



Board Report – May 2017 Workshop

May 2017

Period Covering: 25 February 2017 – 11 April 2017

ICANN Org Executive Team Reports

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ICANN Org Report to the Board

Office of the CEO

Göran Marby, President & CEO

KEY HIGHLIGHTS & MILESTONES

During this period, I worked closely with the Executive Team on multiple projects, including our organizational financial planning, the Information Transparency Initiative (ITI) and the International Office Strategy. Following ICANN58 in Copenhagen, and as part of my ongoing efforts to engage with the broader ICANN community, I made a series of trips to stakeholder-led events. My team has also been heavily focused on making progress against our five initiatives from Hyderabad.

OVERVIEW OF ACTIVITY

ICANN58 saw the launch of our new “Open Q&A with ICANN Organization Executive Team” session, which allowed my team to talk with stakeholders to answer their questions. Feedback was positive, and the session will become a staple of future meetings. I continue to look for ways to increase our interactions with the community to increase the understanding of ICANN as a mature, transparent organization. We will continue to hold these sessions at every Community Forum and Annual General Meeting.

After ICANN58, I attended World Hosting Day in Europa Park, Germany, from 28-29 March, where I delivered remarks on ICANN and its implications for businesses, and held a meet and greet with community members. Immediately after, I went to RightsCon in Brussels, Belgium, from 29-30 March, to participate on a panel about the multistakeholder model. Finally, I was in New Orleans, Louisiana, from 3-5 April to attend the ARIN Meeting and NARALO General Assembly. I met with a wide range of stakeholders and held a session on Policy, Outreach and Engagement within At-Large and ICANN. I am also holding meetings with various community leaders to ensure they are satisfied with how the organization is fulfilling its contractual obligations.

The Executive Team has made progress on a variety of projects and initiatives I’m currently focused on. The International Office Strategy is nearing finalization, and will standardize our current approach to how our global offices are managed by providing clearer roles and responsibilities. This will allow us to run our offices in an even more consistent, effective and accountable manner. I’ve also dedicated a significant amount of time with my team on the Information Transparency Initiative, collaborating with the core team and providing my insight as we prepare to present the project’s options to the Board for consideration.

Our work surrounding the five initiatives (ICANN Organization Culture and Ethics; Demand-Driven Outreach; Sharing Best Practices; Internal Core Knowledge Training; Internal Communications) continues to progress, and the results of these projects will allow the organization to better serve the community and staff to perform their jobs in a more efficient manner.

Given the significant amount of correspondence ICANN, and in particular the Chairman of the Board and the Office of the CEO, receives from stakeholders, I brought together a cross-departmental team comprised of staff from GDD, Board Ops, OCTO and my office to develop an improved process for

handling and responding to correspondence. This effort is part of the ongoing Action Request Register (ARR) initiative, and will ensure all correspondence is tracked and responded to within 30 days.

Finally, my team has completed the organization's "introduction" presentation, which has now been translated and distributed to staff. This slide deck will help ensure that external presentations are unified in how they present ICANN's role and purpose.

TOP ISSUES & MITIGATION

My overarching focus remains two-fold: increasing the organization's transparency and accountability to the community, while also bolstering our operational efficiency so that staff are able to perform their functions in a way the best serves the community. The projects and outreach efforts I have listed above aim to address both of those goals.

OUTSTANDING ISSUES & APPROVED RESOLUTIONS FROM BOARD WORKSHOP

Dates: 10-16 March, 2017

Meeting: Board Workshop & ICANN58, Copenhagen, Denmark

Outstanding Issues

- Anti-Harassment Policy:
 - ICANN Org will explore options for making our anti-harassment training, which is currently only available to ICANN Org staff and the ICANN Board, available to the community and the public.
- Information Transparency Initiative (ITI): Staff will provide options on the following to the Board, for discussion in Geneva:
 - Our funding strategy for the long run (3+ years), as well as how this will be presented to the community.
 - Need to see different scenarios and implementation options, with related costs.
- ICANN Meeting T-Shirts: ICANN Org to look into gender diverse options for the t-shirts, and will consider offering women's t-shirts in future, if feasible.
- ICANN Org-wide Improvement:
 - ICANN Org has been asked to think of ways to incorporate feedback received while keeping on the agenda for at least two Board Workshops per year a briefing on organizational excellence.
- Digital Object Architecture (DOA):
 - Follow up to see if the paper provided to the Board would be useful to the whole community.
 - CTO's office has been asked to monitor developments around DOA.
 - **Note:** The Office of the CTO (OCTO) has been monitoring DOA since 2015. OCTO most recently emailed the Board Technical Working Group on 22 March 2017 regarding options for next steps on a DOA briefing for the Board.

Resolutions

16 March 2017 | Regular Meeting of the ICANN Board

Consent Agenda:

