ICANN

FY16 Operating Plan & Budget

25 June 2015

INTRODUCTION

This document sets forth ICANN's FY16 Operating Plan & Budget (1 July 2015 through 30 June 2016).

The Operating Plan & Budget includes:

- Highlights of the ICANN Operations (excluding the New gTLD Program)
- Highlights of the New gTLD Program
- An overview of ICANN's FY16 Budget, combining ICANN Operations and the New gTLD Program.
- The detailed Operating Plan as per the management system:
- Planned portfolios of activities that support the achievement of the goals and objectives set forth in the ICANN Strategic Plan for fiscal years 2016-2020 and Five-Year Operating Plan, with detailed descriptions.
- Appendix with the detailed list of projects, for each portfolio, with the project-level budgeted costs by category (Appendix 1)

Note: The Supporting Organization and Advisory Committee (SO/AC) additional budget requests were reviewed and approved by the Board on 26 April 2015. The list of the special request decisions adopted can be found at https://community.icann.org

This year's version of the Operating Plan & Budget builds on the experience of the past years, thanks to community feedback and input. While last year's version provided information on selected projects, this year's version includes data on ALL projects to be carried out by the organization during FY16, and displays all costs categories for each project. Each project is also mapped to one of the five objectives of the ICANN Strategic Plan for fiscal years 2016-2020, through the hierarchy of portfolios and goals, making the rationale for each project and activity clear and transparent.

This FY16 Operating Plan & Budget was submitted to public comment on 18 March for 44 days (7 weeks earlier than in previous years). All that submitted comments were invited to calls with Staff and Board members to ensure mutual understanding by the community and the staff of the areas commented upon. The ICANN staff has responded to all comments and published such responses on 5 June 2015 (see https://www.icann.org/en/system/files/files/report-comments-op-budget-fy16-05jun15-en.pdf).

This final FY16 Operating Plan & Budget incorporates changes resulting from the comments submitted as well as from further staff reviews that occurred during the public comment period. A summary of these changes is available in the Appendix 5.4.

The upcoming FY16 will see, as FY15 has, significant activity on the USG Stewardship transition, including on ICANN's accountability processes. At the time of finalization of this document, there is much work on-going on all aspects, and proposals are being formulated for the future, and have not been adopted as of yet. The expected timing of next steps, including the approval of any new processes stemming from the USG transition initiative and any implementation dates are not yet known.

On this basis, the FY16 Operating Plan and Budget included in this document:

- Contains funding for the continuation of the USG Stewardship transition initiative until completion, and the implementation of the approved post-transition mechanisms. This funding was estimated at a high level, without specific information on timing and nature of activities required and represents a placeholder or envelope. It has been estimated at $7 million (refer to pages 15/16).
- Does not reflect any assumption on the possible impacts of implementing the approved post-transition mechanisms on ICANN and its Community, which remain unknown at this stage.

ICANN acknowledges that these impacts could be significant on ICANN's operations and resources, and such impacts should be evaluated as soon as sufficient information is available to do so, including possible future changes to the FY16 Operating Plan & Budget included in this document, after it has been approved by the ICANN Board.

Reference and Notes

1. The ICANN community (Community) encompasses ICANN's stakeholders—including its Supporting Organizations, Advisory Committees, Nominating Committee, the Board of Directors, and staff. ICANN's multistakeholder model, therefore, defines its community.

2. Definition of terms can be found in the ICANN online glossary.

3. ICANN will continue to evolve and refine the metrics / Key Performance Indicators (KPIs) over time as we build out a Dashboard.
The graphic below depicts the five-year planning cycle (FY16-FY20), at a high level. The planning process consists of the ICANN Strategic Plan for fiscal years 2016-2020 and the Five-Year Operating Plan, which provide input and a basis for the annual planning process.

Planning Process

VISION/MISSION STATEMENT

STRATEGIC PLAN

VALIDATE

ACHIEVEMENT & PROGRESS REPORTING
e.g. Quarterly Stakeholder Call

FIVE-YEAR OPERATING PLAN (5yr)

STAKEHOLDER CONSULTATION & INPUT

ANNUAL OPERATING PLAN & BUDGET (1yr)

The structure of the budget data that follows in the rest of this document is displayed below:

Total ICANN Overview (Sec. 3)

ICANN Operations (Sec. 1)	New gTLD Program (Sec. 2)	
Revenues	Revenues	Total Revenues
Baseline Expenses (Operating & Capital) Initiatives (Op. & cap.)	Program's Expenses	Total Expenses
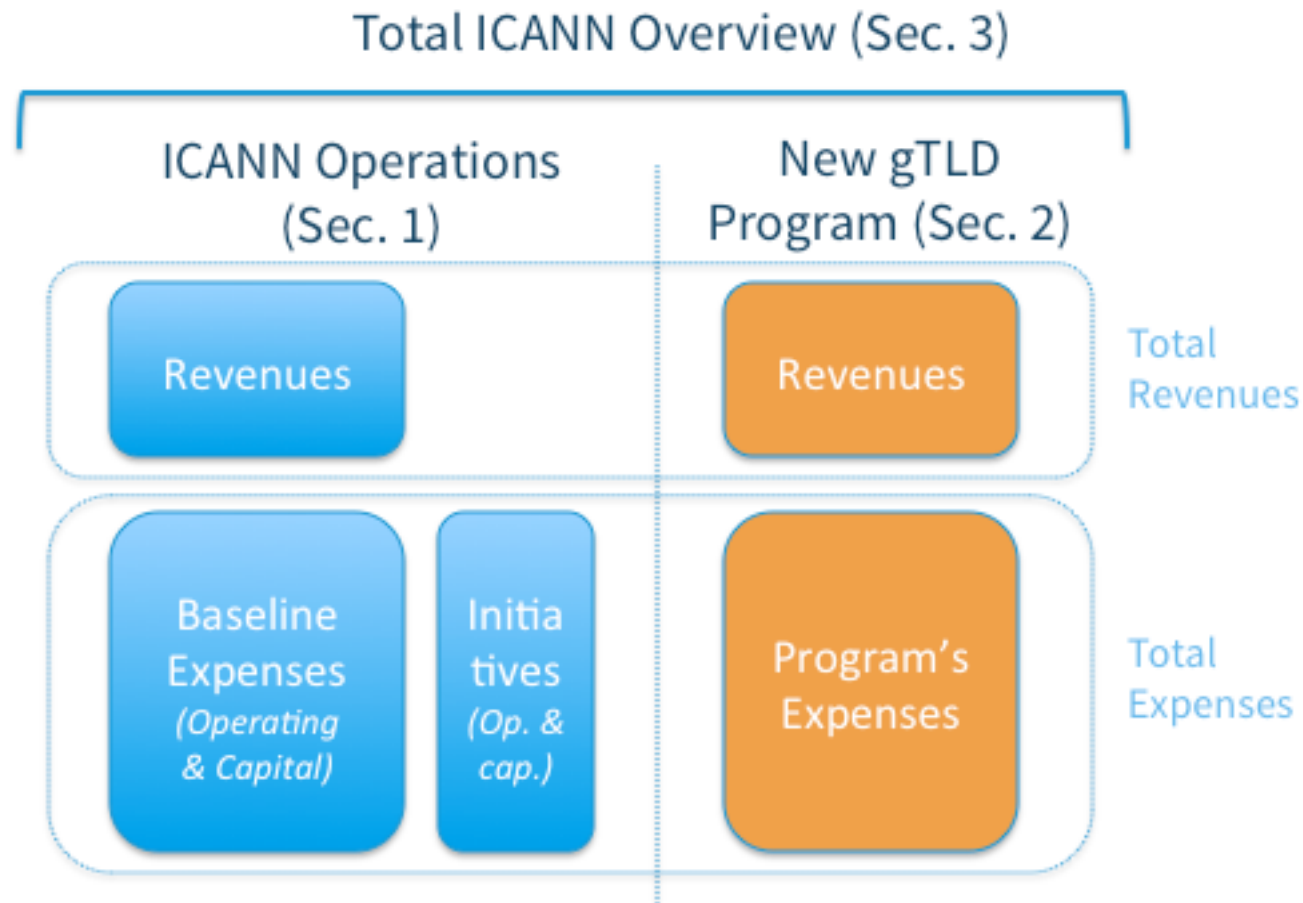
1 ICANN OPERATIONS

1.1 Resource Utilization

in millions, USD	FY16 Draft Budget				FY15 Forecast				+Increase/ -(Decrease)			
	Baseline	Initiatives	Total	Avg HC	Baseline	Initiatives	Total	Avg HC	Baseline	Initiatives	Total	Avg HC
Support & Revenue	**$113.4**	**$0.0**	**$113.4**		**$103.0**	**$0.0**	**$103.0**		**$10.4**	**$0.0**	**$10.4**	
Compliance & Safeguards	5.2	-	5.2	25.0	4.7	-	4.7	23.8	0.4	-	0.4	1.3
Global Domains Division	22.3	0.7	23.0	77.4	16.7	0.7	17.4	56.6	5.6	0.0	5.6	20.8
Strategic Initiatives & Reviews	3.5	3.1	6.7	10.7	2.7	3.6	6.3	10.0	0.8	-0.5	0.4	0.7
Strategic Communications	7.9	1.9	9.7	23.0	7.8	0.9	8.6	21.0	0.1	1.0	1.1	2.0
GSE, Meetings & Gov. Engagement	19.3	0.8	20.1	51.3	19.6	0.8	20.3	44.4	-0.3	0.0	-0.3	6.9
SO/AC Policy and Engagement	10.9	0.3	11.2	29.0	8.3	-	8.3	25.3	2.6	0.3	2.9	3.7
Public Responsibility	0.4	2.5	2.9	6.3	1.9	-	1.9	4.5	-1.5	2.5	1.0	1.8
Governance support	9.7	1.0	10.6	20.3	9.1	1.0	10.1	17.7	0.5	0.0	0.5	2.7
Operations	16.7	0.1	16.8	52.3	16.1	0.1	16.1	50.3	0.6	0.0	0.6	1.9
IT & Cyber Security	13.3	1.7	15.0	52.7	13.2	-	13.2	42.8	0.2	1.7	1.9	9.9
Other	-5.5	-	-5.5	4.0	-5.3	-	-5.3	4.0	-0.2	-	-0.2	-
Contingency	2.9	-	2.9	-	1.2	-	1.2	-	1.7	-	1.7	-
Cash Operating Expenses	**$106.6**	**$12.0**	**$118.5**	**352.0**	**$96.0**	**$6.9**	**$103.0**	**300.3**	**$10.5**	**$5.1**	**$15.6**	**51.7**
Capital Expenses	6.8	0.8	7.6		7.0	-	7.0		-0.2	0.8	0.6	
Total Cash Expenses	**$113.4**	**$12.8**	**$126.2**		**$103.0**	**$6.9**	**$110.0**		**$10.4**	**$5.9**	**$16.3**	
Change in Net Assets/ Contribution to Reserve Fund	**$0.0**	**-$12.8**	**-$12.8**		**$0.0**	**-$6.9**	**-$6.9**		**$0.0**	**-$5.9**	**-$5.9**	

1.2   Revenues

This section provides an overview of ICANN's revenue, starting with the assumptions that are underlying to the FY16 estimates (Tables 1 and 2). The best estimate corresponds to the retained FY16 revenue for the purpose of this budget. The High and Low estimates provide for a sensitivity analysis of some of the revenue items and are the result of variations of the best estimate.

