implement Operational Readiness	Other Programs for Implement Operational Readiness											
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	Outreach and relationship management with existing and new Registry Registrar community - Chris Marano	Other Programs for Outreach and relationship management	Other Programs for Outreach and relationship management											
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	Other Programs for Provide Legal Support and Advice	Other Programs for Provide Legal Support and Advice											
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Bring Businesses and ICANN Worldwide - James Trunzio	Other Programs for Bring Businesses and ICANN Worldwide	Other Programs for Bring Businesses and ICANN Worldwide											
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Regional Initiatives, Including Centers of Excellence - Sally Costerton	Other Programs for Regional Initiatives, Including Centers of Excellence	Other Programs for Regional Initiatives, Including Centers of Excellence											
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	Risk Management - John Jeffrey	Other Programs for Risk Management	Other Programs for Risk Management											
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Security Stability & Resiliency - Jeff Moss	Other Programs for Security Stability & Resiliency	Other Programs for Security Stability & Resiliency											
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Strategic Initiatives Operations - Denise Michel	Other Programs for Strategic Initiatives Operations	Other Programs for Strategic Initiatives Operations											
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Strategic Planning - Denise Michel	Other Programs for Strategic Planning	Other Programs for Strategic Planning											
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Strengthen Engagement with Governments - Tarek Kamel	Other Programs for Strengthen Engagement with Governments	Other Programs for Strengthen Engagement with Governments											
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	Other Programs for Support Policy Development efforts	Other Programs for Support Policy Development efforts											
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Supporting Accountability Structure - John Jeffrey	Other Programs for Supporting Accountability Structure	Other Programs for Supporting Accountability Structure											
Internationalization - Fadi Chehade	Communicate Effectively with Stakeholders - Sally Costerton	Transparency in IANA Functions Performance & Reporting - Elise Gerlich	Other Programs for Transparency in IANA Functions Performance & Reporting	Other Programs for Transparency in IANA Functions Performance & Reporting											
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Services - Cyrus Namazi	Ongoing gTLD Registry Liaison	Coordinate and manage day-to-day Registry Liaison Operations	Establish process and systems to support the New gTLD Registries	Community, Staff	Resources	Community, Staff and Board	New gTLD Registries	FY13 T1	1,225,083	240,550	40,500	230,880	1,737,013
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah			The Registrar Contract Management program encompasses everyday contract management tasks and discrete project work. Everyday contract management work includes: - registrar accreditation application review and approval; - renewal of registrar accreditation on agreements; - review and approval of requests for accreditation agreement assignment; and - processing of accreditation agreement updates (such as changes to a registrar's "Primary Contact" and addition of TLDs, etc.). Examples of project work include: - implementation of new and amended consensus policies; - creation of procedures and processes intended to protect registrants in the event of registrar failure and to promote a robust, competitive DNS marketplace; - amendment of the registrar accreditation agreement; and - operation of the annual registrar fee approval process.	Successful and timely conclusion of project work. Formal and informal feedback from stakeholders solicited at appropriate times.	(project-specific)		Registrar Stakeholder Group, registrars, registars, registries, DNSIC & greater ICANN community, ICANN Compliance and other staff							
		gTLD Services - Cyrus Namazi	Registrar Contract Management							FY13 T1	595,880		100,825	36,500	673,625
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah			Registrar Engagement & Relationship Management program work includes: - responding to registrar and registrant inquiries; - providing logistical support and coordination for the Registrar Stakeholder Group; - facilitating informal resolution of disputes between registrars or between registrars and other stakeholders; - proactively communicating with registrars about compliance, marketplaces, and other trends and issues of importance; - serving as a gateway for registrars into other areas of ICANN's work; - conducting regional outreach events to better engage registrars with ICANN and with each other; - serving as subject matter experts and the voice of registrars within ICANN; - operating and maintaining the registrar training program; - promoting registrar respect for law enforcement and intellectual properties concerns and assisting registrars in understanding the Uniform Domain Name Dispute Resolution Policy; - collecting and disseminating market data; and - coordinating workshops to help inform community policy-making.	Successful and timely conclusion of project work. Formal and informal feedback from stakeholders solicited at appropriate times.	(project-specific)		Registrar Stakeholder Group, registrars, registars, registries, DNSIC & greater ICANN community, ICANN Compliance and other staff							
		gTLD Services - Cyrus Namazi	Registrar Engagement & Relationship Management							FY13 T1	392,081	183,750	32,400	11,280	619,511
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah			Represents the day to day operations of the Administrative Services Department which includes front desk, facilities management, purchasing, travel management etc. that is managed specifically by the Administrative Services Department.	The elements of this program will be measured generally by the quality and quantity of work - e.g. cleanliness of the facility, meeting set-up requirements for conference rooms, etc.	Staff, legal, management	Resources	Staff, legal, management							
		Administrative Services - Diane Schroeder	Administrative Services							FY13 T1	202,315			530,272	732,587
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Archiving - History of ICANN	Establish program parameters to support ICANN's strategic objectives.	Establish program parameters to support ICANN's strategic objectives.											
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	ICANN Administration	Effective use of administrative staff against budget parameters	Effective use of administrative staff against budget parameters											
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Management of all ICANN Offices	Effective management of offices within budget parameters to meet ICANN's globalization strategy.	Effective management of offices within budget parameters to meet ICANN's globalization strategy.											
		Administrative Services - Diane Schroeder	Management of all ICANN Offices							FY13 T1	495,470	15,400	47,250	4,177,036	4,735,156
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah			Meeting travel requirements against budget parameters.											