- Approval of Board Meeting Minutes
 - Resolved (2017.03.16.01), the Board approves the minutes of the 3 February 2017 Regular Meeting of the ICANN Board.
- Appointment of new members to the SSAC
 - Resolved (2017.03.16.02), that the ICANN Board of Directors appoints Jay Daley and Cristian Hesselman to the SSAC for three-year terms beginning immediately upon approval of the Board and ending on 31 December 2019.
- Appointment of F-Root Server Operator Representative to the RSSAC
 - Resolved (2017.03.16.03), the Board of Directors appoints to the RSSAC the representative from F-root server operator, Fred Baker, through 31 December 2018.
- Renewal of .MOBI registry contract
 - Resolved (2017.03.16.04), the proposed .MOBI Renewal Registry Agreement is approved and the President and CEO, or his designee(s), is authorized to take such actions as appropriate to finalize and execute the Agreement.
- Approval of GNSO Council Request for CEO & Registrar Stakeholder Group to evaluate alternatives for the implementation of Inter-Registrar Transfer Policy Part C (IRTP-C)
 - Resolved (2017.03.16.05), the Board instructs the ICANN President and CEO, or his designee(s), to work with the Registrar Stakeholder Group and other interested parties to evaluate alternatives for the implementation concerns related to Transfer Policy Part C and to report back to the GNSO Council with the results of the discussion.
- Approval of Revised Delegation of Authority Guidelines regarding PTI
 - Resolved (2017.03.16.06), the Board hereby adopts the updated "ICANN Delegation of Authority Guidelines" to continue to provide clear guidance and clarification of roles between the ICANN Board and the ICANN CEO/Management ("Guidelines").
- Thank You to Local Host of ICANN58 Meeting
 - The Board wishes to extend its thanks to Minister Mette Bock, Minister for Culture and the local host organizer, Danish Business Authority and Danish Internet Forum
- Thank you to Sponsors of ICANN58 Meeting
 - The Board wishes to thank the following sponsors: Verisign, Dyn, Knipp Median und Kommunikation GmbH, The Canadian Internet Registration Authority, Afiliacs plc, Uniregistry, Public Interest Registry, China Internet Network Information Center, Nominet, CentralNic Group PLC, Radix, Dataprovider.
- Thank you to Interpreters, Staff, Event and Hotel Teams of ICANN58 Meeting
 - The Board expresses its deepest appreciation to the scribes, interpreters, audio-visual team, technical teams, and the entire ICANN staff for their efforts in facilitating the smooth operation of the meeting. The Board would also like to thank the management and staff of the Bella Center Copenhagen for providing a wonderful facility to hold this event. Special thanks are extended to Maiken Schultz, International Senior Sales Manager; Camilla Nevers, Project Manager, Congress Planning & Project Management; Stine Holmgren, Congress Coordinator, Congress Planning & Project Management; Linda Laugesen, Project Manager, Congress Planning & Project Management; Simon Jones, Assistant Food & Beverage Manager; Tsvetana Mazeva-Katsanevakis, Group Reservation Supervisor, Congress Contracting and Planning; Camelia Maria Uilecan, Group Reservation Coordinator, Congress Contracting and Planning; Mads Nielsen, IT Manager; and Bart Van Campen from ASP Group.

Main Agenda:

- Organizational Effectiveness Committee Charter Revisions
 - Resolved (2017.03.16.07), that the Board approves the proposed revisions to the charter of the Organizational Effectiveness Committee to expand its oversight to include Specific Reviews.
- Consideration of the Gulf Cooperation Council v. ICANN Independent Review Process Final Declaration
 - Resolved (2017.03.16.08), the Board has determined that further consideration and analysis of the Final Declaration is needed, and directs the ICANN President and CEO, or his designee(s), to conduct or cause to be conducted a further analysis of the Panel's factual premises and conclusions, and of the Board's ability to accept certain aspects of the Final Declaration while potentially rejecting other aspects of the Final Declaration.
- Consideration of the dot Sport Limited v. ICANN Independent Review Process Final Declaration
 - Resolved (2017.03.16.09), the Board accepts the following aspects of the Final Declaration: (i) dSL is the prevailing party in the dot Sport Limited v. ICANN IRP; (ii) ICANN shall reimburse dSL "its share of fees and expenses of the Panel and ICDR in the sum of US\$79,211.64 upon demonstration by [dSL] that these incurred fees and expenses have been paid"; and (iii) each party "shall be responsible for its own fees and expenses."
 - Resolved (2017.03.16.10), the Board directs the President and CEO, or his designee(s), to take all steps necessary to implement the IRP Panel's recommendation that the "Board reconsider its decisions on the Reconsideration Requests, in the aggregate, weighing the new evidence in its entirety against the standard applicable to neutrals as set out in the IBA Conflict Guidelines" in accordance with the Bylaws in effect when the Board made its previous determinations on dSL's Reconsideration Requests.
- Approval of Community Anti-Harassment Policy
 - Resolved (2017.03.16.11), the Board hereby adopts the Community Anti-Harassment Policy as revised to address some issues raised during the public comment period.
 - Resolved (2017.03.16.12), the Board directs the President and CEO, or his designee(s), to (1) ensure that the Organization continues to monitor whether the Office of the Ombudsman is the appropriate place for Community members to file a complaint under the Community Anti-Harassment Policy, and to annually review the Policy for future enhancements, as needed; (2) make ICANN Organization's Human Resources department available to assist in complaints where the complainant has indicated a preference to engage with a person of a different gender than the current Ombudsman.
- Protections for Red Cross/Red Crescent Movement Identifiers in gTLDs
 - Resolved (2017.03.16.13), the Board requests that the GNSO initiate its process for Amendments or Modifications of Approved Policies, as described in Section 16 of the GNSO PDP Manual, to consider amending Recommendation 5 in Section 3.1. of the PDP Working Group Final Report, as follows:
 1. The full names of the 190 Red Cross National Societies and the full names of the International Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies are to be placed into Specification 5 of the Base gTLD Registry Agreement, with an exception procedure to be created for cases where the relevant Red Cross Red Crescent Movement organization wishes to apply for their protected string at the second level;

2. In placing the specified identifiers into Specification 5 of the Base gTLDRegistry Agreement, this should apply to an exact match of the full name of the relevant National Society recognized by the International Red Cross and Red Crescent Movement (in English and the official languages of its state of origin), the full names International Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies (in the six official United Nations languages) and a defined limited set of variations of these names; and
 3. In considering the Board's request, the Council is requested to duly take into account these factors and the public policy advice to reserve the finite list of names of the Red Cross and Red Crescent National Societies, as recognized within the International Red Cross and Red Crescent Movement, in all gTLDs.
- Resolved (2017.03.16.14), the Board thanks Dr. Bruce Tonkin for facilitating the GAC-GNSO discussions on this topic, and thanks the GAC and the GNSO representatives who participated in the facilitated discussions for their good faith participation and willingness to work toward a reconciliation of the matter.
 - Thank You to Glen de Saint Géry
 - Resolved (2017.03.16.15), Glen de Saint Géry has earned the deep appreciation of the ICANN Board for her dedicated service to the ICANN community. The Board wishes her well in her future endeavors within the ICANN community and beyond.