Table 1

|	Revenue type	Best estimate	High estimate	Low estimate
Registrar Accreditation	Application fees	Assumes 60 new applicants (low end of historical trend), times existing 1-time application fee.	Same as Best estimate	Same as Best estimate
	Accreditation fees	Adds 60 new registrars (15 per calendar quarter) to existing base as end of FY15 of 1490, times the existing annual accreditation fee.	Same as Best estimate (1490+60)	Assumes 300 de-accreditations (1190+60)
	Per registrar var. fee	Constant in total at $3.4m	Same as Best estimate	Same as Best estimate
Legacy TLDs*	Transaction-based fee	Assumes growth of registration volume of 2.2% as per historical average.	Faster growth at 2.5%	Slower growth at 1.8%
New TLDs	Fixed Fee	1/7/15: 602 TLDs delegated Q1: +56 / Q2: +156 / Q3: +119 / Q4: +16 30/6/16: 945 TLDs delegated Estimated delegation date per TLD based on application status and perceived eagerness to proceed to delegation (early adopters / average / late adopters)	Assumes faster delegation in Q4 FY15 and Q1 FY16: average TLD number in FY16 +50 vs baseline.	FY16 delegations lower than Baseline by 15%

Table 2

	Revenue type	Best estimate	High estimate	Low estimate
New TLDs	Transaction-based fee	New registrations estimated using the per-TLD average number of registrations per month since delegation (average registrations during month 1, month 2,...). An average registration renewal rate of 50% was applied to the registrations occurring during the same month 1 year before, except for TLDs that provided free registrations, where renewal rate was estimated at 25%. Approximately 60% of the total FY16 transactions are estimated to be billable to Registries (actual is 42% until December 2014, concentrated on 3% of the gTLDs, or 17 out of 497). Resulting number of transactions billable for FY16 is 12.5 million for registrars and 8 million for registries.	Same as Best estimate	Average registration renewal rate at 35% (instead of 50% for Best estimate)
New gTLD program	Application fees revenue	Portion of application fees recognized in revenues ratably based on evaluation expenses incurred vs total evaluation expenses forecasted.	No sensitivity analysis	

The following table (Table 3) provides the revenues of ICANN by source and type, comparing for each the best estimate for the FY16 budgeted year and for the FY15 current year.

Table 3

In Millions, US dollars	FY16 Draft Best Estimate	FY15 Forecast	+ Incr./ - Decr.	%	FY16 Estimates	
					High	Low
Registrars accreditation						
Application fees	0.2	1.7	-1.5	-88%	0.2	0.2
Accreditation fees	6.1	5.6	0.5	10%	6.1	4.9
Per-registrar variable fees	3.4	3.4	0.0	0%	3.4	3.4
Sub-total	**9.7**	**10.7**	**-1.0**	**-9%**	**9.7**	**8.5**
Legacy gTLD						
Registry - transaction fees	47.0	46.1	0.9	2%	47.2	46.8
Registrar - transaction fees	28.2	27.7	0.5	2%	28.3	28.0
Sub-total	**75.1**	**73.7**	**1.4**	**2%**	**75.5**	**74.8**
New gTLD						
Registry - fixed fees	19.9	12.7	7.2	56%	21.4	19.1
Registry - transaction fees	2.0	0.3	1.7	511%	2.4	1.9
Registrar - transaction fees	2.3	1.1	1.1	102%	2.7	2.1
Sub-total	**24.1**	**14.1**	**10.0**	**71%**	**26.5**	**23.1**
Contributions						
RIR	0.8	0.8	0.0	0%	0.8	0.8
ccTLD	2.1	2.1	0.0	0%	2.1	2.1
Meeting Sponsorships/other	1.5	1.5	0.0	0%	1.5	1.5
Sub-total	**4.4**	**4.4**	**0.0**	**0%**	**4.4**	**4.4**
ICANN Ops Revenue	**113.4**	**103.0**	**10.4**	**10%**	**116.2**	**110.8**
New gTLD Application Fees	49.5	40.2	9.4	23%		
Total Support and Revenue	**$162.9**	**$143.2**	**$19.8**	**14%**		

1.3   Operating Expenses (Excludes Initiatives)
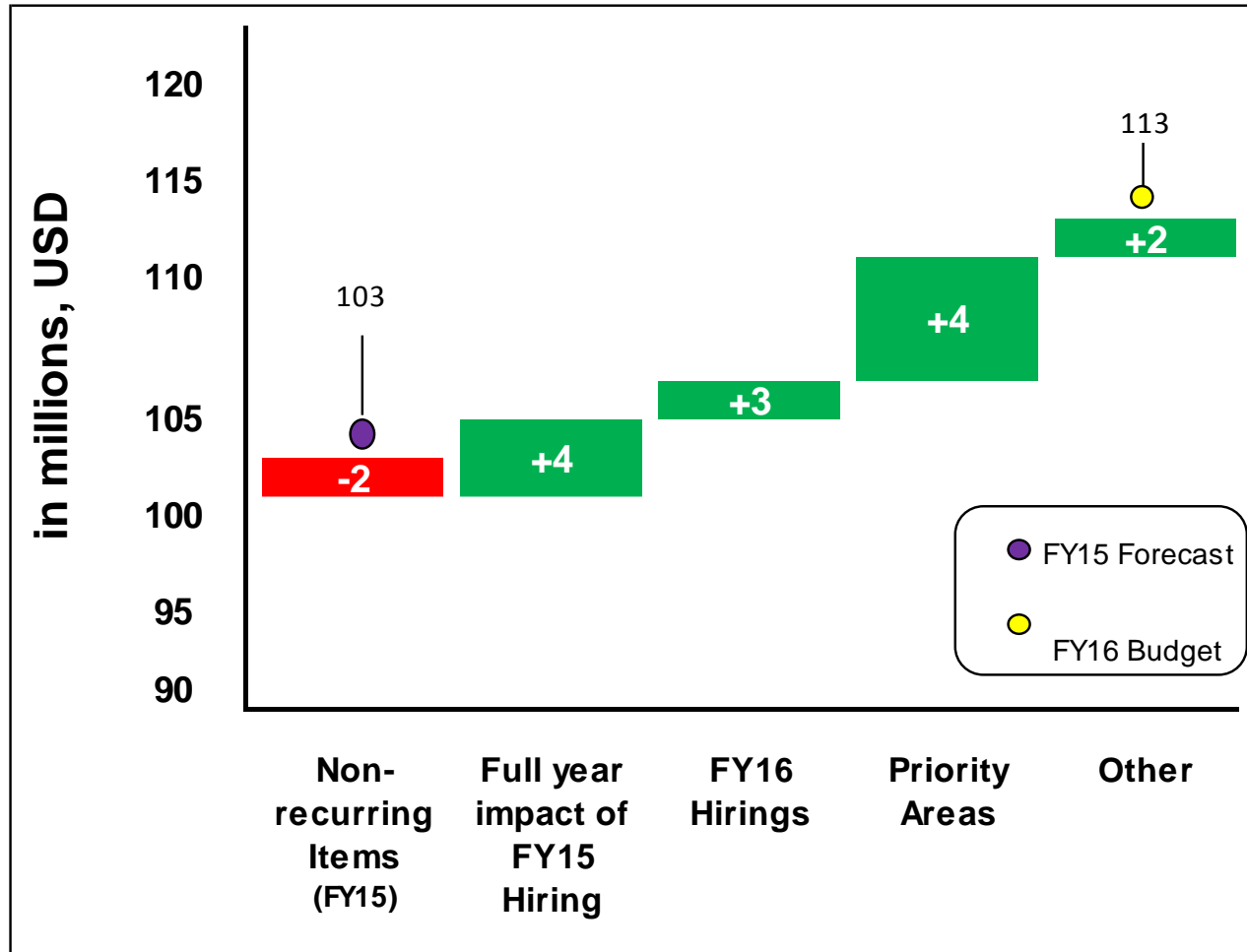
The ICANN Operations Baseline operating expenses budget (excluding Initiatives) is $113M. This represents a $10M increase from $103M in FY15.

- Non-recurring items (FY15): FY15 items not recurring in FY16 – including cost impact of the FY15 location change for ICANN 52 (from Marrakech to Singapore), specific legal action costs, and Public Responsibility costs are part of initiatives in FY16.

- Full year impact of FY15 Hiring: Increase in personnel costs due to 33 employees hired in FY15 working a full year in FY16 versus a partial year in FY15, plus personnel costs increases.

- FY16 impact of hirings: average 24 Full Time Equivalents (FTEs)

- Priority areas: Global Domains Division (GDD) service platform ramp-up and expansion of Contractual Compliance

- Other: Limited growth in all other areas (e.g., inflationary increases)

1.4   Capital Expenses

Description	Total	Comments
⊟**Real Estate**	**$0.6**	
Furniture & Fixtures	$0.2	Includes Singapore office relocation and office construction. (1) On-going improvements across all offices.
Leasehold Improvements	$0.4	
⊟**Strategic**	**2.3**	
Computer Software & Equipment	$2.3	Includes hardening critical IT Infrastructure Initiative, operation Intranet , Stakeholder support tools, Community tools (Kavi), and ERP.
⊟**On-going replacements & improvements**	**3.1**	
Computer Equipment	$1.2	Includes furniture replacements/additions - LA, security upgrades, ERP system improvements, copier purchases, meetings equipment upgrades, Kayako conversion to SFDC
Computer Software & Equipment	$1.7	
Furniture & Fixtures	$0.1	
Machinery & Equipment (non-computer)	$0.2	
⊟**Development & Testing**	**$1.7**	
Computer Equipment	$1.7	Includes development & testing outsourcing.
Grand Total	**$7.6**	

(1) As a result of the anticipated relocation from temporary space to a long term lease.

1.5   Initiatives

Initiatives are projects relating to significant activities not in ICANN's normal/core scope. These projects may be completed upon achievement of the intended outcome, or lead to defining future ongoing activities, which will add to the scope of core operations upon obtaining community consensus. As the operating revenue of ICANN is designed to exclusively support the defined core activities of the organization, the ICANN Reserve Fund typically funds such initiatives.