		Administrative Services - Diane Schroeder	Travel Management	Management of travel for ICANN						FY13 T1	123,048	2,500,200	33,700	3,000	2,659,998
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Advanced Engagement Tools for Outreach and Participation - Sally Costerton	Improve Remote Participation	Technical and process improvements to encourage and expand remote participation in ICANN meetings.	Quantifying participation through number of participants and active participants.	IT participation, Meetings team	Costs	ICANN community	Remote participation	FY13 T1					
Affirmation of Purpose - Fadi Chehade	Act as Steward of the Public Interest - Sally Costerton	Affirmation of Commitments - Denise Michel	ARF (Accountability & Transparency) Reviews	Support the assessment of ICANN's commitments, the Board's consideration of that assessment, and any subsequent follow-up actions	Fulfillment of staff support and liaison functions	Community, Board, staff and management				FY13 T1	160,956	78,800	37,800	850	278,406
Affirmation of Purpose - Fadi Chehade	Act as Steward of the Public Interest - Sally Costerton	Affirmation of Commitments - Denise Michel	Consumer Choice & Competition Review	Support the assessment of whether introduction or expansion of gTLDs has promoted competition, consumer trust and consumer choice; the Board's consideration of that assessment; and any subsequent follow-up actions	Fulfillment of staff support and liaison functions	Community, Board, staff and management				FY13 T1	16,881				16,881

OBJECTIVE	GOAL	PORTFOLIO	PROGRAM	Description	Program Metrics	Program Dependencies	Program Risks	Program Stakeholders	Program Topics	Timeline	Personnel	Travel	Prof Serv	Admin	Total Expenses
Affirmation of Purpose - Fadi Chehade	Act as Steward of the Public Interest - Sally Costerton	Affirmation of Commitments - Denise Michel	SR (Security, Stability, Resiliency of the DNS) Review/it	Support the statement of ICANN's commitment, the Board's consideration of that assessment, and any subsequent follow-up actions	Execute Board Resolution					FY13 T3	235,138	12,650	133,425	17,000	393,213
Affirmation of Purpose - Fadi Chehade	Act as Steward of the Public Interest - Sally Costerton	Affirmation of Commitments - Denise Michel	WHOIS Review	Support the assessment of ICANN's commitments, the Board's consideration of that assessment, and any subsequent follow-up actions	Execute Board resolution	Community, Board, staff		Community, Board, staff		FY13 T3	126,969	153,250	118,620	850	399,689
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Anticipate and accommodate community evolution broader geographic participation - David Olive	GNSS New Constituency Process	Track community interest, manage processes & coordinate formation of new community groups	Create processes as necessary, document efficient implementation of existing process	Community, SG leaders, Legal Team and Board	Close adherence to new processes; potentially substantial community demand	Community, Staff and Board		FY13 T3	6,335	-	-	-	6,335
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Anticipate and accommodate community evolution broader geographic participation - David Olive	Manage processes & coordinate formation of new stakeholder groups	Track community interest, manage processes & coordinate formation of new community groups	Create processes as necessary, document efficient implementation of existing process	Community, Legal Team and Board	New gTLD interest creates substantial demand; resources must be tracked	Community, Staff and Board		FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Brand ICANN (and promote) the Multistakeholder Model of Governance James Dilligrove	Reputational Research	Reputational Research vendor is conducting a series of qualitative and quantitative survey of ICANN staff, community and stakeholders to develop reputational baseline to which to build	Results of the research	Participation of stakeholders	Low participation	ICANN, Board, community	ICANN's reputation - low	FY13 T3	8,057	-	135,000	-	143,057
Affirmation of Purpose - Fadi Chehade	Deepen Partnerships with Internet Organizations - Tarek Kamel	Build stronger partnership with the ISOC, IAB, IETF, ARIN, APNIC, AFRNIC, LACNIC, RIPE, WISC, ICANN - Jamie Hedlund	I* Joint Project Coordination	Collaborate with I* partners on joint projects	Collaborative efforts and joint projects with I* partners	Agreed joint projects	Lack of I* collaboration	I* partners	Internet governance, WHOIS	FY16 T3	2,645	-	-	-	2,645
Affirmation of Purpose - Fadi Chehade	Deepen Partnerships with Internet Organizations - Tarek Kamel	Build stronger partnership with the ISOC, IAB, IETF, ARIN, APNIC, AFRNIC, LACNIC, RIPE, WISC, ICANN - Jamie Hedlund	Engagement with I* Regional Organizations	Establishment of projects and work activities under a cohesive global plan to engage I* leadership and regional organizations	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community, SG leaders, Legal Team and Board	Competing organizational agendas	Community, Staff and Board		FY14 T3	12,871	12,460	-	-	25,331
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Conflicts of Interest Management - John Jeffrey	Annual Conflicts of Interest Reporting	Maintain program for staff annual conflicts of interest reporting, including updating forms, ensuring staff completes the forms, reviewing the completed forms and taking action as needed	1) ensure that all employees are in compliance with annual conflicts of interest reporting 2) receive other information regarding employee conflicts of interest, if any 3) take actions where necessary to deal with reported actual and potential conflicts of interest based upon reports and other information obtained	HR, legal	Employees fail to comply in timely manner	ICANN and NTIA		FY14 T2	5,245	-	-	-	5,245
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Conflicts of Interest Management - John Jeffrey	Board Conflicts of Interest Policies and Processes	Assist Board to manage their conflicts of interest policies and processes	1) Regularly inform board member's of obligations on conflicts of interest. 2) Advise and assist board of directors in complying with its conflicts of interest policies.	Board of directors, board governance committee, Chairman of board	Reputational, legal liability	Board, exec, community	col, conflicts, conflicts of	FY13 T3	11,377	-	-	-	11,377
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Conflicts of Interest Management - John Jeffrey	Contractor Conflicts of Interest Policies and Processes	Develop a plan to ensure that all contractors have completed disclosure forms and are following the policy	Plan is in place to ensure that all contractors have completed disclosure forms and are following program	Contractors	Planning is delayed for unexpected reason; difficulty getting all current ICANN contractors to agree	ICANN and NTIA			22,545	-	-	-	22,545
Operations Excellence - Fadi Chehade	Plan for Scale, Security, Continuity - Akram Atallah	Continuity of outside mechanism (e.g. UDRP, TMCH) - Cyrus Namazi	Dispute Resolution Processes	Review dispute resolution processes and seek opportunities for improvement	1) Identify and review all dispute resolution processes 2) Establish ways to make improve, make more efficient	Legal, board, New gTLDs	Inefficient management could result in extra costs, and possible litigation	Legal, board, community, exec	dispute resolution, udrp,	FY13 T3	3,314	-	-	-	3,314
