Strategic Planning Introduction

Preparing for the 2008-2011 Plan

San Juan
June 14 2007

Strategic Plan Introduction

- Review the strategic planning roadmap and timeline
- Quick review of FY08 proposed Operating Plan and Budget
- Remind you of key elements in the current strategic plan
- Talk about next steps
- Solicit initial comment

Strategic and Operational Planning at ICANN

- The ICANN Strategic Plan is a rolling three plan, reviewed and updated annually
- The ICANN Operating Plan is a one year plan that turns the priorities identified in the Strategic Plan into concrete initiatives

ICANN Planning Cycle

Beginning in July, ICANN is performing against the outcomes in the approved Operating Plan and collaboratively developing the draft Strategic Plan

The draft Operating Plan and a description of the process can be found at: http://www.icann.org/announcements/announcement-22mar07.htm

Fiscal Year 08 Operating Plan Process

Identify:

the list of value-added activities provided by each function, then

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the nature of metric(s) by which each activity is measured, then

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areas for improvement / new service by describing the work necessary, then

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the work to be done in the form of 'continual improvement' efforts and projects (i.e., fewer projects than last year)

Conceptual Operating Plan Model

ICANN's base business

Functions	Activities	New Work /Projects	Outcomes
IANA	- change requests - updates	Improve infrastructure	- quantity, velocity and accuracy
International Outreach	- ccTLD agreements	MoU's	- New agreements
Policy Dev.	- Timely policy development	SO Review	- New PDP
Registry/ Registrar Relations	- Compliance - Registrar accreditation	Data escrow	- Secure bulk transfers

New Projects

1. Add efficiency/ responsiveness to base business
2. Provide a one time activity/service result
3. Add ongoing services to base business

New Resources

1. Execute Projects
2. Scale base service business

Budget Summary

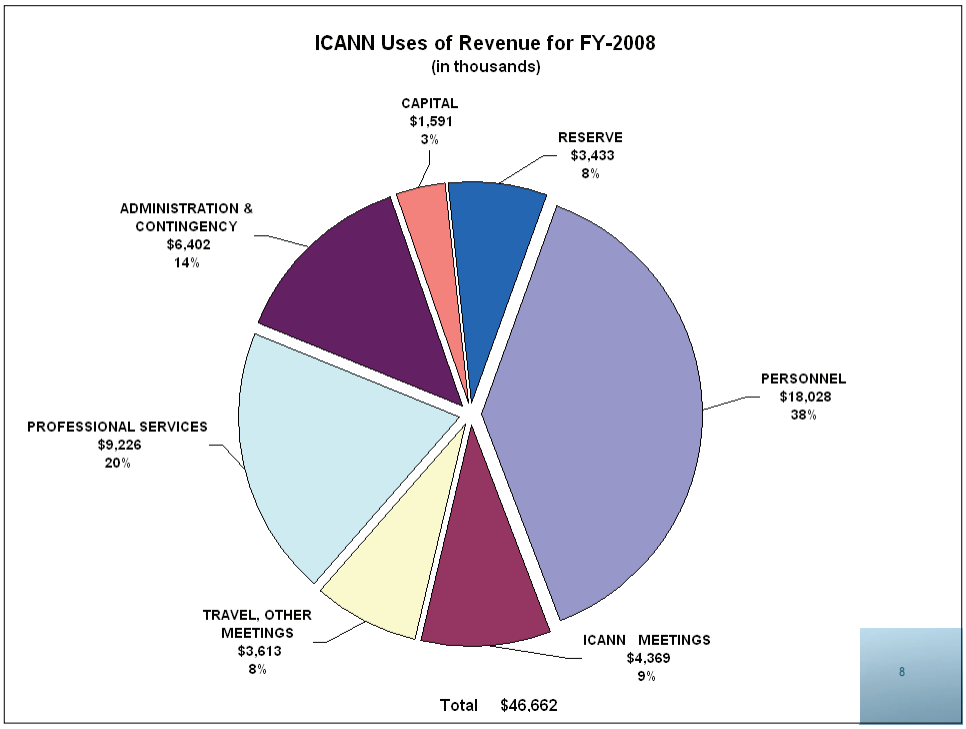
- Created with iterative senior staff process tying proposed expenses to operating plan
- Actively solicited community input affecting budget
- Proposed budget anticipates
  - net revenue of $46.6MM (37% above 06/07 budget)
  - expenses of $41.6MM (32% above 06/07 budget)
    - planned at $39.6MM plus approx. $2MM contingency
  - capital budget allocation of $1.6MM
  - contribution to reserve of $3.4MM
- Expense growth driven by the highest priority initiatives
- Now seeking feedback; further solicitation, then review for Board approval at San Juan meeting in June