FY16 Initiative	Cost Catergory					
	Person nel	T&M	Prof Serv	Admin	Capital	Draft Budget
USG Stewardship Transition - pre and post IANA contract	$2.4	$1.4	$3.2	$0.0	$0.0	$7.0
New gTLD - Next Round Assessments & Prep	0.5	0.0	0.0	0.0	0.0	0.5
Hardening Critical IT Infrastructure	1.3	0.1	0.3	0.1	0.8	2.5
Implementation of Reviews Recommendations	0.0	0.1	0.2	0.0	0.0	0.3
Public Responsibility	1.0	0.5	1.0	0.1	0.0	2.5
Grand Total	$5.2	$2.0	$4.6	$0.2	$0.8	$12.8

a. USG Stewardship transition (pre- and post- IANA Functions contract):

- Covers work to occur until completion of the current four tracks, and also encompasses a placeholder for the implementation of the post-USG Stewardship and accountability mechanisms to be determined.
- As specific activities and timeframes are not defined or known, amounts for this initiative were estimated using the experience of the past few months, with resources estimated for 35% of personnel support, 20% of travel and meetings costs, and 45% professional services.

b. New gTLD next round assessment and preparation: Consists mainly of internal personnel time to organize the next round.

c. Hardening critical IT infrastructure:

The ICANN IT-enabled services span the entire spectrum of the ICANN Community. IT-enabled services are a combination of software applications, the database that captures and delivers data, and the hardware on which the applications are extended to the ICANN Community. In many cases, the Community expectation is that these services are "always available". In order to meet that expectation, the architecture of a range of IT-enabled services has to be reviewed and retrofitted - in terms of software, database configuration and hardware.

d. Implementation of a recommendation from reviews:

- Policy Development Process on Registration Data Services for New gTLDs, as a result of the ATRT2 recommendation.

e. Public Responsibility

- Building on the preliminary work over the past year, which streamlined and formalized ICANN's approach to public responsibility, this Initiative will serve as a home for new projects and programs, or enhancing

existing projects or programs, aimed at incubating ideas for broadening and supporting the community through specific and measurable tracks. FY16 initial focus areas include: (i) supporting the next generation; (ii) supporting education and academic outreach; and (iii) participation in global Internet cooperation and development. Programs that will be strengthened and built under these focus areas include, but are not limited to: (i) NextGen@ICANN; (ii) remote hubs at ICANN meetings; (iii) Fellowship Program; (iv) Online Learning; (v) collaborations with other actors in the Internet ecosystem; and (vi) the Newcomer program to name a few. For further details, please see 5.3. Focus areas will be reviewed yearly, based on community need and as identified by the regional plans.

1.6   Risks and Opportunities

Table 9

Risks		Opportunities	
Revenue: Lower Legacy TLD registrations	Low	Revenue: Legacy TLDs recent growth extends into FY16	Med
Revenue: Slower new gTLDs delegations	Low	Revenue: faster new gTLD delegations (Brands)	Low
Expenses: Uncertainty of USG Transition expenses	High	Expenses: ability to prioritize the activities of the ICANN Community	Low
Expenses: uncertain cyber-security response expenses	Med		
Expenses: general pressure on expenses due to high workload/ activity	High		

* Risks: defined as the possibility of a lower revenue or higher cost.

* Opportunities: defined as is the possibility of higher revenue or lower cost.

2   NEW GTLD PROGRAM

2.1   New gTLD Financial Summary

ICANN (NgTLD) MARCH 2015	FINANCIAL SUMMARY		$ in Millions

	FULL PROGRAM		
	Current Estimate (Mar 2015)	Prior Estimate (Apr 2014)	Incr/(Decr)
Total Application Fees	-$361.5	-$361.8	
Less: Total Refunds	55.9	51.0	
Net Application Fees	**-305.6**	**-310.8**	**-5.1**
Expenses			
Evaluation Costs	123.9	136.6	-12.7
Overheads	57.9	54.3	3.6
Historical Development Costs	32.5	32.5	0.0
Total Operating Expenses	**214.2**	**223.4**	**-9.2**
Others *	2.1	0.6	1.5
Remaining Balance	**-$89.3**	**-$86.8**	**-$2.5**

* Includes net investment gains/loss and actual risk costs.

VARIANCE EXPLANATIONS

Refunds   **$4.9**
Total projected withdrawals 701 vs. 625 budgeted.

Evaluation Costs   **-$12.7**
(i) Program Administration - lower costs due to delay in surveys/reviews/assessment projects and legal professional services fees (-$2.8M).
(ii) Initial Evaluation - lower costs incurred due to favorable contract negotiations (-$2.6M).
(iii) String Contentions - Auction costs are being offset by proceeds (-$1.8M).
(iv) Objection Processes - evaluation costs came in lower than projected (-$1.6M).
(v) Quality Control - lower costs incurred due to favorable contract negotiations (-$1.6M).
(vi) Pre-delegation - lower costs for legal due to internalization of contracting efforts (-$1.4M).
(vii) Extended Evaluations - lower number of applications going through extended evaluation (-$0.9M).

Overhead   **$3.6**
Additional costs due to timing. Allocation for ICANN staff support (+$1.1M); New gTLD team (+$0.7M); Other overhead (+$1.8M).

Others   **1.5**
This includes actual risk costs of (+$1.8M) and net investment gains (-$0.3M). Future risk cost through the end of the program cannot be estimated.

	EXPENSES				REVENUE		
	Current Estimate (Mar 2015)	Prior Estimate (Apr 2014)	+Incr/ (-Decr)		Current Estimate (Mar 2015)	Prior Estimate (Apr 2014)	+Incr/ (-Decr)
FY12	$5.6	$5.6	$0.0		$0.0	$0.0	$0.0
FY13	93.8	93.8	0.0		-157.9	-157.9	0.0
FY14	33.0	43.7	-10.7		-37.2	-58.6	-21.4
FY15	28.7	37.8	-9.1		-40.2	-42.1	-1.9
FY16	33.9	25.6	8.3		-49.5	-35.6	13.9
FY17	14.3	11.9	2.4		-20.8	-16.6	4.3
Beyond FY17	5.0	5.0	0.0		0.0	0.0	0.0
Full Program	**$214.2**	**$223.4**	**-$9.2**		**-$305.6**	**-$310.8**	**-$5.1**

VARIANCE EXPLANATIONS

Expenses *   **-$9.2**

Evaluation Processing (-$12.7M) offset by: Other Overhead (+$1.8M), ICANN Staff Allocation (+$1.0M); gTLD Team (+$.7M).

Revenue   **-$5.1**

Increased projected withdrawals from 625 to 701 applications (-$4.9M) and application processing costs (-$0.2M).

2.2   New gTLD Program* Multi-year View

1930 Applications	Statement of Activities by Fiscal Year							Statement of Activities for Full Program (Mar 2015)
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual/ Forecast	FY16 Forecast	FY17 Forecast	Beyond FY17 Forecast	
New gTLD Applicant Fees		(166,846)	(49,119)	(68,557)	(55,891)	(20,844)		(361,034)
ICANN Applicant Support Contributions		-	(138)	-	-	-		(138)
Auction (net of expenses)		-	-	-	-	-		-
Additional Fees		-	-	(364)	-	-		(364)
Refunds		8,936	12,080	28,536	6,360	-		55,913
Revenue (Net of Refunds)	$ -	$ (157,909)	$ (37,177)	$ (40,163)	$ (49,531)	$ (20,844)		$ (305,624)
Initial Evaluation	3,172	57,491	3,650	26	-	-		64,339
Extended Evaluation	-	-	760	524	-	-		1,284
Quality Control	-	7,100	462	62	-	-		7,624
String Contentions	-	-	5	-	-	-		5
Objection Processes	39	3,550	(1,064)	(23)	-	-		2,503
Pre-delegation	-	124	4,003	4,167	8,240	2,349		18,882
Program Administration	450	2,347	4,800	4,990	8,235	3,447	5,000	29,269
gTLD Team	689	1,827	3,796	3,551	3,277	2,211		15,351
ICANN Staff Allocation	1,137	5,725	9,947	8,389	7,295	2,893		35,386
Other Overhead	107	228	1,991	2,057	1,604	1,157		7,144
Total Operating Expenses	$ 5,594	$ 78,394	$ 28,350	$ 23,742	$ 28,651	$ 12,057	$ 5,000	$ 181,788
Investment (Income)/Loss		811	(2,457)	(634)	-	-		(2,280)
Investment Management Fees	-	14	213	342	-	-		569
Historical Development Costs	-	15,396	4,616	4,969	5,260	2,213		32,454
Risk Costs	281	1,068	1,012	1,441	-	-		3,801
Total Other Income/(Expense)	$ 281	$ 17,289	$ 3,384	$ 6,117	$ 5,260	$ 2,213	$ -	$ 34,544
Change in Net Remaining Funds	$ 5,874	$ (62,227)	$ (5,442)	$ (10,304)	$ (15,620)	$ (6,573)	$ 5,000	$ (89,293)

All information is related to the current round of the New gTLD Program (FY12-FY17).

The table above provides for the overview of the fees collected and costs incurred and planned, as well as the remaining funds available of $89.3m: (i) to pay for the remaining evaluation costs, and (ii) to pay for hard-to-predict costs. The hard-to-predict costs were defined as uncertain costs and costs that are harder to predict, including risks and variations between estimates and actual costs incurred.

2.3   New gTLD Program* – Revenue Variance Analysis

Prior Estimate (April 2014) Revenue/Application Fees	-$310.8

Variances - Incr/(Decr):

Additional Evaluation Fees	-0.2	RSTEP process no longer going to occur.
Refunds	-4.9	Total projected withdrawals 700 vs. 625.
Current Estimate (March 2015)	-$305.6	

* All information is related to the current round of the New gTLD Program (FY12-FY17)

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2.4   New gTLD Program* – Operating Expenses Variance Analysis

Prior Estimate (April 2014)		
Operating Expenses	$190.9	

Variances - Incr/(Decr):

Initial Evaluation	-2.6	Due to favorable contract negotiations. Fin/Tech/Ops Panel (-$1.8M), Background Screening (-$0.7M), Registry Services (-$0.2M), and DNS Stability (-$0.1M); offset by additional costs incurred due to re-evaluation for Geographic Names (+$0.2M).
Extended Evaluation	-0.9	Lower number of applications going through extended evaluation (-$0.7M) and RSTEP no longer going to transpire (-$0.2M).
Quality Control	-1.6	Lower costs due to favorable contract negotiations.
String Contentions	-1.8	Lower costs due to favorable contract negotiations.
Objection Processes	-1.6	Actual costs came in lower than projected.
Pre-Delegation	-1.4	Lower professional services costs for contracting due to internalized contracting efforts by New gTLD team.
Program Administration	-2.8	Legal Professional Services (-$2.8M), Contractors Professional Services (-$2.0M), EBERO (-$0.3M), and COI Management (-$0.2M); offset by costs for Universal Acceptance of TLDs (+$1.4M), Application re-evaluation fees (+$0.7M) and higher costs for Communications (+$0.4M),
gTLD Team	0.7	Higher costs due to extended duration of the program to support delays in contracting and delegation processes.
ICANN Staff Allocation	1.1	Allocation for ICANN staff increased due to additional support needed for the New gTLD program.
Other Overhead	1.8	Depreciation (+$1.5M); All other i.e. travel, etc. (+$.3M).

