# DRAFT – 4 May 2016

# Cost Analysis for the
# IANA Transition Stewardship and Accountability Work

## 1.  Purpose of this Report and Next Steps

This report was produced by the Project Cost Support Team (PCST).    It contains:

a) **a historical analysis of the cost incurred by the cross community work on  IANA Transition and Accountability from inception on 1 July 2014 to 31 March 2016; and**
b) **an estimate of cost for the remainder of FY16 i.e. from 1 April to 30 June 2016.**

These estimates were produced in collaboration with the cross community working groups involved in the Transition (ICG, CWG- Stewardship and CCWG-Accountability).

**The next step will be to produce estimates for FY17 in time for inclusion in the annual budget, as a well as the lessons learned and what is likely to be possible in terms of cost control mechanisms for future similar size projects.**

## 2.  Background

In agreement with the leaders of the SO/AC Chartering Organizations and the co-chairs of the CWG and CCWG, a Project Cost Support Team (PCST) was set up on a Pilot basis in March 2016 to develop reliable estimates of the cost of the IANA Transition and Accountability work (thereafter referred to as the Transition Project) and to gain clarity on past and future expenditures (see Annex 1 for details)

The Transition Project includes the development of the ICG, CWG-Stewardship, CCWG-Accountability (WS1 and WS2) proposals, and the implementation of these.

The agreed approach for undertaking this cost analysis was as follows:   "*First we must undertake an in-depth analysis of past expenditures in FY15 and FY16 (up to Marrakech) and understand where and how money was spent.   From what we will learn, we should be in a position to estimate future expenditures for the remainder of FY16 (from Marrakech to end of Financial Year in June), and for all of FY17.   We must also identify potential problem areas and develop ways to address them, one-by-one*".

The PCST is neither a decision making nor a management team.   The PCST is a support function to the CCWG and CWG co-chairs.

The members of the PCST are: Bernard Turcotte (Team Leader and Project Planner), Becky Nash (Financial Planner), Steve Gwon (Legal Planner) and Nathalie Vergnolle (Project Administration).

## 3. <u>Summary Costs</u>

The summary costs for the Transition Project are as follows:

- 1 July 2014 to 31 March 2016:     23.3 M $US (actuals)
- 1 April to 30 June 2016:              5.0 M $US (estimates)

## 4. <u>Detailed Costs</u>

The above summary costs have been produced after extensive analysis - first by type of projects and secondly by different categories of costs within each project.

The type of projects are:

- Stewardship Integration (ICG)
- Stewardship (names)
- Accountability WS1
- IRP Phase 2
- Accountability WS2
- Bylaws Drafting
- Transition Implementation

The categories of costs within each project are:

- Staff
- Community Travel & Meetings
- Telecom & Language Services
- Legal Services
- Other Professional Services

The analysis further separates the costs for each of these projects between Cross Community Work Group Support and ICANN Support. The Work Group Support represents costs in support of the Transition Project required and overseen by the cross community working groups, and the ICANN Support represents the costs for the Transition Project which are not attributed to Work Group Support.

Creating this report was a complex undertaking which allowed for development of a number of metrics which will assist in planning future expenditures for the remainder of the Transition Project and potentially for other similar projects.

Below are three tables showing the detailed costs.   The first table shows the actual historical cost from the beginning of the Transition Project on 1 July 2014 till the 31 March 2016.    The second table shows the estimated costs for April, May and June 2016.   The third table shows the overall consolidated costs.

# 5. Historical Analysis – Costs incurred from inception on 1 July 2014 to 31 March 2016

**Cost Breakdown Structure - FY15 to FY16Q3**

Expenses Breakdown - Inception (1 July 2014) to 31 March 2016 (Actuals)