Key Initiatives Drive Spending

Initiative	Spending	
gTLD Start-up	$1,647K	
Outreach - Fellowship & ALAC	$1,068K	
IDN	$988K	
IANA Automation	$735K	*
Compliance	$831K	
Legal - major initiative support	$708K	*
Registrar Data Escrow	$536K	
Economist/Market Analysis	$400K	
Total	$6,913K	

* Legal and IANA amounts are incremental, not total; all other numbers totals

Note: No overhead allocated



Basic approach of the strategic planning process

- Consider the opportunities and challenges presented by the environment
- Consider the organizational opportunities and challenges
- Develop strategic responses to these opportunities and challenges

All achieved through extensive consultation with the ICANN community

Context: Key Environmental Challenges (1 of 2)

- Internet's growing global scope; meet the needs of a truly global stakeholder base
- Ensuring stability and security of identifier system in an environment of increased threats
- Increasing importance of DNS for commercial and communication applications
- Managing a wide range of abusive behaviours that may be placed at ICANN's doorstep though not ICANN's remit
- Maintaining stability given increased scale of devices and users

From current approved 2007-2010 Plan

Context: Key Environmental Challenges (2 of 2)

- Complex planned (and perhaps unplanned) changes to protocols and Internet Operations
- Managing the continuous evolution of commercial applications and business models that use the Internet
- Avoiding possible fracturing of the DNS
- ICANN taking an appropriate role in the broad group of international entities involved in Internet functions
- Dealing effectively with different stakeholders' understanding of technical aspects of the Internet's system of unique identifiers and their implications

From current approved 2007-2010 Plan

Context: Key Organizational Challenges

- Significant increases in the volume of work (policy support, operations, more)
- Developing reliable revenue and adequate cash reserves
- Ongoing obligation to review processes and performance in order to operate most effectively
- Maintaining effective communication with a global audience of ICANN stakeholders

From current approved 2007-2010 Plan

2007-2010 Strategic Objectives

1. Organizational excellence in Operations
2. Organizational excellence in Policy Development
3. Increase international participation in ICANN and the use of the Internet system of unique identifiers
4. Increase participation in and efficiency of the ICANN multi-stakeholder environment
5. Complete transition of technical coordination of the Internet's system of unique identifiers

From current approved 2007-2010 Plan

Strategic Planning Timetable

Initial consultations	June
Targeted consultations with SOs and ACs	July/ September
Input from ICANN staff	July
Board input	TBD
Release draft plan (multi-language) for comment	October
Draft plan consultations (online, telephone, at LA meeting)	October
Board review of draft plan	October
Submit draft plan for review and approval by Board	December

Next Steps

- Initial consultations planned this week
  - in Spanish and French (face to face sessions and through remote participation)
  - Session in the public forum on Thursday
- Public forum established on the website for comments
- Consultations with Supporting Organizations and Advisory Committees for input into the plan
- Gather input now

Discussion Questions

1. What are the major factors that will affect the DNS over the next three to five years?
2. What are the major issues facing ICANN over the next three to five years?
3. What are the most important issues for the ICANN community to discuss over the next three to five years?
4. What are the most important regional issues that need to be included in ICANN's planning?