Current Estimate (March 2015)	$181.8

*All information is related to the current round of the New gTLD Program (FY12-FY17).

3 TOTAL ICANN OVERVIEW
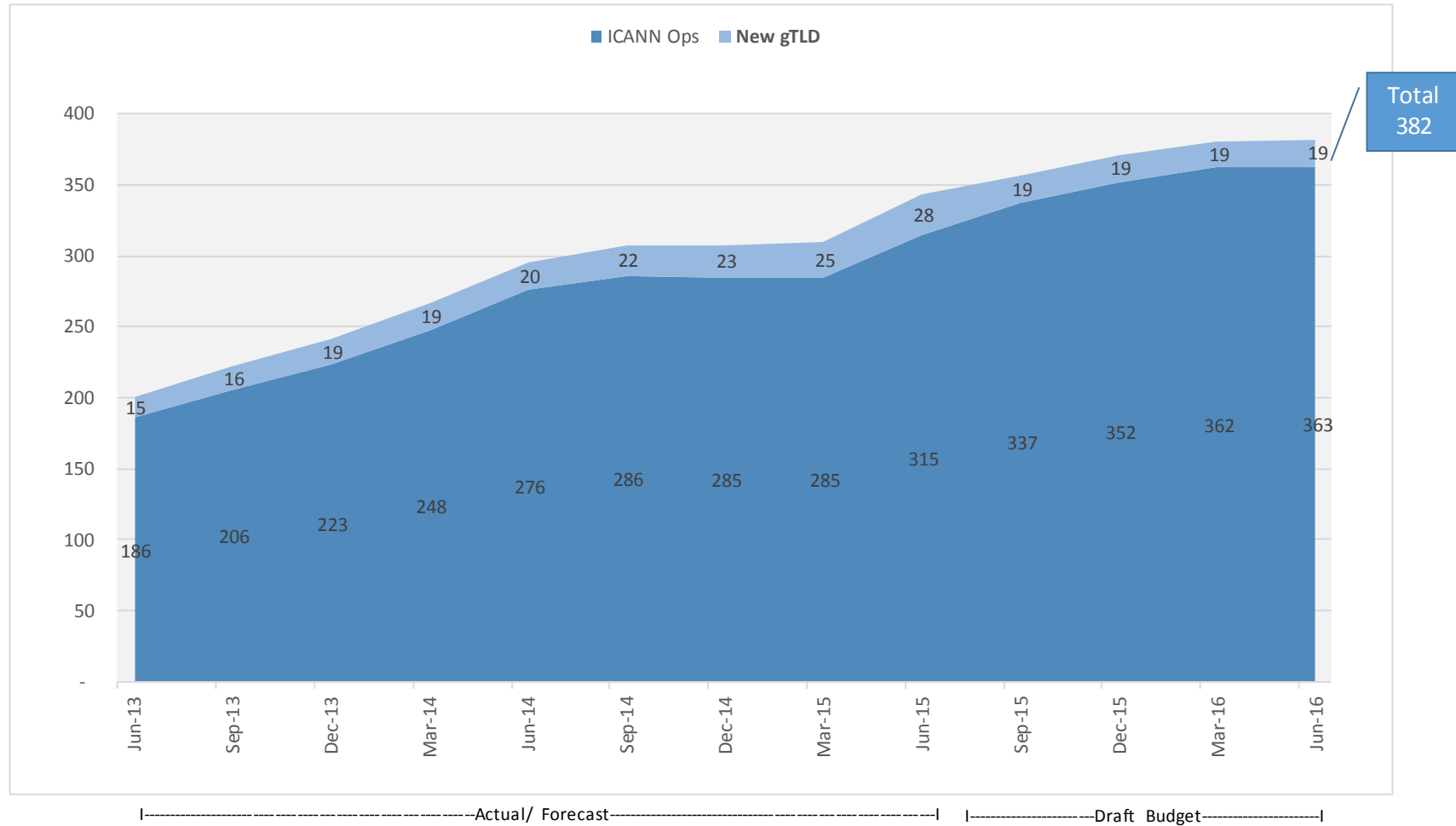
3.1 Resource Utilization (including Initiatives)

in millions, USD	ICANN Ops			New gTLD Program			Total ICANN		
	FY16 Draft	FY15 Fcst	+Incr/ -(Decr)	FY16 Draft	FY15 Fcst	+Incr/ -(Decr)	FY16 Draft	FY15 Fcst	+Incr/ -(Decr)
TOTAL SUPPORT AND REVENUE	**113.4**	**$103.0**	**$10.4**	**$49.5**	**$40.2**	**$9.4**	**$162.9**	**$143.2**	**$19.8**
Personnel	60.8	48.6	12.2	$7.1	$8.4	(1.3)	$67.9	$57.0	10.9
Travel & Meetings	17.6	14.3	3.3	1.5	1.0	0.5	19.1	15.3	3.8
Professional Services	22.9	22.9	0.0	17.8	11.3	6.5	40.7	34.2	6.5
Administration	14.0	16.1	(2.1)	2.3	3.0	(0.8)	16.2	19.1	(2.8)
Community Support Requests (a)	0.5	-	0.5	-	-	-	0.5	-	0.5
Contingency	2.9	1.2	1.7	-	-	-	2.9	1.2	1.7
CASH OPERATING EXPENSES (b)	**118.5**	**103.0**	**15.5**	**28.7**	**23.7**	**4.9**	**147.2**	**126.8**	**20.4**
Capital Expenses	7.6	7.0	0.6	-	-	-	7.6	7.0	0.6
TOTAL CASH EXPENSES	**126.2**	**110.0**	**16.1**	**28.7**	**23.7**	**4.9**	**154.8**	**133.8**	**21.1**
CONTRIBUTION TO RESERVE (c)	**(12.8)**	**(6.9)**		**$20.9**	**$16.4**		**$8.1**	**$9.4**	

(a) FY15 Community Support Requests have been allocated to the expense categories above based on the nature of the request.

(b) Excludes bad debt and depreciation expenses.

(c) Negative contribution to Reserve Fund corresponds to funding of Initiatives.

3.2 Headcount – 3-Year Overview

Legend: ICANN Ops, New gTLD

	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16
New gTLD	15	16	19	19	20	22	23	25	28	19	19	19	19
ICANN Ops	186	206	223	248	276	286	285	285	315	337	352	362	363

Total 382

I--Actual/ Forecast--I   I----------------Draft Budget----------------I

4 FY16 OPERATING PLAN & BUDGET – DESCRIPTION

Management System

FY16 Operating Plan & Budget is informed by the Five-Year Operating Plan's Phasing and Key Performance Indicators (KPIs) and is organized to align with the ICANN Strategic Plan for fiscal years 2016-2020 and the Five-Year Operating Plan.

This allows us to map all activities and resources back to the five main Strategic Objectives developed by a community driven bottom up process.

- **5 Objectives** – these were reviewed and revised during the development of ICANN Strategic Plan for fiscal years 2016-2020, which was adopted by the Board in October 2014.

- **16 Goals –** owned at the Global Leader (direct report to the CEO) level, the 16 goals also have defined Key Success Factors (KSFs) to help clarify what constitutes progress toward accomplishment of a given goal.

- **58 Portfolios –** within each goal is a set of Portfolios – a means of organizing ICANN's work into groupings of projects. Portfolios also have defined KSFs and we actively measure KPIs on a regular basis

- **More than 300 Projects** – As an operational level mechanism, projects evolve continuously to reflect ongoing work. Budgeting of expenses is done at the Project level. The FY16 ICANN Operating Plan & Budget includes all currently planned projects for FY16, each project appearing within its related Portfolio, Goal and Objective. Each project's associated budget can be found in the Appendix (section 5.1). Please note, the budgeted amounts in this document are inclusive of capital expenditures and initiatives.

5 Strategic Objectives | 16 Goals

1. Evolve and further **globalize** ICANN

2. Support a healthy, stable, and resilient **unique identifier ecosystem**

3. Advance **organizational, technological** and **operational excellence**

4. Promote ICANN's role and **multistakeholder** approach

5. Develop and implement a **global public interest** framework bounded by ICANN's mission.

As the work of the organization evolves the list of portfolios also evolves and as a result some specific portfolios may not be used any longer, which could cause a break in the number sequence of portfolios.

4.1   OBJECTIVE 1: EVOLVE AND FURTHER GLOBALIZE ICANN

In order to meet the needs of the changing global landscape, ICANN will continue to evolve its multistakeholder processes and structures—both face-to-face and online—to enable: broad, inclusive, multilingual, engagement; new forms of participatory, consensus-based decision making; and globalized and regionalized institutional frameworks to support such enhanced functions.

1.1   GOAL: Further globalize and regionalize ICANN functions.

Objective	Goal	Portfolios	Total
1-Evolve and further globalize ICANN	1.1-Further globalize and regionalize ICANN functions	1.1.1 Global Stakeholder Engagement Planning	1.5
		1.1.2 Raising Stakeholder Awareness of ICANN Worldwide	3.4
		1.1.3 Languages Services	2.2
	Total		7.0

For FY16 we will focus on the following activities that work towards further globalizing and regionalizing ICANN functions:

1. Integrate global and regional communications strategies.
2. Develop comprehensive regional engagement plans and strategies covering most ICANN regions and functional community areas.
3. Further distribute ICANN functions at hub offices.