Full documentation of each resolution is available at this link:

<https://www.icann.org/resources/board-material/resolutions-2017-03-16-en>

ICANN Org Report to the Board

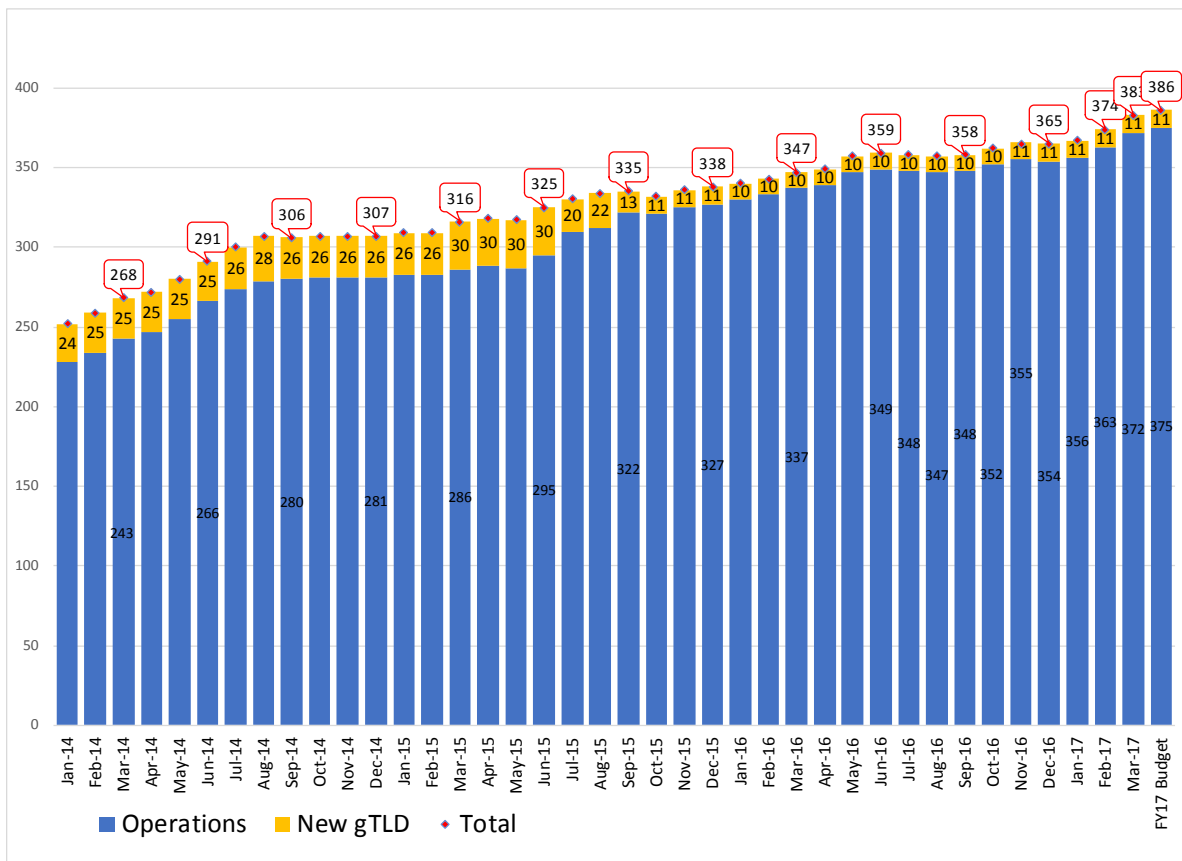
Organization People

Diane Schroeder, SVP, Global Human Resources

ORGANIZATION PEOPLE HIGHLIGHTS

Since the last report, ICANN org metrics as displayed below remain relatively stable.

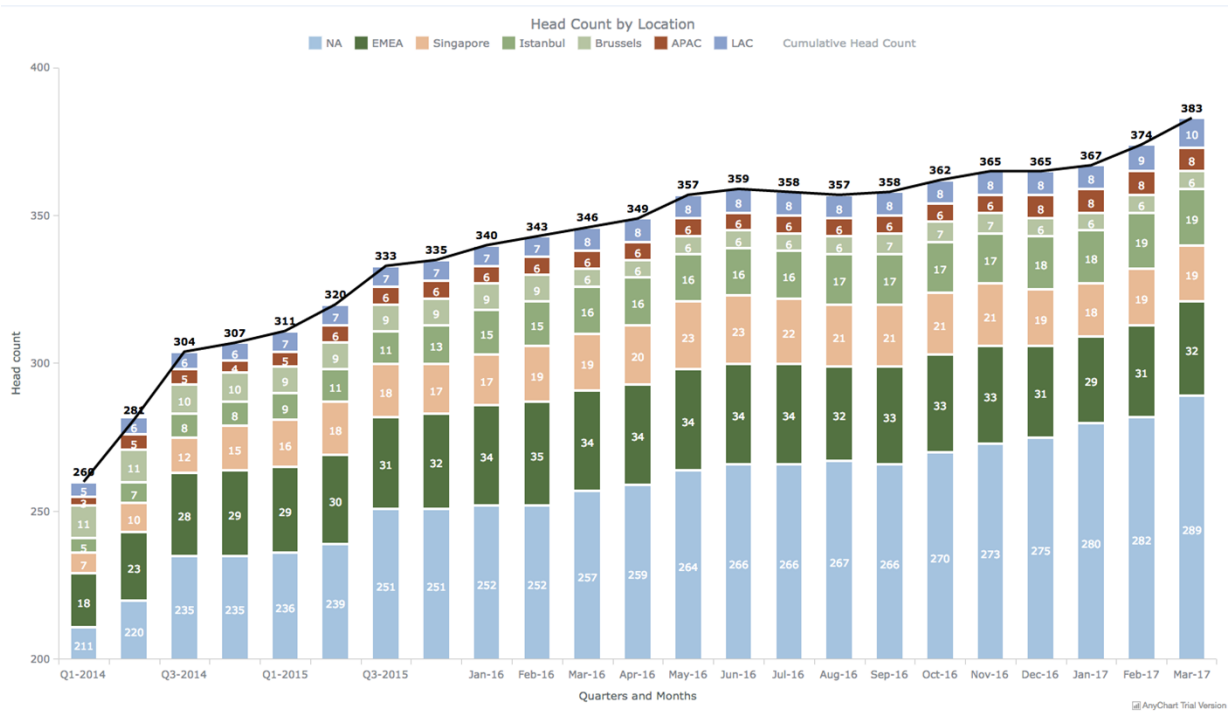
As of the end of March 2017, ICANN org has 383 people, which is 3 people less than the FY17 year-end budget projection of 386. Over the last three months, 26 joined and another 8 left.