| Amounts in USD thousands (000's) | Cross Community Work Group Support | | | Legal Services | | Other Professional Services | Total | ICANN Support | | | | Other Professional Services | | Total | Total Expenses Inception to March 16 (Actuals) (3) | | | | Other Professional Services | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff | Community Travel & Meetings | Telecom & Language Services (1) | Sidley & Austin | Adler | Other (excluding contractor support) | | Staff | Travel & Meetings | Telecom & Language Services (1) | Legal Services — Jones Day | US Gov't Affairs (Lobbying) (2) | Other (excluding contractor support) | | Staff | Travel & Meetings | Telecom & Language Services (1) | Legal Services | US Gov't Affairs (Lobbying) (2) | Other (excluding contractor support) | |
| | (including contractor support) | | | | | | | (including contractor support) | | | | | | | | | | | | | |
| **Proposal Development** | | | | | | | | | | | | | | | | | | | | | |
| Stewardship Integration (ICG) | $ - | $ - | $ 479 | $ - | $ - | $ 84 | $ 563 | $ 157 | $ 51 | $ - | $ - | $ - | $ 71 | $ 279 | $ 157 | $ 51 | $ 479 | $ - | $ - | $ 155 | $ 842 |
| Stewardship (Names) | 207 | 539 | 819 | 1,119 | - | 143 | 2,828 | 1,098 | 316 | - | 386 | 525 | 842 | 3,168 | 1,305 | 855 | 819 | 1,506 | 525 | 985 | 5,996 |
| Accountability WS1 | 282 | 455 | 1,250 | 2,951 | 3,094 | 496 | 8,528 | 1,326 | 551 | - | 1,575 | 570 | 841 | 4,863 | 1,607 | 1,005 | 1,250 | 7,620 | 570 | 1,337 | 13,391 |
| IRP Phase 2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Accountability WS2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Subtotal** | $ 489 | $ 994 | $ 2,548 | $ 4,070 | $ 3,094 | $ 724 | $ 11,919 | $ 2,580 | $ 918 | $ - | $ 1,961 | $ 1,096 | $ 1,754 | $ 8,309 | $ 3,069 | $ 1,911 | $ 2,548 | $ 9,126 | $ 1,096 | $ 2,478 | $ 20,228 |
| | | | | | | | | | | | | | | | | | | | | | |
| **Implementation** | | | | | | | | | | | | | | | | | | | | | |
| Bylaws Drafting | $ 25 | $ 30 | $ 157 | $ 857 | $ 487 | $ - | $ 1,556 | $ 241 | $ 60 | $ - | $ 323 | $ - | $ - | $ 623 | $ 266 | $ 90 | $ 157 | $ 1,667 | $ - | $ - | $ 2,180 |
| Transition Implementation | - | 128 | 278 | - | - | - | 406 | 499 | - | - | - | - | - | 499 | 499 | 128 | 278 | - | - | - | 905 |
| **Subtotal** | $ 25 | $ 158 | $ 435 | $ 857 | $ 487 | $ - | $ 1,962 | $ 739 | $ 60 | $ - | $ 323 | $ - | $ - | $ 1,122 | $ 765 | $ 218 | $ 435 | $ 1,667 | $ - | $ - | $ 3,084 |
| | | | | | | | | | | | | | | | | | | | | | |
| **Total** | $ 514 | $ 1,151 | $ 2,983 | $ 4,927 | $ 3,581 | $ 724 | $ 13,881 | $ 3,320 | $ 977 | $ - | $ 2,284 | $ 1,096 | $ 1,754 | $ 9,431 | $ 3,834 | $ 2,129 | $ 2,983 | $ 10,793 | $ 1,096 | $ 2,478 | $ 23,312 |

**Notes**

1) Telecom expense has not been previously reported in the Quarterly reporting (+506k). This was added to this schedule on a project to date basis through March 2016

2) Includes all external lobbying expenditures, not only those related to the IANA Stewardship Transition. Does not include staff allocated costs.

3) The total includes actuals for 12 months of FY 2015 (July 2014 -June 2015 ) and 9 months of FY16 (July 2015 - March 2016).

# 6.  Estimate of cost for the remainder of FY16 i.e. from 1 April to 30 June 2016

**Cost Breakdown Structure - FY16 Q4**

Expenses Breakdown - 1 March 2016 to 30 June 2016 (Estimates)