We will measure our success in achieving this goal by:

A. Creating a stakeholder engagement index. Stakeholder engagement depends on several different factors. For the index, we will first establish a baseline of current participation levels in the following programs:

- Fellowship (new/alumni/coach/mentor)
- Language Services
    - ICANN language services - timeliness, effectiveness and efficiency
    - Language Localization – such as the Asia Pacific (APAC) Pilot Program
- Meetings Statistics (current statistics on newcomers, and by stakeholder group)
- Tracking newcomers (we will return to surveying newcomers at the end of each meeting)
- Regional participation in Supporting Organizations/Advisory Committee groups (data provided by Policy team – Governmental Advisory Committee (GAC) data provided by Government and Stakeholder Engagement (GSE))
- Stakeholder Engagement Heat map

Creating such an index, with the metrics identified here and in 1.2 will provide a view into a wide variation of data that we are capable of collecting and in some cases already collecting. This will identify baselines to create outreach plans in the future and identify gaps in current stakeholder outreach plans. The stakeholder

engagement index is a comprehensive measure that covers a range of activity representing global stakeholder engagement as a whole, from the Fellowship Program to Language Services to ICANN Public Meetings, to participation of newcomers and their stakeholder journey into ICANN, to regional participation in SO/AC groups and participation by regional/functional area.

B.   Measuring the percentage of ICANN organizational functions performed across ICANN.

Portfolios

1.1.1 Global Stakeholder Engagement Planning

Description: This portfolio covers ICANN's Global Stakeholder Engagement (GSE) prioritization and planning, across regions and functional areas. This portfolio is grouped closely with 1.1.2. The planning portfolio covers the organization of GSE and regionalization of ICANN functions and communications.

1.1.2 Raising Stakeholder Awareness of ICANN Worldwide

Description: This portfolio pertains to how ICANN communicates with stakeholders around the world to help raise awareness of ICANN's mission, its multistakeholder model and its work. This portfolio is grouped with 1.1.1 above. Metrics to measure ongoing communications activities include active social and traditional media monitoring and measurement, global newsletter open rates and reach of speaking engagements.

1.1.3 Languages Services

Description: Facilitate access to ICANN and participation in its work for those who do not speak or are not fluent in English by making information accessible to those who speak other languages in order to enhance participation in, and the effectiveness of, the multistakeholder model.

1.2 GOAL: Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders.

Objective	Goal	Portfolios	Total
1-Evolve and further globalize ICANN	**1.2-Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders**	1.2.1 Broadcast and Engage with Global Stakeholders	1.2
		1.2.2 Engage Stakeholders Regionally	8.0
	Total		9.2

For FY16 we will focus on the following activities that work towards bringing ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders:

1. Implement Global Stakeholder Engagement (GSE) web tools for supporting stakeholder engagement activities at regional and local level.

2. Examine effectiveness of regional strategies launched in FY13-14.

We will measure our success in achieving this goal by:

Measuring the number of regional and functional engagement plans by type and status (e.g., development, implementation and maintenance).

1.2.1 Broadcast and Engage with Global Stakeholders

> **Description:** Conceptualize and build a set of integrated digital tools to inform and enable engagement and collaboration with ICANN stakeholders.

1.2.2 Engage Stakeholders Regionally

> **Description:** This portfolio covers the mechanisms for delivering on ICANN's regional and functional   engagement strategies (including regional and functional area work plans, stakeholder engagement heat map).

1.3 GOAL: Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive.

Objective	Goal	Portfolios	Total
1-Evolve and further globalize ICANN	1.3-Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive	**1.3.1 Support Policy Development, Policy Related and Advisory Activities**	**7.0**
		1.3.2 Enable Stakeholder collaboration, communication & engagement	**4.0**
		1.3.4 Evolving Multistakeholder Model	**0.3**
	Total		**11.3**

For FY16 we will focus on the following activities that work towards evolving policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive:

To ensure that the policy development and decision-making processes are open, transparent, inclusive and legitimate, direct ongoing efforts at: (i) greater inclusion by diverse global stakeholders; (ii) additional online tools and mechanisms for participation; and (iii) evolving SO/AC structures to increase Community efficiencies and effectiveness in ICANN processes and activities

We will measure our success in achieving this goal by:

A. Measuring the number of participants in the policy development and governance processes by type, status and location – including, as part of this analysis, consideration of the five main "pillars" of community including participation, representation, activity, productivity and impact. Percentages as well as absolute numbers will be an important component of metrics and benchmarks that will help the entire community gauge what active and robust participation looks like in the multistakeholder process at ICANN.

B. Creating a quality of service index (e.g., measuring factors such as "active" participants in policy development calls and meetings; # of publication subscribers/readers in "print" and on web; # of public comments submitted in ICANN Public Forums; Twitter Subscribers & Tweets; etc.). ICANN is considering the use of annual survey instruments to track community views of service quality.

Portfolios

1.3.1   Support Policy Development, Policy Related and Advisory Activities

Description: Optimize efficiency and effectiveness of Community policy development and advice efforts.

1.3.2 Enable Stakeholder collaboration, communication & engagement

Description: To optimize collaboration and engagement of ICANN SOs and ACs, and increase and measure the number of exchanges (meetings and correspondence) that take place between various SOs and ACs (and the Board as appropriate) as they consult and discuss strategic and policy issues/matters.

1.3.4 Evolving Multistakeholder Model

Description:

- Advance planning and implementation of ICANN's online education platform to support increased, informed, global involvement in ICANN.
- Advance planning for evolving ICANN's multistakeholder model and facilitate the development and publication of academic research on the multistakeholder model for domain name system (DNS) coordination, Internet policy development and governance.

4.2   OBJECTIVE 2: SUPPORT A HEALTHY, STABLE, AND RESILIENT UNIQUE IDENTIFIER ECOSYSTEM

The growing and evolving unique ecosystem is operating within a changing landscape. ICANN will engage stakeholders to help support and plan for the ecosystem evolution and empower a global and responsible ecosystem that fosters growth and innovation.

2.1 GOAL: Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem.

Objective	Goal	Portfolios	Total
2-Support a healthy, stable and resilient unique identifier ecosystem	2.1-Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem	2.1.1 IANA Department Operations	2.3
		2.1.2 Contractual Compliance Functions	4.1
		2.1.3 Advice Registry Management	0.1
		2.1.4 Global Domain Division (GDD) Operations	4.8
		2.1.5 Global Domains Division (GDD) Customer Service	1.7
		2.1.6 Global Domain Division (GDD) Online Services Product Management	0.5
	Total		13.4

For FY16 we will focus on the following activities that work towards fostering and coordinating a healthy, secure, stable, and resilient identifier ecosystem:

1. Ensure that the IANA Department remains fully staffed.
2. Draft Technology Roadmap developed.
3. Enhance relationships with protocol/technology development organizations.
4. Base line ratio of registered domain names to active IP addresses.
5. Base line ratio of registered domain names to Internet users regionally and globally.

To measure progress towards this goal, we will be measuring and reporting on the consistency of service delivery against Service Level Targets.   The metric to be reported on will be:

- % of Service Level Targets met across multiple departments including but not limited to IANA, Compliance GDD Operations, and Customer Service departments.

Portfolios

2.1.1 IANA Department Operations

Description: Operational responsibilities for maintaining registries for protocol parameters, IP addresses, Autonomous System Numbers, and Root Zone changes. Maintenance of relationship with Internet Engineering Task Force (IETF), Internet Architecture Board (IAB), five Regional Internet Registries (RIRs), and TLD operators.

2.1.2 Contractual Compliance Functions

Description: Day-to-day activities to ensure compliance by Registrars and Registries with their contractual obligations to ICANN and to report back to the community.

2.1.3 Advice Registry Management

Description: Development of processes and software used to track the acceptance, implementation, and resolution of advice provided to ICANN via supporting organizations, advisory committees, review teams, and others.

2.1.4 Global Domains Division (GDD) Operations

Description: Projects related to the service implementation and ongoing delivery of services to contracted parties by the GDD.

2.1.5 Global Domains Division (GDD) Customer Service

Description: Projects related to the development, implementation and ongoing operations of the ICANN Customer Service Center.

2.1.6 Global Domain Division (GDD) Online Services Product Management

Description: Projects for the development, support and implementation of systems for the GDD.

2.2 GOAL: Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities.

Objective	Goal	Portfolios	Total
2-Support a healthy, stable and resilient unique identifier ecosystem	**2.2-Proactively plan for changes in the use of unique identifiers, and develop technology roadmaps to help guide ICANN activities**	2.2.1 WHOIS Core Function/ Service & Improvements	1.4
		2.2.2 Identifier Evolution	0.6
		2.2.3 Technical Experts Group	0.1
		2.2.4 IANA Product Evolution	0.5
		2.2.5 Root Server System Evolution	0.1
		2.2.6 Security, Stability and Resiliency of Internet Identifiers	3.3
	Total		5.9

For FY16 we will focus on the following activities that work towards proactively planning for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities:

1. Develop and achieve community approval of all DNS /Unique Identifiers health metrics.
2. Develop and achieve community approval of the Stability and Resiliency Exercises specified.
3. Develop and achieve community approval of the Identifier registration data access/update system requirements specified

To demonstrate our progress in achieving this goal we will be developing a Technical Reputation Index which is intended to reflect ICANN's technical stature across the ICANN community as well as the broader internet community.

C. This index will include measurements of several key dimensions such as:

- Engagement w/ W3C
- Number of documents published
- Number of technical sessions @ ICANN meetings
- Number of global training sessions conducted
- Number of presentations at global technical for a
- Occurrences and participation in technical sessions
- Number of leadership roles in standards organizations or program committees
- Rate of increases in perception of stature of ICANN technology team as determined via survey

Portfolios

2.2.1 WHOIS Core Function/ Service & Improvements

Description: To promote trust and confidence in the Internet for all stakeholders, ICANN is committed to enforcing its current WHOIS policy, to identify improvements to the accuracy and reliability of the WHOIS system, and to determine whether there is a better system for providing information about gTLD domain names, consistent with applicable data protection and privacy laws.

2.2.2 Identifier Evolution

Description: Track and support the evolution of the Internet's system of unique identifiers through venues such as the IETF, DNS-OARC, W3C, the RIRs, and other relevant bodies.

2.2.3 Technical Experts Group

Description: Support and enhance the Technical Expert Group, facilitating its activities related to exploration of technical issues and opportunities facing ICANN.

2.2.4 IANA Product Evolution

Description: Software enhancements, tool development, and other discrete projects to improve delivery of the IANA services.

2.2.5 Root Server System Evolution

Description: Facilitating the continued evolution of the root server system to ensure its ongoing security, stability, and resiliency as DNS technology and operations change over time. Maintenance of relationships with the root server operators, Root Server System Advisory Committee (RSSAC), and related stakeholders.

2.2.6 Security, Stability and Resiliency of Internet Identifiers

Description: Work to observe, assess and improve the security, stability, and resiliency (SSR) of the Internet's Identifier systems in close collaboration with other ICANN departments and the community at large. This will be achieved though a range of activities including risk awareness and preparedness, measurement and analysis of

identifier system behaviors or performance, and cooperative outreach that emphasizes coordination, capability building, and knowledge transfer.