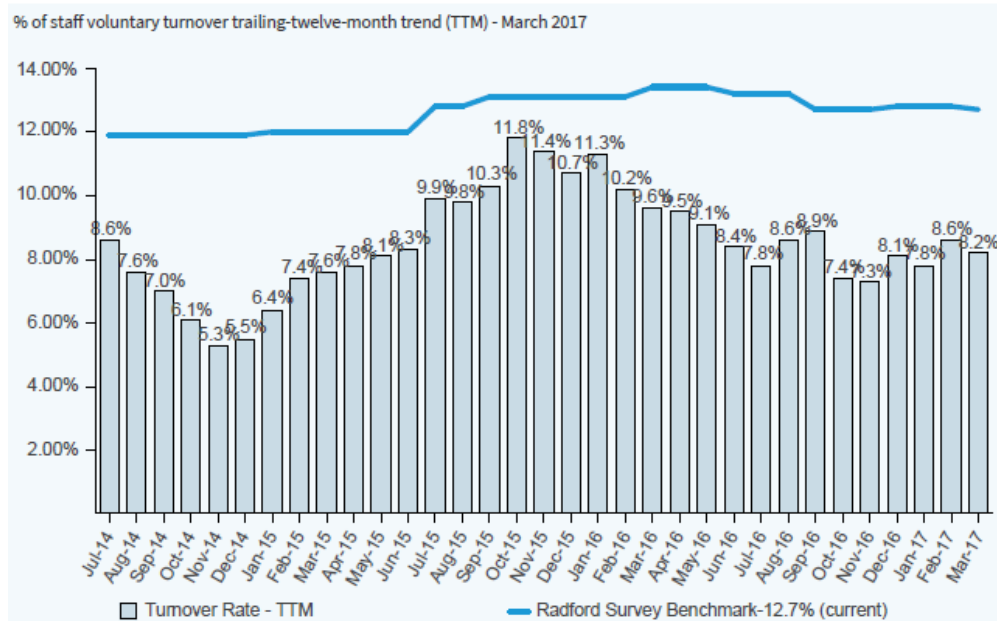
Annual growth rates (from June to June):

2013 - 2014	+46%
2014 - 2015	+12%
2015 - 2016	+10%
2016 - 2017 (to date)	+ 7%

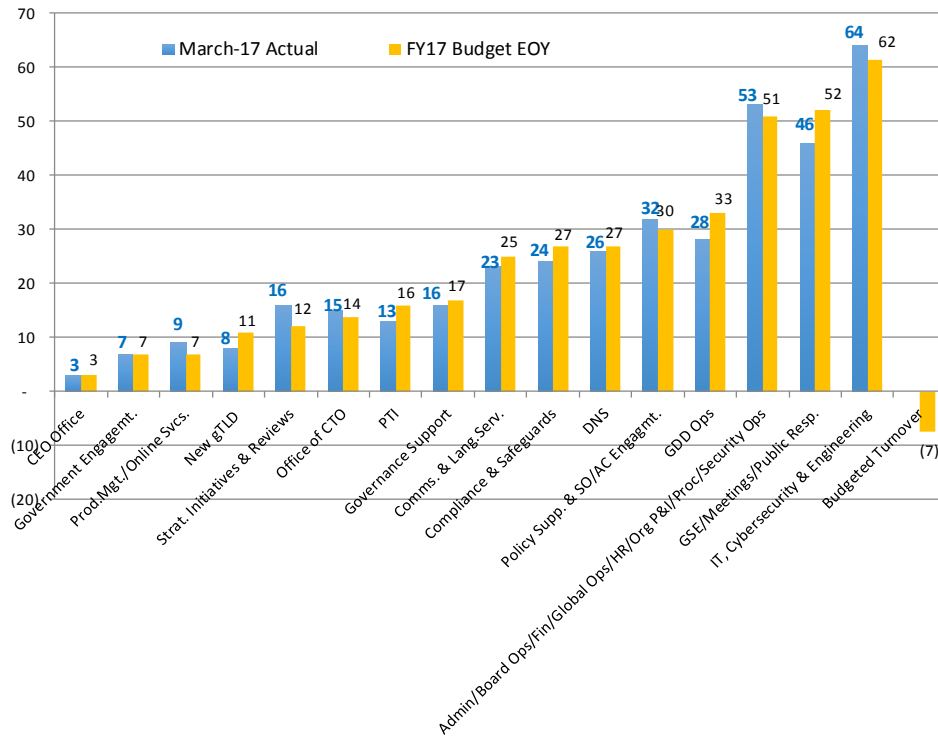
ICANN Org by Locations: As of 31 March 2017, **North America Offices & Remote** consists of 228 (79%) in Los Angeles office, 31 in Washington DC office, 30 work remotely in US, 1 works remotely in Canada, totaling 290 (76% of the total organization).