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Functions - Maguy Seraf	Contractual Compliance Complaint Processing and Monitoring Activities	Program to cover all contractual compliance operational activities from processing and managing tickets to monitoring activities	Completion of the 5 Audit Phases: Audit Findings: Number of Audit related enforcement:	System, Staff	Volume of complaints; Resource Availability;	ICANN Community;		FY16 T3	1,318,761	-	154,440	-	1,473,201
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Initiatives - Maguy Seraf	Contractual Compliance Audit Program	To capture audit related activities	To capture the range of activities related to policy initiatives, projects, working groups and review teams; Activities can be review of documents, provide data to support decision making, provide input into implementations, identify and implement changes to compliance processes/policies/systems as needed	Vendor; Registrars; Registry Ops; Staff	Timeline; Resources	ICANN Board & Executives	Compliance	FY13 T3	317,568	-	708,385	-	1,115,953
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Initiatives - Maguy Seraf	Contractual Compliance Contract & Policy driven Initiatives	To capture all activities related to community and contracted parties outreach for information purposes, training or improvements	Number of policy driven initiatives; Number of process and template changes due to policy initiatives; Number of data requests from policy or community;	System; Staff	Competing Requests; Resource Availability;	Policy Team; Working Groups;		FY16 T3	103,286	-	-	-	103,286
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Initiatives - Maguy Seraf	Contractual Compliance New gTLD Program Readiness	To capture all activities related to community and contracted parties outreach for information purposes, training or improvements	List of new gTLD compliance readiness activities related to assessment, evaluation, planning, implementation and staff development List of staff development new gTLD related activities;	new gTLD program; Contracts; System; Processes	System & Process Integration; Timeline; Resources	ICANN Executives		FY14 T3	162,063	-	-	-	162,063
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Initiatives - Maguy Seraf	Contractual Compliance Outreach	To capture all activities related to community and contracted parties outreach for information purposes, training or improvements	Number of compliance outreach activities;	System; Compliance Initiatives; Community; Policy changes;	Competing Requests; Resource Availability;	Policy; Staff		FY13 T2	-	-	-	-	-
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Contractual Compliance Initiatives - Maguy Seraf	Improve Contractual Compliance Program	Capture efforts or activities to improve on contractual compliance program	Number of compliance initiatives; Number of improvements;	System; Staff	Competing Requests; Resource Availability;	ICANN Community;		FY16 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Contractual Compliance Reports to Community - Maguy Seraf	Contractual Compliance Annual Report	To capture all activities related to reporting, publishing and presentations	Monthly updates published by no later than mid-month; Number of published reports; Number of compliance related sessions delivered to community;	System; Staff	Competing Requests; Resource Availability;	ICANN Community;		FY16 T3	-	-	-	-	-
Affirmation of Purpose - Fadi Chehade	Engage in the Internet Governance Ecosystem - Tarek Kamel	Coordination of ICANN participation in Internet Governance - Nigel Hickson	Capacity Building	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community leaders, Comms team, security and DNS ops desks	Maintaining sufficient staff and resources to support requests	Community, Board and Staff		FY14 T3	843,080	715,550	218,275	137,500	1,934,405
Affirmation of Purpose - Fadi Chehade	Engage in the Internet Governance Ecosystem - Tarek Kamel	Coordination of ICANN participation in Internet Governance - Nigel Hickson	Engagement with DNS and ICANN Community Groups in the Regions	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity in regionally appropriate way	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community leaders, Comms team, security and DNS Ops, Legal Team and Board	Maintaining sufficient staff and resources to support requests	Community, Staff and Board		FY14 T3	-	-	-	-	-
Affirmation of Purpose - Fadi Chehade	Engage in the Internet Governance Ecosystem - Tarek Kamel	Coordination of ICANN participation in Internet Governance - Nigel Hickson	Engagement with relevant IGOs and IOs	Oversee collaboration with IGOs and IOs with inter-governmental in an effort to promote the "multi-stakeholder" model, enable a unified and interoperable Internet, and secure consensus on the role ICANN plays in Internet governance	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership. Track agreements, MoUs, meetings, joint projects.	Community (IGO's and IO's), Staff and Board	Opposing agendas	Community, staff, board		FY13 T3	914,132	328,750	-	-	1,242,882
Affirmation of Purpose - Fadi Chehade	Engage in the Internet Governance Ecosystem - Tarek Kamel	Coordination of ICANN participation in Internet Governance - Nigel Hickson	Enhance IGF involvement	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity to enhance IGF involvement	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in IGF international and regional events, membership and ICANN representation in IGF MAG, open consultations, sessions at events, IGF workshops	Community, Staff and Board	Maintaining sufficient staff and resources to support requests Rising sponsorship requests from international IGF and form regional IGFs need to be alert, aware and responsive to meet various community interests in an efficient and effective manner	Community, Staff and Board		FY14 T3	-	-	-	-	-
Affirmation of Purpose - Fadi Chehade	Engage in the Internet Governance Ecosystem - Tarek Kamel	Coordination of ICANN participation in Internet Governance - Nigel Hickson	Enhance ITU relationship	This is the overall umbrella program for enhancing and deepening our relationship with ITU overall and at regional level through negotiations, dialog and working arrangements with the ITU regional centers of excellence. Establishment of projects and work activities under a cohesive global plan manage the relationship with the ITU.	Track invitations, ICANN engagement in the ITU groups and ITU staff and regional organizations representatives participation rates in ICANN processes and membership	Community, Staff and Board	Conflicting attitudes in the ICANN community toward levels of engagement with the ITU (and ITU regional centers)	Community, Staff and Board		FY14 T3	-	-	-	-	-