2.3 GOAL: Support the evolution of domain name marketplace to be robust, stable and trusted.

Objective	Goal	Portfolios	Total
2-Support a healthy, stable and resilient unique identifier ecosystem	2.3-Support the evolution of domain name marketplace to be robust, stable and trusted	2.3.2 Domain Name Services	0.8
		2.3.3 Contractual Compliance & Consumer Safeguard	0.7
		2.3.4 Internationalized Domain Names	1.5
		2.3.5 New gTLD Program	24.8
		2.3.6 Next gTLD Round Planning	4.1
		2.3.7 Contractual Compliance Initiatives & Improvements	0.5
		2.3.8 Registry Services	1.1
		2.3.9 Registrar Services	0.7
		2.3.10 GDD Technical Services	2.0
		2.3.11 Outreach and Relationship Management with Existing and new Registry, Registrar Community	1.4
	Total		37.6

For FY16 we will focus on the following activities that work towards supporting the evolution of the domain name marketplace to be robust, stable and trusted:

6. Complete Multistakeholder Satisfaction Survey baseline.

7. Define baseline of Domain Name industry segments.

We will measure progress towards achieving this goal by developing a Technical Reputation Index. This Index is intended to reflect the trust and confidence of the Internet community in the Domain Name Marketplace.

A. This index will include measurements of several key dimensions such as:

8. Number net new domain registrations (legacy TLDs; ccTLDs; New gTLDs)
9. Rate of SLD renewals
10. Number of Registrants impacted by Registrar Termination vs total Registrations
11. Number Abuse incidents per MM registrations (across all TLDs)

2.3.1 GDD Strategic Programs

Description: Support community efforts to address public policy issues arising from ICANN contracts with registries and registrars; coordinate implementation of improvements to WHOIS.

2.3.2 Domain Name Services

Description: Domain Name Services ongoing operations and Industry Engagement.

2.3.3 Contractual Compliance & Consumer Safeguard

Description: Projects relating to: (1) outreach to ICANN constituents regarding contractual compliance; (2) development of an analytic and nuanced approach to complex contractual compliance issues; and (3) cooperation and coordination on consumer safeguards that are beyond the scope of pure contract compliance.

2.3.4 Internationalized Domain Names

Description: Support the introduction and universal acceptance and adoption of Internationalized Domain Names (IDNs).

2.3.5 New gTLD Program

Description: Projects and ongoing activities in support of the New gTLD Program.

2.3.6 Next gTLD Round Planning

Description: Projects to design plan and operationally prepare for the next application round of the New gTLD Program.

2.3.7 Contractual Compliance Initiatives & Improvements

Description: This portfolio comprises a series of projects focused on the continuous improvement of contractual compliance operations and systems. This includes addressing contractual compliance interpretation issues and working with the ICANN stakeholders to define relevant metrics to improve transparency and reporting of contractual compliance.

2.3.8 Registry Services

Description: Projects related to managing the contracts, defining new services, and building a strong relationship with current and future registry operators.

2.3.9 Registrar Services

Description: Projects related to managing the contracts, defining new services, and building a strong relationship with current and future registrars.

2.3.10 GDD Technical Services

Description: Projects to enhance systems, services and technical subject matter expertise related to a safe, secure, and reliable operation of the DNS.

2.3.11 Outreach and Relationship Management with Existing and new Registry, Registrar Community

Description: Create outreach and engagement strategies for registry and registrar operators to promote and cultivate a positive and constructive relationship among ICANN staff, registries, registrars and other participants in the domain name industry value chain. Activities include having dedicated account managers, conducting workshops, webinars, and inter-sessional meetings, as well as attending ICANN meetings.

4.3 OBJECTIVE 3: ADVANCE ORGANIZATIONAL, TECHNOLOGICAL AND OPERATIONAL EXCELLENCE.

ICANN seeks to mature our organization—to improve the skillsets, processes, and technologies through which we operate to deliver services to the ICANN community and the public. We seek to develop a greater ability to meet the speed and scale of innovation happening around us and deliver with excellence in everything we do.

3.1 GOAL: Ensure ICANN's long-term financial accountability, stability and sustainability

Objective	Goal	Portfolios	Total
3-Advance organizational, technological and operational excellence	3.1-Ensure ICANN's long-term financial accountability, stability and sustainability	3.1.1 Strategic and Operating Planning	0.6
		3.1.2 Business Excellence and Business Intelligence	0.7
		3.1.3 Finance and Procurement	3.4
		3.1.4 Enterprise Risk Management	1.1
		3.1.5 Support Operations	22.6
	Total		28.3

For FY16 we will focus on the following activities that work towards ICANN's long-term financial accountability, stability and sustainability:

1. Complete first internal EFQM (European Foundation of Quality Management) radar evaluation and assessment of key areas of focus, identify gaps and developed mitigation/ improvement roadmap.
2. Refine the operational excellence model, including financial framework, roadmap, targets and metrics, based upon findings and recommendations of the EFQM assessment.
3. Align with budget availability and IT system implementation roadmap.

4. Review and obtain input from Community.

We will measure our success in achieving these goals by:

Developing and posting an on-time delivery index of the ICANN Operations (includes: Budget performance, internal controls and % project completion verses plan)

Portfolios

3.1.1 Strategic and Operating Planning

Description: Review of the Five-Year Strategic and Operating Plan implementation, and the development of FY17 Operating Plan & Budget.

3.1.2 Business Excellence and Business Intelligence

Description: Assessment, evaluation, reporting, and guidance to advance organizational, technological and operational excellence.

3.1.3 Finance and Procurement

Description: All finance and procurement activities for the entire organization, in all locations. Includes accounting (including accounts payable and billing), reporting and analysis, planning, tax, audit, procurement (PO processing, approval), and sourcing.

3.1.4 Enterprise Risk Management

Description: Continue the focus on planning, assessing risk, evaluating mitigation, monitoring and progress reporting to minimize the effects of risks to the organization.

3.1.5 Support Operations

Description: Various programs and projects that support functional operations.

3.2   GOAL: Ensure structured coordination of ICANN's technical resources.

Objective	Goal	Portfolios	Total
3-Advance organizational, technological and operational excellence	**3.2-Ensure structured coordination of ICANN's technical resources**	3.2.1 IT Infrastructure Maintenance	1.5
		3.2.2 IT Infrastructure and Service Scaling	20.2
		3.2.3 Root Systems Operations	0.7
	Total		22.4

For FY16 we will focus on the following activities that work towards ensuring structured coordination of ICANN's technical resources:

1. Develop and socialize a suite of uptime metrics for IT Services.
2. Define, divide and socialize IT services into a three-tier classification.
3. Define, socialize and adopt a baseline Lean Process Capability metric for IANA functions.
4. Measure and record a baseline for the IANA functions.

We will measure our success in achieving this goal by:

Documenting the current infrastructure and different tiers of service reflective of the above.

Portfolios

3.2.1 IT Infrastructure Maintenance

Description: All ongoing infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN Operations.

3.2.2 IT Infrastructure and Service Scaling

Description: Work towards a top-tier global IT infrastructure performing at 99.999% uptime and have ICANN recognized by the global community as having technical excellence and thought leadership.

3.2.3 Root Systems Operations

Description: Facilitating the continued evolution of the root server system to ensure its ongoing security, stability, and resiliency as DNS technology and operations change over time; maintenance of relationships with the root server operators, RSSAC, and related stakeholders.

3.3 GOAL: Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders.

Objective	Goal	Portfolios	Total
3-Advance organizational, technological and operational excellence	3.3 - Develop a globally diverse culture of knowledge and expertise available to	3.3.1 Talent Management	1.2
		3.3.2 ICANN Technical University	0.1
	Total		1.3

For FY16 we will focus on the following activities that work towards developing a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders:

1. Build on the FY15 achievements related to this goal KSFs (outcome).
2. Identify benchmark organizations and derive key benchmarking metrics.

We will measure our success in achieving these goals by:

Measuring the % achievement of globally diverse culture of knowledge and expertise of staff against good-practice benchmarks and roadmaps

Portfolios

3.3.1 Talent Management

Description: Establishing and developing the right mix of skills to accomplish critical business needs at both leadership and staff level. This includes focus on areas such as talent acquisition, leadership development, team effectiveness, learning and skill development.

3.3.2 ICANN Technical University

Description: Providing a mechanism to improve the technical understanding of the technology ICANN coordinates.

Other related portfolios contain various projects that contribute to developing a globally diverse culture of knowledge and expertise available to ICANN's Community.

4.4 OBJECTIVE 4: PROMOTE ICANN'S ROLE AND MULTISTAKEHOLDER APPROACH.

We strive to clarify the linkages and frameworks that underlie ICANN's responsibilities in the current Internet ecosystem. We commit to developing ways to maintain and enhance ICANN's stewardship in an evolving ecosystem. We pledge to cultivate thought leadership on ways in which ICANN can serve a complex set of Internet constituencies. We also commit to strengthening relationships with members of this evolving ecosystem to achieve our shared goals and serve the public interest.

By extension of this effort, and without seeking to expand our role and mandate, ICANN commits to contributing to creating greater role clarity for the entire Internet governance ecosystem. We see opportunity for the ecosystem to be stronger together through greater cooperation and coordination. In this, we pledge open, transparent communications to foster a single, open, global Internet for worldwide benefit.

4.1 GOAL: Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels.

Objective	Goal	Portfolios	Total
4-Promote ICANN's role and multistakeholder approach	4.1-Empower engagement with the existing Internet governance ecosystem at national, regional and international levels	4.1.1 Coordination of ICANN participation in Internet Governance	0.7
	Total		0.7

For FY16 we will focus on the following activities that work towards encouraging engagement with the existing Internet governance ecosystem at national, regional and international levels:

1. Increase % participation rates in the existing Internet governance ecosystem from documented baseline of entities and organizations established in FY 2015.

2. Increase # national Internet governance multistakeholder approaches over baseline established in 2015.

We will measure our success in achieving this goal by:

Measuring the nature and level of engagements with entities in the Internet governance ecosystem reflecting recognition of ICANN's role and the multistakeholder model.

Portfolios

4.1.1 Coordination of ICANN Participation in Internet Governance

Description: This portfolio includes those projects that coordinate ICANN's support for and participation in the Internet governance ecosystem as well as collaboration with other entities in the ecosystem on projects and initiatives of shared interest.

4.2   GOAL: Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem.

Objective	Goal	Portfolios	Total
4-Promote ICANN's role and multistakeholder approach	4.2-Clarify the role of governments in ICANN and work with them to their commitment to supporting the global	4.2.1 Support GAC Engagement	0.2
		4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	2.3
	Total		2.5

For FY16 we will focus on the following activities that work towards clarifying the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem:

1. Increase in # of communities (government, private sector and civil society) willing to have a national multistakeholder distributed Internet Governance approach over baseline established in FY 2015.
2. Complete baseline determination to map existing entities within the Internet Governance ecosystem and their posture toward ICANN and the multistakeholder approach to Internet Governance

We will measure our success in achieving this goal by:

Measuring the increase in the number of GAC members (level of actual active participation and level of representation at ICANN meetings; total membership and participation as a percentage of membership within a region).