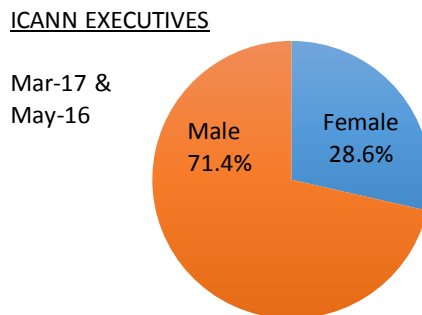
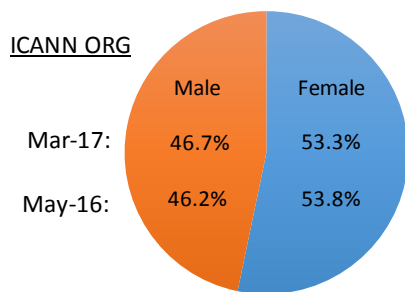
Voluntary turnover over the last three months increased by 0.11%, to 8.27% as of March 2017 from 8.16% as of December 2016 (both on trailing-twelve-month basis). In comparison, the benchmark is 12.7% worldwide. Most of ICANN’s voluntary turnover in the last 3 months has been in the US (4). The benchmark for the US is 12.2%.



Comparing to FY17 year-end budget, most of the functional groups are close to the year-end target except GDD Ops has 15% (5 people) less and GSE has 12% (6 people) less. Besides turnover, the variances are primarily related to reorganization for efficiencies and start up new functional focus on organizational sustainability and advancements. Such new functions include Security Operations, Organizational Planning and Improvements, and Internal Controls Audit.

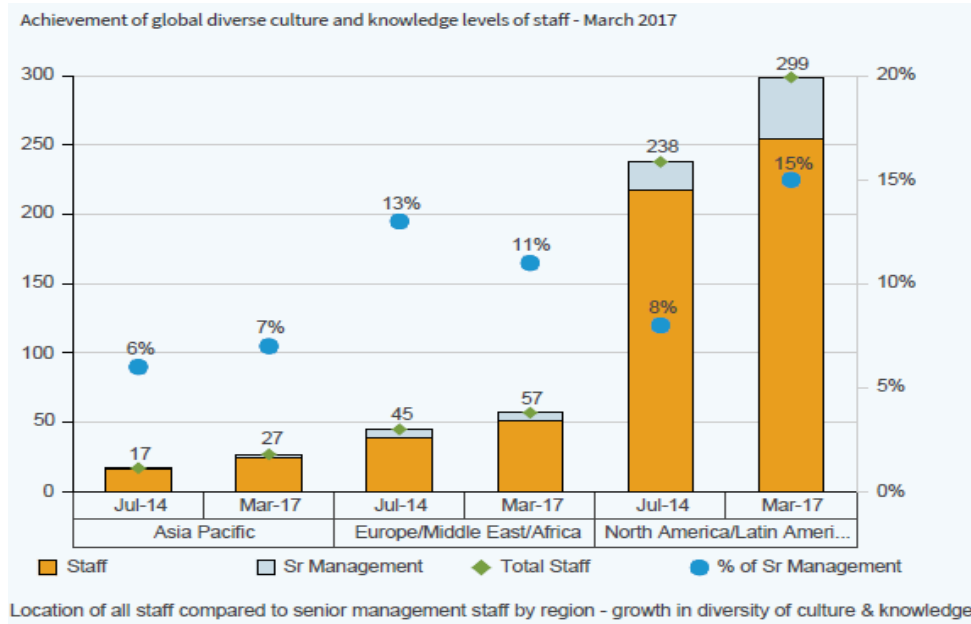


The **gender diversity** of ICANN org is well balanced with females having a slight majority. The 52-member senior management team is 62% male and 38% female. The Executive Team gender balance remains at 29% / 71% (female/male).



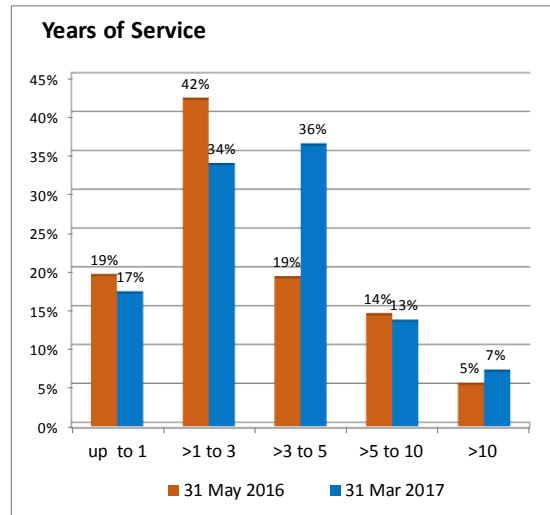
The **senior management** distribution is higher in the Americas and European & Middle East regions than the Asia Pacific region, which has higher percentage of operational functions (such as Contractual Compliance and GDD Operations). These are teams with less seniority and experience

than the other regions. The distribution has been stable for the last couple of years, consistent with relatively low turnovers.



Age distribution of the organization has also been stable over the last 3 years, averaging around 41 years of age, which is around the mid-point of most professional career progressions and is as expected relative to the high professional acumen requirements in most ICANN org positions.

The average **years of service** continues to be around 3.5 years, reflecting the growth in 2013 and relatively low turnover.



ICANN Org Report to the Board

Organization Finances

Xavier Calvez, SVP & Chief Financial Officer

FINANCIAL HIGHLIGHTS

Please refer to the financial section of the FY17 Q3 Quarterly Stakeholder Call presentation, which is provided at the end of this document.

ICANN Org Report to the Board

Legal Activities & Complaints Office

John Jeffrey, General Counsel and Secretary

KEY HIGHLIGHTS & MILESTONES

Following successful opposition to second Motion for Preliminary Injunction in DotConnectAfrica Trust v. ICANN lawsuit, .AFRICA has been delegated for operation by ZA Central Registry, NPC, and is set to start taking registrations this summer. To provide an additional way for the ICANN organization to be accountable for and transparent about its performance, Krista Papac was named as ICANN's Complaints Officer.