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Deliver on Management System Mapping - Carole Cornell	Portfolio Management Discipline Roll Out	Manage initial phases 1 and 2 of the new Portfolio Management Discipline from concept through to day-to-day cultural integration at ICANN	1) Show alignment of work to Goal and Objectives 2) Enhanced communication and information sharing between departments as well as between the executive team and staff thru usage of ATask tool 3) Show ICANN's portfolio of projects cross-functionally with identification of contention for resources, risks and dependencies	ICANN Staff, Management and Board	Education and Timely cultural change	ICANN Staff, Management and Board	Portfolio Management	FY14 T3	39,851	-	87,750	45,000	172,601
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Deploy Collaboration Platform - Sally Costerton	MyICANN	MYICANN is to be the single place for stakeholders to interact and do their work with ICANN. The end result will be a unified experience that leverages new collaboration and productivity technologies to support ongoing improvements to ICANN's business, operational, and policy development processes, improving both the perception and the reality that ICANN is an organization that "works".	- Measured improvement of user satisfaction within the community - Appreciable improvement in the flow of information and ideas. - Greater engagement in ICANN services by a wider audience than exists today - Support for multiple languages and accessibility.	Rollout of internal IT assets	Complexity of the requirements	ICANN community		FY13 T2	261,601	45,700	627,750	8,300	943,251
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Effective Business Operations - Akram Atallah	Meetings & Conferences	Oversee the execution of ICANN Meetings and Conferences	Timely and quality delivery of meeting support	Board, staff, legal and management	Resources - global economy	Community, Staff and Board	ICANN Meetings & Con	FY13 T3	1,019,616	5,664,608	2,112,978	605,000	7,402,202

OBJECTIVE	GOAL	PORTFOLIO	PROGRAM	Description	Program Metrics	Program Dependencies	Program Risks	Program Stakeholders	Program Topics	Timeline	Personnel	Travel	Prof Serv	Admin	Total Expenses
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Effective Business Operations - Akram Atallah	New gTLD Registries Onboarding	On-boarding of applicants as they sign applications and are approved.	Systems need to be online and ready for on-boarding.	Staffing, project management, external resources	need to have proper staffing in place. Must have a 3rd party contractors that deliver on-time and with high quality.	Registries & contracted parties		FY14 T1	233,945	33,400	112,500	-	379,845
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Effective Business Operations - Akram Atallah	Registry Services Operations	Various services pertaining to the services provided for the Registry stakeholder community.	Systems and tools - CRM, and others.	CRM, staffing	on-time execution of CRM, staffing.	Registry operators		FY14 T2	406,639	75,800	373,050	-	855,489
Internationalization - Fadi Chehade	Communicate Effectively with Stakeholders - Sally Costerton	Effective Matrix Implementation - Chris Mondini	Geographic Matrix Development	Coordination and support for regional and functional integration in a geographic matrix model.	Effective development and implementation of resource enrollment in a functional and regional matrix.	Board, Staff, CEO	Resource utilization constraints.	Board, Staff, Community	Internationalization	FY14 T2	-	-	-	-	-
Internationalization - Fadi Chehade	Integrate Global and Regional Responsibilities - Sally Costerton	Effective matrix organization: functional, geographic, project management practices, staffing - Sally Costerton	Distributed Center of Gravity and Matrix Organization Planning	Structural and process improvements that support ICANN's proximity and engagement with stakeholders globally, where they are located.	Staff, physical presence and work activities in diverse geographies world wide. Improved access and ease of participation for stakeholders.	Resources, planning and support functions, local partner assistance, talent acquisition	insufficient planning, legal risk exposure in new geographies, status of communications and support functions.	Future stakeholders, ICANN staff at all levels, current stakeholders, future staff	Engagement, access, o	FY14 T3	17,878	-	36,900	-	54,778
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Enable Cross-Stakeholder Collaboration - David Olive	Communications Support for all supporting structures	Develop, support and maintain various comm tools and mechanisms to describe and support engagement with stakeholders	Track inventory of tools and publications available to community groups. Track use through web metrics and subscriptions	Comms team, Community leaders	Staff support and resources	Community, Board and Staff		FY13 T3	193,673	-	20,200	-	263,873
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Engage Stakeholders Regionally - Tarek Kamel	Implement Regional Strategies	Execution of Stakeholder Engagement Plans in Each Region	Various Key Performance Indicators as submitted in regional plans. KPIs reflect quality of engagement in terms of outcomes and satisfaction of stakeholders, as well as quantitative measures such as expansion of stakeholder groups	Clarity of mission, resources, coordination with ICANN community and 1-star Organizations	Loss of focus on mission, vision and outcomes; Perceptions of ICANN	Present and future stakeholders, Internet Users	Engagement, access, o	FY14 T3	2,666,667	1,289,500	797,400	830,040	5,583,607
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Enhance Community Participation - Sally Costerton	DNS Sector Roundtables and Task Forces	Roundtable problem-solving discussions to engage DNS sector organizations at strategic levels on issues that are not already in policy development forums.	Success of meeting interactions, meeting outcomes, task force deliverables, improved relations with participants, increased understanding among diverse DNS organizations.	Resources, enthusiasm and participation from sector members	Lack of interest from private sector	Registrars, Registries, ISPs, ICtLDs, Internet Users, Regulators, ICANN	Defining and elevating	FY13 T3	9,633	17,500	-	-	27,133
Multi-Stakeholder Model Evolution - Fadi Chehade	Increase and Improve Global Participation - Sally Costerton	Enhance Community Participation - Sally Costerton	Outreach Program	Projects to enhance communication and relationships between ICANN and its future stakeholders, including emerging stakeholder groups.	Development of platforms and tools, establishment of regular community consultations and coordination, streamlining of existing outreach and capacity building processes, greater knowledge of ICANN, greater demand for participation in the work of ICANN.	Resources, prioritization with community on goals and activities, coordination, ability to scale ICANN to meet demand	Lack of agreement on focus and priorities, insufficient capability to absorb new participants and stakeholders in a scalable way.	Present and future stakeholders, ICANN staff and community, Internet Users	Engagement, commu	FY14 T3	61,851	20,300	10,125	-	92,276
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Establish SOPs Across the Organization - Carole Cornell	Culture and Change Management Initiatives	Projects to expedite and facilitate adoption of an operations-focused working culture and support staff alignment and cohesion.	Identified efficiency gains, staff retention and satisfaction.	Bandwidth and resources to pursue projects	Lack of adoption of recommendations; Staff, Management, Board, Community	ICANN staff at all levels, ICANN stakeholders who interact with employees burnout	Culture, Performance, s	FY13 T3	-	1,200	-	4,000	5,200