| Amounts in USD thousands (000's) | Cross Community Work Group Support | | | | | | | ICANN Support | | | | | | | Total Expenses FY16Q4 (Estimates) (3) — Total | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff | Community Travel & Meetings | Telecom & Language Services (1) | Legal Services | | Other Professional Services | Total | Staff | Travel & Meetings | Telecom & Language Services (1) | Legal Services | Other Professional Services | | Total | Staff | Travel & Meetings | Telecom & Language Services (1) | Legal Services | Other Professional Services | | Total |
| | (including contractor support) | | | Sidley & Austin | Adler | Other (excluding contractor support) | | (including contractor support) | | | Jones Day | US Gov't Affairs (Lobbying) (2) | Other (excluding contractor support) | | | | | | US Gov't Affairs (Lobbying) (2) | Other (excluding contractor support) | |
| **Proposal Development** | | | | | | | | | | | | | | | | | | | | | |
| Stewardship Integration (ICG) | | | | | | | $ - | | | | | | | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Stewardship (Names) | | | | | | | - | | | | | | | - | - | - | - | - | - | - | - |
| Accountability WS1 | | | | | | | - | | | | | | - | - | - | - | - | - | - | - | - |
| IRP Phase 2 | | | | | | | - | | | | | | | - | - | - | - | - | - | - | - |
| Accountability WS2 | | | | | | | - | | | | | | - | - | - | - | - | - | - | - | - |
| | | | | | | | - | | | | | | | | - | - | - | - | - | - | - |
| **Subtotal** | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | | | | | | | | | | | | | | | | |
| **Implementation** | | | | | | | | | | | | | | | | | | | | | |
| Bylaws Drafting | $ 76 | $ 30 | - | $ 1,225 | $ 721 | | $ 2,052 | 676 | 111 | | $ 1,491 | $ 135 | $ 405 | $ 2,818 | $ 752 | $ 141 | $ - | $ 3,437 | $ 135 | $ 405 | $ 4,870 |
| Transition Implementation | 46 | | 77 | | | | 122 | | | | | - | - | 46 | - | 77 | - | - | - | 122 |
| | | | | | | | | | | | | | | | - | - | - | - | - | - | - |
| **Subtotal** | $ 122 | $ 30 | $ 77 | $ 1,225 | $ 721 | $ - | $ 2,175 | $ 676 | $ 111 | $ - | $ 1,491 | $ 135 | $ 405 | $ 2,818 | $ 798 | $ 141 | $ 77 | $ 3,437 | $ 135 | $ 405 | $ 4,993 |
| | | | | | | | | | | | | | | | | | | | | | |
| **Total** | $ 122 | $ 30 | $ 77 | $ 1,225 | $ 721 | $ - | $ 2,175 | $ 676 | $ 111 | $ - | $ 1,491 | $ 135 | $ 405 | $ 2,818 | $ 798 | $ 141 | $ 77 | $ 3,437 | $ 135 | $ 405 | $ 4,993 |

**Notes**

1) Telecom expense has not been previously reported in the Quarterly reporting (+506k). This was added to this schedule on a project to date basis through June 2016

2) Includes all external lobbying expenditures, not only those related to the IANA Stewardship Transition. Does not include staff allocated costs.

3) The total includes estimates for 3 months of FY 2016 (April to June 2016).

## 7. Consolidated Costs Estimates for FY15 & FY16 – costs incurred from inception on 1 July 2014 to 30 June 2016

### Cost Breakdown Structure - FY15 + FY16

Expenses Breakdown - Inception (1 July 2014) to 30 June 2016 (Actuals + Estimates)