Portfolios

4.2.1 Support Governmental Advisory Committee (GAC) Engagement

Description: This portfolio includes those projects supporting the activities of the GAC and those that facilitate outreach to increase participation in the work of the GAC.

4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)

Description: This portfolio includes those projects supporting and coordinating outreach and engagement with governments and IGOs nationally, regionally and internationally to increase governments knowledge of and participation in the global Internet Governance ecosystem.

4.3 GOAL: Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues.

Objective	Goal	Portfolios	Total
4-Promote ICANN's role and multistakeholder approach	4.3-Participate in the evolution of a global, trusted, inclusive multistakeholder Internet governance ecosystem that addresses Internet issues	4.3.1. Support Internet Governance Ecosystem Advancement	0.1
	Total		0.1

For FY16 we will focus on the following activities that work towards participating in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues:

Increase in # of partnerships and agreements with respective Internet organizations and regional and national multistakeholder Internet Governance approaches over baseline established in FY 2015.

We will measure our success in achieving this goal by:

Measuring the number of governments and other stakeholders willing to have a national multistakeholder distributed Internet Governance approach.

4.3.1. Support Internet Governance Ecosystem Advancement

Description: The portfolio encompasses the collaborative work within the Internet Governance ecosystem to support evolution of multistakeholder distributed approaches.

4.4 GOAL: Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest.

Objective	Goal	Portfolios	Total
4-Promote ICANN's role and multistakeholder approach	**4.4-Promote role clarity and establish mechanisms to increase trust within ecosystem rooted in the public interest**	**4.4.1 Strategic Initiatives**	**0.3**
	Total		**0.3**

For FY16 we will focus on the following activities that work towards promoting role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest:

1. Assess current practices and documentation.
2. Identify and propose best practices.
3. Propose measurements and benchmarks.

We will measure our success in achieving this goal by:

B. Developing a framework that generates institutional confidence in ICANN and builds trust over time.

C. Implementing "Institutional Confidence Index" as a means of measuring long-range progress.

D. Assembling and refine Accountability-related KPIs, in line with Accountability Framework proposed by One World Trust in response to recommendations of Accountability and Transparency Review Teams to implement a means of measuring ICANN's accountability.

Portfolios

4.4.1 Strategic Initiatives

Description: Consider and formulate Institutional Confidence Index (long-range) while assembling and refining Accountability-related KPIs, in line with the Accountability Framework proposed by One World Trust (short-range). This will include establishing benchmarks and targets as well as piloting the usefulness and relevance of KPIs.

4.5 OBJECTIVE 5: DEVELOP AND IMPLEMENT A GLOBAL PUBLIC INTEREST FRAMEWORK BOUNDED BY ICANN'S MISSION

ICANN seeks to develop a public interest framework for promoting the global public interest in the coordination of the Internet's Unique Identifier systems and in furtherance of ICANN's mission. The framework will clarify ICANN's roles, objectives and milestones in promoting the public interest through capacity building, and increasing the base of internationally diverse, knowledgeable, and engaged ICANN stakeholders. Subsequent financial years will have additional focus areas as determined by staff and community through FY16 work.

5.1   GOAL: Act as a steward of the public interest.

Objective	Goal	Portfolios	Total
5-Develop and implement a global public interest framework bounded by ICANN's mission	5.1-Act as a steward of the public interest	5.1.1 Legal Advisory Function	0.7
		5.1.3 Legal Internal Support	2.4
		5.1.4 Support ICANN Board	4.1
	Total		7.2

For FY16 we will focus on the following activities that work towards acting as a steward of the public interest:

In order to ensure that ICANN is acting within its global public interest mandate, ICANN will seek to create framework to assist the decision-makers, policy–making bodies and advisory committees to align their work to the global public interest purpose.

We will measure our success in achieving this goal by:

Defining common consensus based definition of public interest.

Portfolios

5.1.1 Legal Advisory Function

Description: Provide legal advice to all functions at ICANN.

5.1.3 Legal Internal Support

Description: Provide legal support to all internal service and operational functions at ICANN.

5.1.4 Support ICANN Board

Description: Provide staff support to the ICANN Board of Directors.

5.2 GOAL: Promote ethics, transparency and accountability across the ICANN community.

Objective	Goal	Portfolios	Total
5-Develop and implement a global public interest framework bounded by ICANN's mission	5.2-Promote ethics, transparency and accountability across the ICANN community	5.2.1 AoC Review: Accountability & Transparency	0.0
		5.2.3 AoC Review: SSR	0.4
		5.2.5 Accountability and Transparency Mechanisms	0.4
		5.2.6 Conflicts of Interest and Organizational Ethics	0.1
		5.2.7 IANA Functions Stewardship Transition & Enhancing ICANN Accountability	7.0
		5.2.8 AoC and Organizational Reviews	1.8
	Total		9.7
Objective	**Goal**	**Portfolios**	**Total**

For FY16 we will focus on the following activities that work towards promoting ethics, transparency and accountability across the ICANN community:

In order to ensure that ICANN is acting within its global public interest mandate, ICANN will seek to create and publish revised Accountability and Ethical Framework and develop baseline metrics to measure to demonstrate impact on organization.

We will measure our success in achieving this goal by:

Developing a public interest framework index currently including:

1. # of requests received pursuant to ICANN's Document Information Disclosure Policy (DIDP) and % of responses responded to and posted on-time.
2. # of Conflict of Interest Disclosure Forms completed and % of compliance.

As the ongoing processes for enhancing ICANN's accountability reach conclusion and are implemented, ICANN expects that the resulting enhancements will provide additional new frameworks from which new metrics can be identified and developed into KPIs.

Portfolios

5.2.1 AoC Review: Accountability & Transparency (see footnote 1)

Description: Oversee timely and effective implementation of recommendations from the Second Accountability and Transparency Review (ATRT2) and coordinate a predictable schedule of consistent implementation updates.

5.2.3 AoC Review: SSR (see footnote 1)

Description: Prepare for and conduct the second review under the Affirmation of Commitments (AoC) regarding SSR, and complete implementation of the recommendations from the first SSR Review Team.

5.2.5 Accountability and Transparency Mechanisms

Description: Supporting compliance with ICANN's Accountability and Transparency Mechanisms framework.

5.2.6 Conflicts of Interest and Organizational Ethics

Description: Supporting compliance with ICANN's conflict of interest and organizational ethics policy and framework.

5.2.7 IANA Functions Stewardship Transition & Enhancing ICANN Accountability

Description: (1) ICANN achieves its objectives in securing the IANA stewardship transition by supporting the three operational communities (names, numbers and protocol parameters) and achieving broad community support for a proposal that satisfies the four principles in NTIA transition proposal; and (2) the CCWG-Accountability is able to produce recommendations that provide assurance that ICANN is accountable in the absence of its historical contractual relationship with the U.S. Government.

5.2.8 AoC and Organizational Reviews (see footnote [1])

Description: Conduct regularly scheduled reviews of ICANN entities to support their effectiveness and ongoing improvement; support Board assessment and development of plans to maximize improvements to each entity and benefits to ICANN as a whole.

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[1] Based on the Affirmation of Commitments (AoC) and the ICANN Bylaws, a total of seven reviews are scheduled to take place in FY16: AoC Reviews — Competition, Consumer Choice & Consumer Trust (CCT), WHOIS Policy Review (WHOIS2), and Security, Stability and Resiliency Review (SSR2); and Organizational Reviews — At Large2, NomCom2, SSAC2, and RSSAC2. There is concern that the large number of over-lapping reviews may have significant impact on the ICANN communities' capacity and ICANN resources. Discussions with the Community, are underway to determine the appropriate timing and schedule of these AoC and Organizational Reviews to ensure that ICANN's accountability and transparency commitments are fulfilled and appropriately integrated into the Communities' workload and ICANN's operations and budget. Until final decisions are reached, a total of $1.1 million has been included for these Reviews, and the FY16 Operating Plan & Budget includes a corresponding placeholder portfolio entitled "AoC & Organizational Reviews." After the review schedule is established, the Reviews occurring in FY16 will all be fully funded to ensure a quality and timely outcome. Detailed budgets will be allocated to each Review (each portfolio and project) for ongoing tracking of activities and costs.

5.3 GOAL: Empower current and new stakeholders to fully participate in ICANN activities.

Objective	Goal	Portfolios	Total
5-Develop and implement a global public interest framework bounded by ICANN's mission	**5.3-Encourage current and new stakeholders to fully participate in ICANN activities**	**5.3.1 Strengthening Development and Public Responsibility Department (DRPD)**	**1.0**
		5.3.2 Participation in Global Internet Cooperation and Development	**0.9**
		5.3.3 Supporting Education and Academic Outreach	**0.3**
		5.3.4 Supporting the Next Generation	**0.7**
	Total		**2.8**

For FY16 we will focus on the following activities that work towards empowering current and new stakeholders to fully participate in ICANN activities:

Create the tools to facilitate engagement and participation with focus on areas defined by regional needs through specific and measurable public responsibility programs.

We will measure our success in achieving this goal by:

Measuring the number of stakeholders participating in public responsibility programs.

Portfolios

5.3.1 Strengthening Development and Public Responsibility Department (DRPD)

Description: In line with the recommendations of the Strategy Panel on the Public Responsibility Framework, strengthen the DPRD and programming through specific and measurable tracks.

5.3.2 Participation in Global Internet Cooperation and Development

Description: In line with the recommendations of the Strategy Panel of the Public Responsibility Framework, the DPRD will continue work to streamline and formalize ICANN's approach to development and public responsibility through collaborations with regional VPs, other ICANN departments, external organizations, and through engagement with governments, ccTLD administrators, and GAC members in developing and underdeveloped countries that serve as key entry points to these regions. The purpose will be to assist in strengthening Internet Governance structures leading to enhanced relationships with SO/ACs and the wider community.

5.3.3 Supporting Education and Academic Outreach

Description: Supporting and broadening the global public's knowledge of ICANN and the greater Internet ecosystem by supporting educational programs, training, panel discussions, and online services including the Online Learning Platform, ICANN Learn.

5.3.4 Supporting the Next Generation

Description: As part of ICANN's responsibility to increase accessibility to ICANN and the Internet governance ecosystem, this portfolio will: (1) raise awareness and encourage participation amongst the Next Generation of the community- that is to say those who are not currently not engaged or who are at the start of their relationship with ICANN and the Internet ecosystem; and (2) build on the success of the Fellowship and Newcomers programs, along

with the NextGen@ICANN program by focusing on raising awareness and encouraging participation of those not currently involved in ICANN and the Internet Governance ecosystem.