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Establish SOPs Across the Organization - Carole Cornell	Finance Process and Procedure documentation	Finance Process and Procedure documentation	Produce process and implement to ensure effective compliance	Staff, Management	Resources	Finance		FY13 T3	42,423	-	-	-	42,423
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Evolving Multi-Stakeholder Model - Denise Michel	Advance planning for structural evolution of ICANN	Conduct due diligence, research, and planning to help ensure ICANN's structures and processes support the organization's strategic vision and goals.	Execute plan on schedule	Board, CEO, Staff, Community	Delay in timely execution processes	Board, CEO, Staff, Community		FY13 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Evolving Multi-Stakeholder Model - Denise Michel	Multi-Stakeholder Model Validation	Support the development and publication of academic research on the multi-stakeholder model for DNS coordination, Internet policy development and governance.	Publication of Academic report	Community, Board, staff and management		Community, Board, staff and management		FY13 T3	146,125	14,500	33,750	-	194,375
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Evolving Multi-Stakeholder Model - Denise Michel	Online Education Platform	Develop and execute plan to create ICANN's online education platform to support increased, informed, global involvement in ICANN.	Execute Plan on schedule	Community, Board, staff and management		Community, Board, staff and management		FY13 T3	36,081	-	23,625	-	59,706
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Finance Operations - Xavier Calvez	Finance Operations	Finance Operations - day to day activities	On-time completion of all activities: - Payroll - Accounts Payable - Monthly close	HR for Payroll / All staff for A/P		ICANN Staff, ICANN community, all vendors		FY13 T2	978,855	52,550	250,650	178,160	1,460,215
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Global Stakeholder Engagement Planning - Sally Costerton	Create stakeholder engagement plan	Establishment of projects and work activities under a cohesive plan to engage stakeholders	Establishment of framework, establishment of implementable plans, increased outreach, communications and engagement with present and future stakeholders.	Resources,	Lack of coherent framework, lack of scalability, uneven distribution of stakeholder engagement among groups and geographies.	Present and future stakeholders, ICANN staff, internet users	strategic planning, eng	FY13 T3	705,846	794,800	47,250	250,200	1,798,196
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Application Processing	Process applications through all phases of New gTLD Program.	Posting the application results	New gTLD Program	Delays, High fail rate, quality	ICANN, community	New gTLD Application	FY13 T3	850,231	-	41,527,947	-	42,428,178
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Communications	Provide communication support function for New gTLD program.	Provide accurate information regarding New gTLD Program to the community.	New gTLD Program	Limited resources	ICANN and Community	New gTLD Customer	FY13 T3	123,031	334,100	-	-	457,131
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	New gTLD Customer Service	Provide support to new gTLD applicants and other stakeholders.	Timely processing of customer inquiries.	Staff	Staff capacity	Applicants	New gTLD Customer Se		FY13 T3	1,666,320	-	-	11,900	1,678,220
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Financial Management	Design and implement the new gTLD financial processes and procedures.	Timely designing and processing of all necessary financial documents and procedures.	New gTLD Program	Delay in timely implementation of processes.	ICANN staff, Board, ICANN Community, Vendors		FY13 T3	281,512	-	-	-	281,512
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Process Design & Documentation	This program includes projects to define and document process and procedures for the New gTLD program.	Timely completion of deliverables from team.	New gTLD Program	Resources	New gTLD Team	Process Design & Docu	FY13 T3	1,628,137	-	-	-	1,628,137
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Rights Protection	Program to coordinate projects to deliver and support Rights Protection mechanisms for the New gTLD program.	Launch TMCH - Identify ULIS Providers - Identify gNSP Providers	Legal	Limited resources	ICANN Community especially rights holders		FY13 T3	636,270	8,050	84,375	7,700	736,695
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Support and Administration	Ongoing administrative and support activities for the new gTLD team.	Timely execution of all required helps and supports.	Staff	Human resources and budgets	New gTLD Program staff	n/a	FY13 T3	1,892,140	(222,135)	3,064,184	504,615	5,238,809
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD System Management	Development and support of systems to assist New gTLD program.	Timeliness of the deliverable and quality of applications.	Business Requirements	resources, time, budgets	ICANN	New gTLD Developmen	FY13 T3	265,048	-	-	-	265,048
Operations Excellence - Fadi Chehade	Optimize gTLD Services - Akram Atallah	gTLD Operations - Christine Willett	New gTLD Vendor Procurement	Maintain and manage new gTLD program's current and potential vendors: Relationships, contractual procurement and payment.	On-time contracting, on budget, and on-time payment.	Staff, Legal	Vendors	New gTLD Program, Legal, and Finance	New gTLD Vendor Man	FY13 T3	23,605	-	-	-	23,605
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Human Resources - Steve Antonoff	Human Resources	Day to day HR activities as well as projects relating to ensuring a "best in class" work environment designed to attract and retain talent.	Hiring and retaining staff to meet demands within or better than industry standards, turnover at or below industry standards, and input from staff on overall work environment.	Staff, management, and Board	Industry, resources, global economy	Staff, management and Board	Careers	FY13 T3	3,406,064	69,800	970,583	288,250	4,734,697
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	IANA Operations - Elise Gerich	Business Excellence (EFQM)	Program for continual improvement in the IANA and Tech Ops Department's overall performance.	Perform annual department self-assessment and engage EFQM assessors for an external assessment in FY14.	External Independent Assessors	Sufficient time commitment by key individuals	ICANN, IANA Department		FY14 T2	462,071	2,700	44,550	10,000	519,341
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	IANA Operations - Elise Gerich	Implement IP address Global Policies	The source of policies and procedures for the IANA Function related to internet numbers (IPv4 and IPv6) are defined by the NSD between ICANN and the ASD.	Implementation of post-IPv4 registry based on Global Policy adopted in May 2012 and other Global Policies as they are adopted.	IANA, IT, Communications	Competition for web and tool development resources	ASO, ETF, Internal RIRs		FY13 T2	40,278	-	187,110	10,000	237,388