| Amounts in USD thousands (000's) | Cross Community Work Group Support | | | | | | | ICANN Support | | | | | | | Total Expenses FY15-FY16 (Actuals + Estimates) (3) Total | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff | Community Travel & Meetings | Telecom & Language Services (1) | Legal Services | | Other Professional Services | Total | Staff | Travel & Meetings | Telecom & Language Services (1) | Legal Services | Other Professional Services | | Total | Staff | Travel & Meetings | Telecom & Language Services (1) | Legal Services | Other Professional Services | | Total |
| | (including contractor support) | | | Sidley & Austin | Adler | Other (excluding contractor support) | | (including contractor support) | | | Jones Day | US Gov't Affairs (Lobbying) (2) | Other (excluding contractor support) | | | | | | US Gov't Affairs (Lobbying) (2) | Other (excluding contractor support) | |
| **Proposal Development** | | | | | | | | | | | | | | | | | | | | | |
| Stewardship Integration (ICG | $ - | $ - | $ 479 | $ - | $ - | $ 84 | $ 563 | $ 157 | $ 51 | $ - | $ - | $ - | $ 71 | $ 279 | $ 157 | $ 51 | $ 479 | $ - | $ - | $ 155 | $ 842 |
| Stewardship (Names) | 207 | 539 | 819 | 1,119 | - | 143 | 2,828 | 1,098 | 316 | - | 386 | 525 | 842 | 3,168 | 1,305 | 855 | 819 | 1,506 | 525 | 985 | 5,996 |
| Accountability WS1 | 282 | 455 | 1,250 | 2,951 | 3,094 | 496 | 8,528 | 1,326 | 551 | - | 1,575 | 570 | 841 | 4,863 | 1,607 | 1,005 | 1,250 | 7,620 | 570 | 1,337 | 13,391 |
| IRP Phase 2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Accountability WS2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Subtotal** | $ 489 | $ 994 | $ 2,548 | $ 4,070 | $ 3,094 | $ 724 | $ 11,919 | $ 2,580 | $ 918 | $ - | $ 1,961 | $ 1,096 | $ 1,754 | $ 8,309 | $ 3,069 | $ 1,911 | $ 2,548 | $ 9,126 | $ 1,096 | $ 2,478 | $ 20,228 |
| | | | | | | | | | | | | | | | | | | | | | |
| **Implementation** | | | | | | | | | | | | | | | | | | | | | |
| Bylaws Drafting | $ 101 | $ 61 | $ 157 | $ 2,082 | $ 1,208 | $ - | $ 3,609 | $ 917 | $ 171 | $ - | $ 1,814 | $ 135 | $ 405 | $ 3,441 | $ 1,018 | $ 231 | $ 157 | $ 5,104 | $ 135 | $ 405 | $ 7,050 |
| Transition Implementation | 46 | 128 | 355 | - | - | - | 528 | 499 | - | - | - | - | - | 499 | 544 | 128 | 355 | - | - | - | 1,027 |
| **Subtotal** | $ 147 | $ 188 | $ 512 | $ 2,082 | $ 1,208 | $ - | $ 4,137 | $ 1,416 | $ 171 | $ - | $ 1,814 | $ 135 | $ 405 | $ 3,940 | $ 1,563 | $ 359 | $ 512 | $ 5,104 | $ 135 | $ 405 | $ 8,077 |
| | | | | | | | | | | | | | | | | | | | | | |
| **Total** | $ 636 | $ 1,182 | $ 3,060 | $ 6,152 | $ 4,302 | $ 724 | $ 16,056 | $ 3,996 | $ 1,089 | $ - | $ 3,775 | $ 1,231 | $ 2,158 | $ 12,249 | $ 4,632 | $ 2,270 | $ 3,060 | $ 14,230 | $ 1,231 | $ 2,882 | $ 28,305 |

**Notes**

1) Telecom expense has not been previously reported in the Quarterly reporting (+506k). This was added to this schedule on a project to date basis through June 2016

2) Includes all external lobbying expenditures, not only those related to the IANA Stewardship Transition. Does not include staff allocated costs.

3) The forecast includes actuals for 12 months of FY 2015 (July 2014 -June 2015 ) and 9 months of FY16 (July 2015 - March 2016) and 3 months of a forecast (April 2016 - June 2016).

8. **Description of Labels**

- Proposal Development (lines) – Projects for developing transition recommendations.
  - Stewardship Integration (ICG) – Costs associated with the integration of the various Stewardship proposals.
  - Stewardship (names) - Costs associated with the development of the Stewardship recommendations for Names.
  - Accountability WS1 - Costs associated with the development of the WS1 Accountability recommendations.
  - IRP Phase 2 - Costs associated with completing the development of the recommendations to strengthen ICANN's Independent Review Process
  - Accountability WS2 - Costs associated with the development of the WS2 Accountability recommendations.

- Implementation (lines) – Implementation of transition recommendations
  - Bylaws Drafting – Costs associated with the production of the new Bylaws based on the Transition proposals.
  - Transition Implementation – Costs associated with the implementation of the Transition proposals excluding producing the new Bylaws.

- Cross Community Work Group Support (grouping of columns) - All costs in support of the Transition Project (proposal development and Implementation) required and overseen by the Cross Community Working Groups or WGs (ICG, CWG-Stewardship and the CCWG-Accountability).
  - Staff (column) –This includes staff and contractors that take their assignments and direction from the leadership of the individual WGs. The staff costs are tracked monthly by position/employee using a percentage of time allocated to the transition projects.   These percentages are reviewed by each department manager.
  - Community Travel & Meetings (column) – This includes all travel and meeting costs for the individual WGs. This includes all travel costs for funded members and participants as well as staff and contractors that take their assignments and direction from the WGs leadership. The travel and meetings costs are supported by an historical meetings cost analysis by attendee and by expense reports.
  - Telecom & Language Services – This includes all costs associated with supporting the WGs for Adobe rooms, teleconferences, dial-outs, recording and transcription of calls as well as interpretation, scribing and translation services.
  - Legal Services – These legal expenses represent the cost by law firm supported by invoices and services rendered.
  - Other Professional Services – External contractors overseen by but not dedicated to the WGs. These include Graphics/media and WGs Secretariat Support.