OVERVIEW OF ACTIVITY

Legal Support for GDD and Policy Teams: Advised the GDD Team on gTLD issues, including implementation of the Privacy and Proxy Services Accreditation Policy and the revised ICANN Procedure for Handling Whois Conflicts with Privacy Law. Provided legal support on policy development processes, including those addressing Subsequent Procedures of the New gTLD Program.

Legal Support for IANA Stewardship Transition and Strategic Initiatives: Continued coordination across departments to support the new post-transition processes, including advising on Specific Reviews and development of legal documentation; coordinating and supporting the community on the development of the Empowered Community processes; and supporting the PTI Board. Supported Work Stream 2 proposal development and coordinated organizational inputs into the WS2 subgroups.

Litigation and Internal Services: Facilitated significant responses to discovery in Amazon v. ICANN IRP, which is set for hearing on 1-2 May; the Panel has ordered Akram Atallah to testify in violation of applicable version of the Bylaws. Continued to cooperate with the Department of Justice in response to the CID regarding Verisign's potential operation of .WEB. Managed several new gTLD related requests for Cooperative Engagement, Independent Review and Reconsideration (.SPORT, .HALAL, .ISLAM, .SHOP, .AMAZON, .PERSIANGULF, .GCC, .SPORTS, .SPA, .CPA, .WEB, .MUSIC, .GAY, .HOTEL, .MERCK).

Complaints Office: Began building out the Complaints Office, and developed an initial timeline for a full launch of the Office: an announcement regarding the Complaints Office's mission, principles and implementation timeline is expected in early May, and the full process launch is targeted for mid-July. The May announcement will provide instructions for submitting complaints prior to the full launch.

Contract Management: Counseled the Technical Services Team on the rollout of the Back-End Registry Service Provider Program Initiative. Counseled members of the Public Technical Identifiers Team on contracting matters, including contracting for the source code review of the Key Signing Key (KSK) software used during the KSK ceremony. Supported the GDD Team on contract-related matters, including the gTLD Registry-Registrar Agreement amendment process, review of proposed Data Escrow Agent agreements, legacy Registry Agreement renewals, and letters of credit/bank guarantees.

TOP ISSUES & MITIGATION

With the goal of increasing transparency to reduce information being unnecessarily marked as confidential, the contracting team is engaged in on-going monitoring and risk mitigation of confidentiality issues and has created and instituted an intake process to pre-assess the potential risk to ICANN of mutual or customized non-disclosure agreements. These risks are mitigated by requiring the department requesting a mutual or customized non-disclosure agreements to prepare a project plan for adhering to those obligations.

ICANN Org Report to the Board

Global Domains Division: Domain Name Services & Industry Engagement, WHOIS Initiatives, IANA Functions, Product Management, Operations, Global Customer Support, Transition Implementation

Akram Atallah, President, Global Domains Division

KEY HIGHLIGHTS & MILESTONES

For some time, the ICANN organization and Registries Stakeholder Group's Working Group have been working together on proposed changes to the New gTLD Registry Agreement (RA). The proposed global amendments to the base RA were opened to vote by eligible gTLD registries on 9 February and concluded on 10 April. The unaudited [voting results](#) achieved 142 percent of majority, and 118 percent of fee threshold, as defined by the registry agreement, of applicable registry operator approvals. The proposed global amendments, which largely focus on technical corrections and clarifications, may now be considered by the Board for approval.

The advent of Internationalized Domain Names (IDNs) is important because it enables people around the world to navigate the Internet in local languages and scripts, as well as drive content development. As of early April, 92 IDNs have been delegated, as well as 48 IDN ccTLDs from 38 countries and territories covering 35 languages in 21 scripts.

Additional highlights include the submission of a proposal for [public comment](#) on Ethiopic script root zone label generation rules. This is the seventh-generation panel to have completed and submitted its proposal. We also issued a call for [public comment](#) on proposed Internationalized Domain Name (IDN) Implementation Guidelines, which are designed to minimize the risk of cybersquatting and consumer confusion.

Additional opportunities for [public comment](#) include weighing-in on the draft report from the Competition, Consumer Trust and Consumer Choice Review Team (CCTRT). This report assesses the New gTLD Program in three areas: competition, consumer trust and consumer choice, as well as the effectiveness of safeguards put in place to mitigate issues arising from the introduction of new gTLDs and the program's application and evaluation process.

Additional activities include:

- Issued a '[free-to-deploy](#)' letter to Verisign to implement an Extensible Provisioning Protocol for .COM and .NET.
- Response sent <https://www.icann.org/en/system/files/correspondence/marby-to-bunton-diaz-11apr17-en.pdf> from Göran to the ICANN Contracted Party Houses in response to [letter of 14 February 2017](#).
- Sent Verisign's request for a proposed amendment to their Registry-Registrar Agreement (RRA) to the Registrar Stakeholder Group to review and respond on or before 21 April 2017. The proposed changes are intended to facilitate the implementation of the new Thick Whois transition policy for .COM and .NET. Migrating these TLDs to Thick WHOIS is consistent with requirements for the current round of New gTLDs.

- Enhanced protections in the Uniform Rapid Suspension (URS) system to better protect the registry contact information being stored and used by our URS providers. Specifically, we changed the minimum password length from 8- to 16-characters and notified registry operators at the end of March that they must change their passwords no later than 30 April.

OVERVIEW OF ACTIVITY

As of 10 April, 1218 new gTLDs have been delegated. These new domain names represent 51 community gTLDs, 53 geographic delegations, and 92 Internationalized Domain Names (noting that some of the delegated gTLDs may fall into more than one category.)