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	IANA Operations - Elise Gerich	Root Zone Operations	Operational responsibility for ICANN's DNS; management of L-root server; fulfillment of IANA Functions contract commitments related to DNSSEC.	Monitor and report on outages of the internal DNS servers. Publish trending data for L-root. Hold successful DNSSEC key exercises quarterly.	IT, Communications, IANA, DNS OPs, external volunteers	Insufficient number of volunteers to hold key exercises	RSAC, SSAC, GAC, TCRs, NTIA, Verisign		FY14 T3	125,560	30,350	-	-	155,910
Affirmation of Purpose - Fadi Chehade	Act as Steward of the Public Interest - Sally Costerton	Identify and Execute Strategic Programs to Serve the Public Interest - Sally Costerton	Clarify the role of public participation	Establish positions, resources and processes to support improved and increased participation on a scalable basis	Identification of resources and talent, agreement with the community, increased public participation from diverse stakeholders, scalability	Resources, support from community	Disagreement among stakeholder groups, overcoming linguistic and technology challenges	Future and existing stakeholders	Outreach, participation	FY13 T3	-	-	-	-	-
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	DN Variant Initiative - Denise Michel	DN Variant Initiative	Timely delivery of methodology training to staff.	Development of initial process documentation related to process development and ongoing assessment reviews on process development and maintenance.	ICANN Staff, Management and Board	Delay in timely execution processes	ICANN Staff, Management and Board		FY14 T3	253,379	390,700	786,519	5,000	1,435,598
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Implement Operational Readiness - Carole Cornell	Business Excellence	The initial deployment of the EFQM Business Excellence methodology within ICANN.	Develop, coordinate, evaluate and execute on use of effective Management Reports for ICANN Operations.	Board, CEO, Staff	Unable to locate willing standing panel members with sufficient knowledge and breadth.	All members of ICANN Community		FY13 T3	1,703	-	7,200	-	8,903
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Improved Accountability Structures - John Jeffrey	Accountability Structure Review	Review and revise independent review and reconsideration processes in furtherance of ASOP recommendations, including implementation	Implementation plans are established and Board has approved effective date for revised Bylaws	Dispute resolution provider, Board, locating potential standing panels				FY14 T1	296,217	1,297,375	-	-	1,593,592
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Language Services - Nora Abusitta	Language Services Policy & Procedures Implementation	Implementation of all related processes as described in the Language Services Policy.						FY14 T1	243,880	484,200	2,175,570	748,000	3,651,650
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Maintain Board Support - John Jeffrey	Board Committees	Managing Content and Administration for ICANN's Board of Directors Committee Meetings	Effective support for Board Committees	Board, staff and management	Resources	Board		FY14 T1	196,273	2,300	14,580	-	213,603
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Maintain Board Support - John Jeffrey	Board Meetings	Managing Content and Administration for ICANN's Board of Directors Meetings	Effective support for all Board Meetings	Board, staff and management	Resources	Board, Staff Management and community		FY14 T1	296,217	1,297,375	-	-	1,593,592
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Maintain Board Support - John Jeffrey	Board Secretary Function	Maintain bylaw and role job functions of Board Secretary	Timely response to notices sent to Board Secretary; taking of and publication of resolutions, rationales, preliminary reports and minutes.	Board, staff, legal and management	Resources	Board, legal and management	minutes, resolutions, b	FY13 T3	79,792	-	-	-	79,792
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Organizational Reviews - Denise Michel	GNSSO Review	Effective support of the chairman and members of the Board	Board and management	Community, Board, staff	Resources	Board		FY14 T1	118,025	-	730,122	168,000	1,016,147
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Organizational Reviews - Denise Michel	NonCom Review			Community, Board, staff	Resources, Global Economy	Community, Board, staff		FY13 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Organizational Reviews - Denise Michel	SSAC Review			Community, Board, staff	Resources	Community, Board, staff		FY13 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Organizational Reviews - Denise Michel	Structural (Organizational) Reviews Management	Support assessment of organizational review requirements, procedures, improvement planning and KPI		Community, Board, staff	Resources	Community, Board, staff		FY13 T3	154,589	-	45,000	-	199,589
Multi-Stakeholder Model Evolution - Fadi Chehade	Evolve SO/AC Structures - David Olive	Organizational Reviews - Denise Michel	TIG Reviews			Community, Board, staff	Resources	Community, Board, staff		FY13 T3	-	-	-	-	-

OBJECTIVE	GOAL	PORTFOLIO	PROGRAM	Description	Program Metrics	Program Dependencies	Program Risks	Program Stakeholders	Program Topics	Timeline	Personnel	Travel	Prof Serv	Admin	Total Expenses
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	Build on Corporate Compliance	Continue to build corporate compliance program for tracking and ensuring that corporate filings are maintained.	1) Maintain corporate (not contractual compliance) compliance checklists and tracking sheets, 2) ensure timely and effective filings	legal, finance, staff, board	Failure to comply with important corporate filings could create financial, reputational or other risks	staff, board, community	corporate filings, corpo	FY13 T3	34,595	-	-	-	34,595
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	General Legal Advice	Provide general legal advice to ICANN departments and functions.	1) provide resources to respond receive and respond to questions of general legal advice 2) provide timely and effective responses to questions	legal, community, human resources	volume may exceed capacity	all	legal, general legal adv	FY13 T3	681,848	-	512,730	-	1,194,578
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	Key Document Management	Manage all key document and contracts, tracking for all major ICANN documents and agreements.	1) Maintain Document Management System for security and management of all key company documents 2) Track and provide notices regarding key documents and contracts.	legal, staff	data breach, systems maintenance, exposure of confidential information, insufficient management of database resulting in failure to track key agreements and dates	legal, exec, staff, board, community	dns, document manag	FY13 T3	55,802	-	-	-	55,802
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	Legal Dept Administrative Support	Track work regarding Legal Department Administrative Services.	1) Track budgeting and administrative tasks for Legal Department and Board Support Budget 2) Provide regular reporting of departmental budgeting (general legal and board support budget), outside counsel budgeting, and administrative tasks metrics (contractor agreements, document archives, correspondence).	Board, staff and management	Resources	legal		FY16 T3	34,061	-	-	-	34,061