- ICANN Support – All costs in support of the Transition Project not included in Working Group Support:

  - Staff (column) – This includes staff and contractors working for the transition that are not covered by Work Group support. The staff costs are tracked monthly by position/employee using a percentage of time allocated to the transition projects. These percentages are reviewed by each department manager.
  - Community Travel & Meetings (column) – This includes all travel and meeting costs in service of the transition which are not covered by Work Group support. The travel and meetings costs are supported by an historical meetings cost analysis by attendee and by expense reports.
  - Telecom & Language Services – This includes all costs associated with supporting the WGs for Adobe rooms, teleconferences, dial-outs, recording and transcription of calls as well as interpretation, scribing and translation services in service of the transition which are not covered by Work Group support.
  - Legal Services –These legal expenses represent the cost by law firm supported by invoices and services rendered.
  - Other Professional Services – This includes all costs associated with external services and contractors in service of the transition which are not covered by Work Group support. These fees consist of firms and contractors for services such as Education/Engagement/Advice, External Legal Advice, Root Zone Management evaluation and Graphics/media. Lobbying costs have been broken out for clarity.

## 9. **Metrics for planning future expenses**

As noted above, creating this historical report was a complex undertaking which allowed for development of a number of metrics which will assist in planning future expenditures for the remainder of the Transition Project and potentially for other similar projects. These include:

- Costs for dedicated staff support of a large cross community working group
- Travel and meeting costs for dedicated face to face meeting of cross community working groups (including average cost of travel support for individual members).
- Travel and meeting costs for an additional dedicated day of meeting of a cross community working group in conjunction with an ICANN meeting (including average cost of travel support for individual members).
- Costs for lawyers attending dedicated face to face meetings with the cross community working groups.
- Average cost for Adobe room meetings and transcription services
- Costs for interpretation and translation services.

**Annex 1: Project Cost Support Team (PCST) Pilot Work Plan**

**Objective:**

The objective of the Pilot PCST is to develop reliable estimates of the Cost of the IANA Transition and Accountability work, and to gain clarity on past and future expenditures.

The IANA Transition and Accountability work includes the development of the ICG, CWG-Stewardship, CCWG-Accountability proposals, and the implementation of these.

The PCST pilot project will undertake an in-depth analysis of past expenditures in FY15 and FY16 (up to Marrakech) and understand where and how money was spent. This analysis will then serve to estimate future expenditures for the remainder of FY16 (from Marrakech to end of Financial Year in June), and for all of FY17.

The development of cost estimates will be undertaken by a small dedicated pilot Project Cost Support Team (PCST). The PCST will consist of four members: a project manager, a legal manager, a financial planner and a project administrator.


**Scope:**

The scope of the PCST pilot is as follow:

- Perform an analysis of Transition historical costs to date to identify the elements which would assist in providing fact-based assumptions for the preparation of cost estimates going forward.
- Work with ICG, CWG-Stewardship, CCWG-Accountability and other relevant parties to complete Transition cost estimates with a sufficient level of detail for the last quarter of FY16 and all of FY17.
- Historical costs and future expenditure estimates will be broken down by the following projects:
  - Proposal Development
    - ICG
    - CWG-Stewardship
    - CCWG-Accountability WS1
    - CCWG-Accountability WS2 (no historical costs)
  - Implementation
    - Transition implementation
    - Bylaws drafting
    - IRP implementation
  - Infrastructure Support

- For each project, costs will be broken down by main cost elements:
  - Personnel
  - Travel & meetings

- o Telecommunication & Language services
- o Legal Expenses
- o Other professional fees