We continue to see interest, particularly from underserved regions, in new gTLDs and IDNs. We work with our regional teams on outreach to address this demand. Most recently, we supported the ICANN organizations' LAC-i-Roadshow, which was held in Guatemala during the last half of March. The event has garnered a total of 14 positive articles/TV appearances focusing mainly in the new gTLD program, thus far.

The [Universal Acceptance Steering Group \(UASG\)](#) is an ICANN-funded, community-based team working to ensure that all Internet applications and systems accept, validate, store, process and display all TLDs in a consistent manner. Recent highlights include the release of a UASG-commissioned [whitepaper by Analysys Mason](#), an independent industry research firm. They noted that there is a combined USD 9.8 billion annual opportunity coming from Universal Acceptance, when software systems working in harmony with the common internet infrastructure.

The UASG also conducted a workshop and public session at ICANN58, while GDD conducted more than 25 sessions. GDD also held multiple "one-on-one" sessions at ICANN58 with contracted parties and other ICANN community members and groups.

TOP ISSUES & MITIGATION

On 15 March 2017, the GAC advised the Board in its [Copenhagen Communiqué](#) to take urgent action to take into account concerns expressed in previous GAC advice, engage with concerned governments, explore measures to find a satisfactory solution and provide clarification of the decision-making process for the 8 November 2016 rationale. The Board is evaluating next steps to address this advice.

The Children's Charities Coalition on Internet Safety recently raised concerns that new gTLDs may become new grounds for the functioning and distributing of child abuse content. This is an issue that the ICANN organization does not take lightly. In response, we published a [blog](#) that clarified our position and authority in response to purported threats on New gTLDs.

ICANN Org Report to the Board

Contractual Compliance & Safeguards

Jamie Hedlund, SVP, Contractual Compliance & Consumer Safeguards

KEY HIGHLIGHTS & MILESTONES

Contractual Compliance & Consumer Safeguards Update

Jamie Hedlund has been actively engaging with the community. In February, he joined the [Non-Contracted Parties House Intercessional 2017](#) in Reykjavik, Iceland. In March, he attended the ICANN58 Community Forum in Copenhagen, where he presented at several sessions plus held formal and informal calls with community members. Common to all were the repeated requests for greater transparency in the handling and resolution of complaints. Read about it in his blog about Improving Contractual Compliance: <https://www.icann.org/news/blog/improving-contractual-compliance>.

Contractual Compliance Audit Program

Our Audit Program is a continuous and ongoing activity in Contractual Compliance. ICANN targets to conduct 2 audits a year for registrars and 2 for registries. Below a summary of current activities:

- The 47 registrars from the **4 October 2016 audit of the 2013 RAA** received the preliminary audit report and are in the process of remediating the deficiencies. A final report is scheduled for late April.
- The 22 registries from the **23 January 2017** audit round submitted their responses and documentations to ICANN. The preliminary audit reports will be issued to auditees later on in May 2017. The audit in this round is inclusive of TLDs subject to safeguards applicable to Category 1 gTLDs (consumer protection, sensitive strings and regulated markets).

OVERVIEW OF OTHER ACTIVITIES

Continuous Improvement Work

The contractual compliance team is reviewing opportunities to improve reporting based on ICANN58 feedback, the Competition, Consumer Trust and Consumer Choice Review Team, the Public Safety Working Group and the GAC questions. The goal is improved reporting and transparency and most importantly access to ICANN community.

Please refer to the Contractual Compliance Quarterly Update for more information at <https://www.icann.org/resources/pages/compliance-reports-2016-04-15-en>

ICANN Org Report to the Board

Operations: Board Operations, Global Operations, Security Operations, Organization Assessment and Improvement, and Internal Controls Audit

Susanna Bennett, SVP & Chief Operating Officer

KEY HIGHLIGHTS & MILESTONES

The key highlights of this period include the **implementation of developed roadmaps, strengthening of our teams and continuous improvements**. The teams are on target with their roadmaps by achieving key milestones, fulfilling services and elevating scope and quality.

OVERVIEW OF ACTIVITY

Board Operations completed their team structure and an enhanced roadmap which places greater emphasis on strategic service focus, as well as team empowerment and development. The team has been working closely with the Board on advancing Board training programs, including training for new Board members, individual Board members and the full Board. The progression underscores connecting the training programs closely to the Board's yearly goals.

On the heels of an effective Board workshop at ICANN58, the Board Operations team has been well on their way to finalizing plans for the May Geneva Workshop, with events to follow in Budapest and Madrid, the June Board Workshop and ICANN59 in Johannesburg. Next up is the planning for the September Board workshop in Montevideo, Uruguay. In March, the Board Operations team delivered to the Board and Executive Team an Annual Board Calendar in the form of a "Wheels of Progress". The team will continue to expand and broaden the "Wheels" to comprehensively capture the Board's ongoing oversight work.

Global Operations' work in the hubs continues to align with the work on globalization and our international office strategy, especially with the demand-led outreach initiative and the organization-wide best practice programs. The hub operational teams have embarked on leading several organization-wide operational functions, including organizational improvements, finance and human resource management and an apprenticeship program. Also, the APAC operations team is collaborating this June on the annual APAC all-hands planning. They will be focusing on developing a FY18 work plan comprised of collaborative improvement projects within and across regions.

The **Security Operations** team has advanced their roadmap. They have completed the ICANN crisis management plan structure, and have moved onto scenario training exercises and their validation phase. They have also drafted several key security policies and procedures to finalize with executives, which will then be rolled out to the wider organization. The team has ensured that there is adequate security and protection at ICANN meetings and events while also assessing lessons learned and coming up with new, innovative ideas to improve and strengthen their services. They have expanded their threat assessment scope, along with mitigation readiness, and have continued to enhance the knowledge and development of the Security Operations team. This has included adding security training to the organization's new-hire onboarding program. Finally, they have launched a SecOps weCANN space for broad communication with the organization.