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	Litigation Management	Maintain, track and provide strategic guidance on all active litigation projects.	1) Track and ensure actions on all active litigation projects. 2) Provide strategic guidance and management of litigation counsel for all active litigation.	legal, exec, staff, board	high risks if not managed appropriately, exposure relating to lawsuits	legal, exec, board	litigation, legal	FY16 T3	229,766	-	1,128,600	-	1,358,366
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Provide Legal Support and Advice - John Jeffrey	Maintain Litigation Readiness	Maintain a team and appropriate available outside resources to be able to respond to any litigation.	1) Maintain appropriate internal and external team capability to respond to legal challenges and litigation. 2) Track and effectively respond to, and defend ICANN against threats and actual dispute resolution and litigation.	legal resources	normal litigation risks, financial exposure from litigation and negative awards	legal, staff, exec, board	litigation, legal	FY16 T3	437,098	192,900	54,675	18,480	703,153
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Raising Awareness of ICANN Worldwide - James Trengrove	Consolidation of media monitoring	Use our software tools to more efficiently monitor traditional and social media activity in a more immediate and thorough manner.	Establishment of monitoring goals and subsequent conformance.	Resources, Account Representative	On-going media queries; prioritization of Beijing and April 23 media activities	Staff, Board, Community		FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Raising Awareness of ICANN Worldwide - James Trengrove	Devote Public Forum Initiatives	Devise planned initiatives to up-date to Public Forum sessions so as to maximize community input and Board interaction.	Increased community participation and Board member interaction during Public Forum sessions.	Resources	Community acceptance	Board, Community		FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Raising Awareness of ICANN Worldwide - James Trengrove	Meeting media support	Provide on-going support to news media outlets that cover ICANN's public meetings.	Production of news releases, press kits, news conferences, etc.	Resources		Community Journalists		FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Raising Awareness of ICANN Worldwide - James Trengrove	News Releases/Media Advisories	Provide on-going news releases and/or media advisories as subjects and issues warrant.	Press release posting and distribution.	Resources		Community, Journalists, Board, Staff		FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Raising Awareness of ICANN Worldwide - James Trengrove	Pro-Active Media Outreach	Generate news media coverage of issues that ICANN has prioritized.	Trade press coverage, main-stream media coverage	Support of Public Relations team	Resources			FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Engage Stakeholders Globally - Sally Costerton	Raising Awareness of ICANN Worldwide - James Trengrove	Regional Communications Support	Organize communications support for the regional Vice Presidents.	Meeting RVP comms needs via on the ground staff or contractor in each region.	Resources	Bandwidth, Media support of Beijing mtg & April 23 event may delay process	Staff Community		FY13 T3	208,419	8,050	195,750	24,000	436,219
Operations Excellence - Fadi Chehade	Plan for Scale, Security, Continuity - Akram Atallah	Risk Management - John Jeffrey	Enterprise Risk Management Program	Restart work on an Enterprise Risk Management framework.	Enterprise risk management	ICANN staff and Board Risk Committee	ICANN staff and available resources	Board Risk Committee, legal, security	Risk Management	FY13 T3	140,239	-	108,000	564,209	812,548
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Security Stability & Resiliency - Jeff Moss	Engagement with Regional Organizations	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity in regionally appropriate way	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholder skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community leaders, GSE Team and Board	Maintaining sufficient staff and resources to support requests	Community, Staff, Board and governments		FY14 T3	294,276	120,600	-	57,000	471,876
Operations Excellence - Fadi Chehade	Institutionalize Management Disciplines - Akram Atallah	Strategic Planning - Denise Michel	Development of ICANN Strategic Plan in FY2014	Develop & run process that yields new 5 year Strategic Plan	Board incorporation of proposed plan and staff execution	Community, Board, staff and management		Community, Board, staff and management		FY13 T2	206,569	-	45,000	-	251,569
Internationalization - Fadi Chehade	Evolve Government Relationships - Tarek Kamel	Strengthen Engagement with Governments - Tarek Kamel	Government Programs at Regional Level	Establishment of regional level projects and work activities under a cohesive global plan to engage government stakeholders at a regional level (individual national governments and regional governmental organizations)	Track the changes in membership levels and participation rates from governments, and regional government organizations	Community, Staff and Board		Community, Staff and Board		FY14 T3	-	-	-	-	-
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Strengthen Root System - Elise Gerich	DNS Operations	Operation of ICANN DNS systems including Root Zone KSK management and DNSSEC signing infrastructure for infrastructure zones	Measured, accurate DNSSEC signing and zone publication; successful, timely, accurate and transparent root zone KSK management	IANA, Root Zone Partners, global technical DNS community	Reputational; threats to infrastructure	All users of the Internet	DNS, DNSSEC	FY13 T3	110,905	52,200	-	76,400	239,505
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Strengthen Root System - Elise Gerich	gTLD Fast Track	Enables countries and territories that use languages based on scripts other than Latin to offer users domain names in non-Latin characters.	Accuracy: Technical rules are met by approved strings in 100% of the requests. Transparency: Requestor is aware of request status at all times in 100% of request. Consistency: Decisions made by the Fast Track team are consistent and deterministic Reporting: Monthly CEO report content and ICANN dashboard data provided on time each month.	ICANN Staff	Failure to follow process as defined by the implementation plan	ccTLDs	gDNs, TLDs, ccTLDs	FY13 T3	77,810	50,750	-	10,000	138,060
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Strengthen Root System - Elise Gerich	L-root Operations and Development	Architecture, implementation and operation of L-Root.	Availability and performance of L-Root	RSSAC, Root Server Operators, Root Zone Partners	Reputational; threats to infrastructure	All users of the Internet	DNS, DNSSEC, L-Root, R	FY13 T3	146,892	-	33,750	22,000	202,642