5   APPENDIX

5.1   FY16 Budget by project

Refer to the following documents on ICANN.org that include the detail of the costs by category for each project, and the full time equivalent number of allocated staff:

- FY16 Budget by Project 150601015.pdf
- FY16 Budget by Portfolio 150601015.pdf

5.2 Statement of Activities – Total ICANN

in millions, USD	ICANN Ops				New gTLD Program				Total			
	FY 16 Draft Budget	FY15 Fcast	+Incr/ -(Decr)	%	FY 16 Draft Budget	FY15 Fcast	+Incr/ -(Decr)	%	FY 16 Draft Budget	FY15 Fcast	+Incr/ -(Decr)	%
TOTAL SUPPORT AND REVENUE	**113.4**	**103.0**	**10.4**	**10.1%**	**49.5**	**40.2**	**9.4**	**23.3%**	**162.9**	**143.2**	**19.8**	**13.8%**
OPERATING EXPENSES												
Personnel	60.8	48.6	12.2	25.2%	7.1	8.4	(1.3)	-15.5%	67.9	57.0	10.9	19.2%
Travel & Meetings	17.6	14.3	3.3	23.1%	1.5	1.0	0.5	48.0%	19.1	15.3	3.8	24.8%
Professional Services	22.9	24.1	(1.2)	-5.0%	17.8	11.3	6.5	57.5%	40.7	35.4	5.3	14.9%
Administration	14.0	16.1	(2.1)	-12.9%	2.3	3.0	(0.8)	-25.4%	16.2	19.1	(2.8)	-14.9%
Bad Debt Expenses	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%
Depreciation Expenses	6.8	7.1	(0.3)	-3.6%	0.0	0.0	0.0	0.0%	6.8	7.1	(0.3)	-3.6%
Community Support Requests	0.5	0.0	0.5	0.0%	0.0	0.0	0.0	0.0%	0.5	0.0	0.5	0.0%
Contingency	2.9	0.0	2.9	0.0%	0.0	0.0	0.0	0.0%	2.9	0.0	2.9	0.0%
Operating Expenses	**125.5**	**110.1**	**15.4**	**14.0%**	**28.7**	**23.7**	**4.9**	**20.7%**	**154.1**	**133.8**	**20.3**	**15.2%**
CHANGE IN NET ASSETS DUE TO OPERATING ACTIVITIES	**(12.1)**	**(7.1)**	**(5.0)**	**70.8%**	**20.9**	**16.4**	**4.5**	**27.1%**	**8.8**	**9.3**	**(0.6)**	**5.9%**
Historical Development Costs	5.3	5.0	0.3	5.9%	(5.3)	(5.0)	(0.3)	5.9%	0.0	0.0	0.0	0.0%
CHANGE IN NET ASSETS	**($6.8)**	**($2.1)**	**($4.7)**	**223.8%**	**$15.6**	**$11.5**	**$4.2**	**$0.0**	**$8.8**	**$9.3**	**($0.6)**	**5.9%**

5.3   Registrar Fees

The Registrar fees are to be approved by the Board before submission to voting by the Registrars.

Approximately 1,500 registrars are currently accredited by ICANN. This relationship is governed by the Registrar Accreditation Agreement (RAA), of which the most recent version was approved in June 2013. The two versions of the agreement currently in use were approved in 2009 and 2013. The RAA is a five-year agreement that provides for the following types of fees:

- Application fees
- Annual accreditation fees
- Variable accreditation fees
- Per registrar variable fees
- Transaction based fees

In addition, since 2009, the budget has assumed an Add Grace Period (AGP) excess deletion fee to eliminate domain tasting. The amount for AGP deletion fees was assumed to be zero in past budgets and is also assumed to be zero for the FY16 budget.

Application fees are paid one time by prospective registrars at the time of application. For FY16, the application fees are estimated to be $210,000 based upon a volume of 60 applications and a per application fee of $3,500 per application.

Annual accreditation fees are fees that all registrars are required to pay annually to maintain accreditation. The fee is $4,000 per year. Registrars have the option of paying the annual $4,000 accreditation fee in quarterly installments of

$1,000. For FY16, the annual accreditation fees are estimated at $6.1 million, based on an estimate of a total of 1,500 registrars renewing and being newly accredited.

Variable accreditation fees are determined based on the transaction type and volume of each registrar. There are two types of fees associated with the variable accreditation fees:

- Per registrar variable fee
- Transaction based fee

Per registrar variable fees are based on a validated concept that ICANN often expends the same quantum of effort in providing services to a registrar regardless of size. However, provided that the registrar is considerably smaller in size and in activity, some registrars will continue to be eligible for "forgiveness" of two-thirds of the standard per-registrar variable fee. To be eligible for forgiveness, the registrar must have: (1) less than 350,000 gTLD names under its management; and (2) no more than 200 attempted adds per successful net add in any TLD. Forgiveness will be granted each quarter to all registrars that qualify.

The amount per registrar is calculated each quarter by dividing $950 thousand (one-fourth of $3.8 million) equally among all registrars that have at least been accredited for one full quarter or have made at least one transaction, taking into consideration the forgiveness factor.

In addition, a discount of 10 percent is granted to all registrars operating under the 2009 and 2013 RAA.

Transaction based fees are assessed on each annual increment of an add, renew or a transfer transaction that has survived a related add or auto-renew grace period. This fee will be billed at $0.18 per transaction for registrars operating under the 2009 or 2013 RAA (resulting from a $0.20 base fee, discounted by 10% to $0.18).

Add-grace period excess deletion fees are assessed on each domain name deleted, in excess of the threshold, during an add-grace period. The threshold is the larger of 50 or 10% of total adds, per month, per TLD. The rate per excess deletion is $0.20.

Below is a summary of the estimated Registrar fees for FY16 by fee type.

In Millions, US dollars	FY16 Draft Budget	FY15 Forecast	Fav/ (Unfav)	%
Existing TLDs				
Application Fees	$0.2	$1.7	-$1.5	-88%
Accreditation Fees	6.1	5.6	0.5	10%
Per Registrar Variable Fees	3.4	3.4	0.0	0%
Transaction Fees	30.4	28.8	1.6	6%
Total Registrar Revenue	**40.2**	**39.5**	**0.7**	**2%**

5.4   Summary of changes

Below is a summary of modifications to FY16 Operating Plan & Budget resulting from public comments received on the Draft FY16 Operating Plan & Budget published on 18-March-2015 as well as continued review and refinement of the draft plan by ICANN staff.

Section/Topic	Submitter	Public Comments / Rationale for Change	Actions
Introduction	ccNSO SOP WG	Recommend inclusion of Acronym Index	Added "Reference and Notes" section with a link to ICANN glossary
	CWG-Stewardship	Explanation of impact of the USG Stewardship transition initiative	Added text on USG Stewardship transition impact
ICANN OPERATIONS 1.5 Initiatives	CWG-Stewardship	Additional clarity on costs of the USG Stewardship transition initiative	Added additional explanation of estimated costs
	IPC	Explanation of Public Responsibility vs Public Interest	Added clarifying language on definition of the Public Responsibility Initiative
FY16 DRAFT Operating Plan & BUDGET - Objective 1	ccNSO SOP WG	Clarity of scope on Goal 1.1 - Further globalize and regionalize ICANN functions verses Goal 1.2 - Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders	Revised language on alignment of measurements both Goal 1.1 and 1.2 as both are key components of the Stakeholder Engagement Index
	ccNSO SOP WG	Additional details of Stakeholder Engagement Index	Revised description of Portfolios 1.1.1 - Global Stakeholder Engagement Planning and 1.1.2 - Raising Stakeholder Awareness of ICANN Worldwide
	ccNSO SOP WG, IPC	Clarity on measures of success - Goal 1.3 - Evolve policy development and governance	Added additional language - Measuring the number of participants in the policy development and governance processes by type, status and location...
	ccNSO SOP WG, IPC	Additional explanation of Quality of service index	Expanded 1.3 Quality of service index elements, including possibility of annual survey instruments to track community views of service quality

Section/Topic	Submitter	Public Comments / Rationale for Change	Actions
FY16 DRAFT Operating Plan & BUDGET - Objective 3	ccNSO SOP WG	Explain EFQM acronym to improve the text readability	Added EFQM definition - European Foundation of Quality Management
	RySG	Additional details on activities that work towards Goal 3.1 ICANN's long-term financial accountability, stability and sustainability	Modified language on 3.1 measures - on-time delivery index of the ICANN Operations (includes: Budget performance, internal controls and % project completion verses plan)
FY16 DRAFT Operating Plan & BUDGET - Objective 4	IPC of the GNSO	Recommend wording adjustment "structure" to "approach" for Goal 4.1 - Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels	Modified Section 4.1 text to include "approach"
	IPC of the GNSO	Clarity to KPI for 4.1 - Encourage engagement with the existing Internet governance ecosystem at national, regional and international level	Adjusted KPI: Increase % participation rates in the existing Internet governance ecosystem from documented baseline of entities and organizations established in FY 2015
	IPC of the GNSO	Additional details on KPI for 4.2 - Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem.	Revised Metric: Measure the increase in the number of GAC members (level of actual active participation and level of representation at ICANN meetings; total membership and participation as a percentage of membership within a region)
FY16 DRAFT Operating Plan & BUDGET - Objective 5	IPC	Clarity on public interest framework funding	Added text - Subsequent financial years will have additional focus areas as determined by staff and community through FY16 work.
	ccNSO SOP WG	Additional details on public interest KPI - what is measured, when and by whom	Added clarifying language - As the ongoing processes for enhancing ICANN's accountability reach conclusion and are implemented, ICANN expects that the resulting enhancements will provide additional new frameworks from which new metrics can be identified and developed into KPIs.
Policy Support	ALAC; GNSO Council	Additional resources needed for planned activities such as the Purpose of gTLD Registration Policy Development Process (PDP) and work on new gTLD Subsequent Rounds.	Added 2 FTEs to the Policy budget and funded for professional services during FY16.

Section/Topic	Submitter	Public Comments / Rationale for Change	Actions
Language Services	N/A	Budgeted amount could potentially hinder the work of the staff and community and jeopardize the transparency of the work of ICANN by preventing ICANN from delivering more comprehensive and inclusive multilingual materials	Added additional funding for translations, transcriptions, interpretations, etc.
Miscellaneous	N/A	Continued work by ICANN staff to improve the Draft FY16 Operating Plan and Budget.	Made miscellaneous adjustments to headcount resulting in a net increase in 16.4 FTEs and a reduction to professional services.

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