**Schedule:**

- March 10 - The pilot PCST was constituted at the ICANN 55 meeting and started work the week following that meeting. All team members are to consider this a priority project.
- March 14 to March 22 – prepare Pilot PCST Work Plan
- **March 24 – distribute project work plan to the leadership of the ICG, CWG-Stewardship and CCWG-Accountability as well as the SO/ACs for comments (1 week).**
- March 24 to March 31
  - o Begin work on historical cost analysis and budget estimates for the last quarter of FY16.
  - o Hold meeting with leadership of ICG, CWG-Stewardship, CCWG-Accountability and SO/ACs (individually or as a group to discuss the proposal, define cost categories and level of granularity expected and start scoping out planned community activities for last quarter of FY16)
- March 31 – close comments on Pilot PCST work plan and finalize.
- March 31 to April 21
  - o Complete work on historical cost analysis
  - o Complete future expenditure estimates for the last quarter of FY16.
- April 22 to April 28
  - o Review / validate first conclusions with ICANN and cross-community working groups.
- **April 29**
  - o **Publish Transition historical cost analysis**
  - o **Publish Transition future expenditure estimates for the last quarter of FY16 for Board approval**
    - ▪ Note: In addition to the $13m already approved by the Board ($7m budget + $4.5m approved until Marrakech + $1.5m until 30 April). Target date of approval during Board meeting in Amsterdam: 15 May.
- April 30 to May 22
  - o Work on Transition future expenditure estimates for FY17
  - o Hold meeting with leadership of ICG, CWG-Stewardship, CCWG-Accountability and SO/ACs (individually or as a group) to review documents published on April 29.
- May 22 to May 29
  - o Review / validate FY17 future expenditure estimates with ICANN and cross-community working groups
- **May 30<sup>th</sup>**

- o **Publish FY17 transition future expenditure estimates for Board approval.**
- May 31 to June 30<sup>th</sup>
    - o Hold meeting with leadership of ICG, CWG-Stewardship, CCWG-Accountability and SO/ACs (individually or as a group) to review documents published on May 30<sup>th</sup> and perform an evaluation of the PCST pilot project.
    - o Write up final report on PCST pilot project

**Resourcing:**

- Resources:
    - o Project Planner – Bernard Turcotte (50%)
    - o Project Administrator – Nathalie Vergnolle (20%)
    - o Finance Planner – Becky Nash (25%)
    - o Legal Planner – TBD (20%)
- Estimated cost of Pilot PCST project:
    - o Weekly costs of Pilot PCST team - $6,042
        - ▪ Weekly External - $3,840
        - ▪ Weekly Internal - $2,202
    - o Historical cost analysis and expenditure estimates for remainder of FY16 year - 6 weeks = $36,252
    - o FY17 expenditure estimates - 4 weeks = $24,168
    - o Wrap up - 2 weeks = $12,084

Total = $72,504

# PCST Pilot Timeline

| | Mar | 31 | Apr | 29 | May | 27 | Jun |
|---|---|---|---|---|---|---|---|

**Project Kick-off** — 10

**Prepare PCST Project Proposal**

**Distribute and review proposal w/ Community Groups Leaders** — 24

**Finalized Project Proposal** — 31

**Write up final report of PCST pilot project**

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**Historical Costs**

Collect historical data

Work w/ Community Group leaders to define cost categories and granularity

Finalize analysis of accrued transition costs

Review / validate conclusions w/ ICANN and cross community working groups

Publish Transition cost analysis — 29

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**FY 16  Q4 Future Expenditure Estimates**

Scope out FY16 Q4 communities activities

Work on FY16 Q4 budget estimates w/ cross community working groups

Review / validate conclusions w/ ICANN and cross community working groups

Publish FY16 Q4 Budget estimates — 29

Review w/ community groups  & Board — 15

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**FY 17 Future Expenditure Estimates**

Scope out FY17 communities activities

Work on FY17 budget estimates w/ cross community working groups

Review / validate conclusions w/ ICANN and cross community working groups

Publish FY17 Budget estimates — 27

Review w/ community groups  & Board

## Proposed Cost Breakdown Structure

**Proposed Cost Breakdown Structure**

| | Staff | Travel & Meetings | Telecom and Language Services | Legal Expenses | Professional Fees |
|---|---|---|---|---|---|
| **Proposal Development** | | | | | |
| ICG | | | | | |
| CWG-Stewardship | | | | | |
| CCWG-Accountability WS1 | | | | | |
| CCWG-Accountability WS2 | | | | | |
| **Subtotal** | | | | | |
| **Implementation** | | | | | |
| Bylaws drafting | | | | | |
| IRP implementation | | | | | |
| Transition implementation | | | | | |
| **Subtotal** | | | | | |
| **Infrastructure Support** | | | | | |
| **Subtotal** | | | | | |
| **Total** | 0 | 0 | 0 | | 0 |