Affirmation of Purpose - Fadi Chehade	Deliver Core Internet Functions - Akram Atallah	Strengthen Root System - Elise Gerich	Root Zone Mgt Improvements	Development of new tools, systems, and processes for root zone management.	Meeting and exceeding customer expectations and contractual requirements for the root zone management functions per the IANA functions contract.	IANA, IT, NTIA, Verisign	Interoperability of tools across the Root Zone Partners; Competition for development resources	Staff, TLD Managers, NTIA		FY14 T3	88,976	-	-	-	88,976
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Support Enterprise Wide Systems - Edward Beck	Customer Relationship Enterprise Systems	Alignment of all ICANN business and support systems serving our customer base toward a centralized enterprise platform.	- Successful delivery of project phases, gTLD Pilot & Core within 25% variance of baseline due date	Staff, gTLD Team & Program	Overlap of projects & competition for resource time; highly compressed timeline	gTLD Operations, R & R Operations, Customers		FY13 T3	109,625	-	135,000	-	238,625
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Support Enterprise Wide Systems - Edward Beck	Enterprise Resource Management Systems	Centralization and standardization of all ICANN internal systems, data and resource management tools to align with an Enterprise Resource Management platform.	Successful delivery of key projects on time and without restarts (Concur, RedLogic, MSG Reporting)	Staff & Precursor projects	Overlap of projects & competition for resource time	ICANN Finance & Executive Staff/Managers	ERP, Concur, and other	FY13 T3	367,052	-	50,625	-	417,677
Operations Excellence - Fadi Chehade	Mature Organizational Support Functions - Akram Atallah	Support Enterprise Wide Systems - Edward Beck	Information Technology Operations	Core day to day activities and general projects in support of the Information Technology Organization.	Monthly Performance & Service Metrics of support and project delivery	Staff & budgetary support	Overlap of projects & competition for resource time	ICANN Staff & Community		FY13 T3	2,626,410	228,625	609,498	3,094,645	6,900,172
Internationalization - Fadi Chehade	Evolve Government Relationships - Tarek Kamel	Support GAC engagement - Tarek Kamel	GAC Admin Support (i.e., Secretariat)	Optimize efficiency and effectiveness of GAC Admin support.	Maintain records of feedback and community activities (e.g., active projects, F2F meetings, calls, webinars, community output – statements and reports).	Community leaders, GSE Team and Board	New gTLD program has placed substantial new demands on GAC processes	Community, Staff, Board and governments		FY13 T3	-	-	-	-	-
Internationalization - Fadi Chehade	Integrate Global and Regional Responsibilities - Sally Costerton	Support Legal Functional Presence in Regions - John Jeffrey	Create Legal Services SLA with region leads	In order to support matrix plan, discuss and create legal services SLA for each designated region.	1) Obtain from Global Engagement - designated regional lead for legal engagement discussion 2) create plan and implementation plan for legal services SLA for each designated region.	global engagement, matricing	limited risks	global engagement team, staff, exec, legal		FY13 T3	11,377	-	-	-	11,377
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	ALAC Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner	Community, Staff and Board		FY13 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	ASO Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. New gTLDs and IDNs likely to increase community workload and interests.	Community, Staff and Board		FY13 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	ccNSO (Policy) support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner, increased attention to IDN implementation and related impact on processes and structure	Community, Staff and Board		FY13 T3	-	-	-	-	-

OBJECTIVE	GOAL	PORTFOLIO	PROGRAM	Description	Program Metrics	Program Dependencies	Program Risks	Program Stakeholders	Program Topics	Timeline	Personnel	Travel	Prof Serv	Admin	Total Expenses
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	GAC Early Policy Engagement/Policy Info Support	Optimize efficiency and effectiveness of staff communication and information sharing efforts.	Track timing and frequency of updates to community; seek feedback from community members	Community leaders	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner.	Community, Staff, Board and governments		FY13 T3	-	-	-	-	-
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	gNSO Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. Serving large new community contingents created by new gTLD demands will be a major staff and resource challenge.	Community, Staff and Board		FY13 T3	80,831	-	-	-	80,831
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	RSSAC Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports).	Community, Staff and Board	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. Community reorganization will likely increase staff and resource demands.	Community, Staff and Board		FY13 T3	29,238	3,450	-	-	32,688
Multi-Stakeholder Model Evolution - Fadi Chehade	Optimize Policy Development Process - David Olive	Support Policy Development efforts - David Olive	SSAC Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports).	Community, Staff and Board	Need to be alert, aware and responsive to meet various community interests in an efficient and effective manner. New gTLDs increase need for vigilance and AC responsiveness.	Community, Staff and Board		FY13 T3	14,510	-	-	-	14,510
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Supporting Accountability Structure - John Jeffrey	Manage Accountability Structure Requests	Ensure management of Independent Review Process (IRP) requests and Documentary Information Disclosure Policy (DIDP) requests.	1) Ensure Accessibility of IRP and DIDP 2) Manage internal processes for accountability mechanisms. 3) Work with Board to provide regular reports regarding processes to Board.	Legal, Staff, Board	Volume could become resource intensive	community, staff, board	dispute resolution, acco	FY13 T3	61,387	-	-	-	61,387
Multi-Stakeholder Model Evolution - Fadi Chehade	Promote Ethics and Transparency - John Jeffrey	Take actions resulting from Ethics and COI Reviews - John Jeffrey	Institutionalize organizational ethical practices	Establish ways to make ethics policies part of ICANN culture.	1) Identify opportunities to make ethical practices a part of the ICANN culture. 2) Act on opportunities and establish policies and implementation practices.	Board, Staff	Resources	ICANN Staff, Board, Community and Consultants		FY13 T3	34,804	-	-	-	34,804
Internationalization - Fadi Chehade	Communicate Effectively with Stakeholders - Sally Costerton	Transparency in IANA Functions Performance & Reporting - Elise Geneth	Contracted IANA Performance Reports	The 2012 IANA Functions contract defines a number of performance reports that must be developed and published based on public comment.	Deliver monthly performance reports to NTIA per the contract. Create public reports based on input from public consultations.	IANA, Legal, IT, Communications, DNS Ops, NTIA, Verisign	Competition for resources to develop measurement and reporting tools; lack of input on consultations	ccNSO, ASD, gNSO, GAC, ALAC, IETF, ISOC		FY14 T2	53,977	-	13,500	-	67,477