The extensive collaboration of the **Organizational Assessment and Improvement** (OA&I) team with teams across the entire organization has been fruitful in fostering cross-team work, such as:

- *Correspondence / Action Response Register (ARR) Team* – This team is led by *David Conrad* (CTO), myself and includes members of GDD Operations, Board Operations, Policy Development Support, MSSl, and OA&I teams, as well as the CEO’s Office. The joint force of the team has extended the existing processes and developed an organization-wide structure/process to address correspondence to the CEO and the Board, with the goal of ensuring that responses will be coordinated, comprehensive, expeditious and efficient. The team has been diligently reducing the inventory of pending correspondence responses to achieve the 30-day target for all responses. The next milestone is to systematize the collective correspondence process by end of the fiscal year, then launch the development of a joint platform (ARR) to include policy, reviews and other formal responses to the community.
- *Excel@ICANN* is the newly branded name of our FY17 internal assessment, which will emphasize the purpose of this annual effort. The core team has completed a preliminary assessment report and begun working with the teams leading the initiatives of strategic outlook, short-term opportunity and the five improvements (demand-led outreach, internal communication, internal core-knowledge, org culture & ethics, and sharing best practice) to create a comprehensive assessment report.
- Progress is on target with Goal-level KPI Dashboard v3, reporting, projects and planning structural improvement work. Milestones and achievements will be reported in the next period.

The new Internal Controls Audit function is in the planning phase, and its establishment and progress will be shaped by the conclusion of the FY18 budget.

TOP ISSUES & MITIGATION

None.

ICANN Org Report to the Board

Global Human Resources, Administrative & Travel Services

Diane Schroeder, SVP, Global Human Resources

KEY HIGHLIGHTS & MILESTONES

During this two month period, we supported funded travel to ICANN58, crafted communications and action plans as a result of the 2017 People survey and supported the Security team's work on ICANN facilities.

OVERVIEW OF ACTIVITY

Global Human Resources: The 2017 People survey results were shared with the Executive team in Copenhagen. As next steps, the HR and communications team are working on crafting the action plans at the overall organization level as well as Departmental levels. Survey results will be shared with ICANN internal organization on the April What's up call. The HR team has been working behind the scenes to prepare to close out the FY17 SR2 performance review process as well as kick off the Annual Compensation/Merit Review process. HR also facilitated one departmental offsite meeting geared towards helping the team strategize long term plans for the upcoming three fiscal years. The HR Ops team has been focusing on documenting internal processes following the ERP implementation. The Recruiting and approval processes have been the current focus.

Travel Services: Travel Services supported 335 community members who participated in ICANN58 in Copenhagen. ICANN also supported 49 community members attending two non-ICANN meetings during this time. Starting with ICANN59 we are also testing a program to provide additional visa support for specific funded travelers. We have engaged a service to assist specific funded travelers who previously had difficulties obtaining visas to ICANN meeting locations. We will be evaluating the service after each of the next three ICANN meetings, to determine if this provides the right kind and level of service for supported travelers.

Administrative Services: We have partnered with the Security team to review and revise security measures for the various ICANN facilities, starting with the DC office.

TOP ISSUES & MITIGATION

None.

ICANN Org Report to the Board

Engineering and Information Technology (IT)

Ashwin Rangan, SVP, Engineering & Chief Information Officer

KEY HIGHLIGHTS & MILESTONES

The Aerie Group – Report-out:

ICANN Org had retained the services of the Aerie Group, led by Glenn Ricart (a veteran Software Professional in the ICANN ecosystem; please see https://en.wikipedia.org/wiki/Glenn_Ricart). The Aerie brief was to baseline the Engineering & IT function, leading to the adoption of “Best Practices”. This was back in 2013.

At the time, the Aerie team had made 56 “Best Practices” recommendations. Over the last 3 years, a lot of effort has been directed at making these improvements, and adopting best practices.

Glenn returned in February 2017 for a (possibly final) review. 53 of the 56 recommendations have now been fully addressed. This will now be considered a closed matter.

The Naming Services Portal for GDD Registries:

The Naming Services Portal was launched in a Beta-1 shortly before Copenhagen. 18 Registry users were selected to be co-opted into the Beta-1 program. Beta-1 is planned to be completed by April 15. The purpose of Beta-1 is to solicit feedback from this select group of Registries regarding the look and feel, functionality, and security features of the new portal. During Beta-1, several scheduled one on one sessions between ICANN Org staff and Registries are being completed. The initial feedback is mostly favorable. A complete report of feedback will be published at the end of April, informing any further activity.

OVERVIEW OF ACTIVITY

Following the ‘ENG & IT Parthenon’ Framework

The Pillars: Focus on Community Collaboration - The newly-created GAC website

A final security review and regression testing are underway for the new Government Advisory Committee (GAC) website. Launch planning for a Beta for all GAC members is nearing completion. Beta launch is still on-track to the (GAC Secretariat) target of June-July 2017.

The Planks: Focus on ease-of-use and security – a delicate balance

We continue to work towards our vision of provisioning easy, yet secure access to services. Windows users have long bemoaned the need to enter their password multiple times when they log in – once for network access, again for VPN access and a third time, for email access. And possibly, a fourth time for access to services behind the internal firewall.

We have developed a fix for this issue that will save Windows users from having to enter their credentials after login to get their email in Outlook. Beginning on April 20, Windows users will also have the PulseSecure VPN automatically open upon logging into their PCs, a feature which recently imaged Macs have enjoyed for some time.

We plan to further simplify the Windows and Mac experience by leveraging the Integrated Windows Authentication (IWA) service with our Single Sign On (SSO) provider, Okta. The new service eliminates the need to re-enter username and password for Okta (SSO). This will be implemented for both Mac and Windows computers.

By doing this, we will ensure ease of use, while still maintaining multi-factor authentication and VPN access – a goal which has been long envisioned, but now technically available.

Finally, ICANN Org staff will have accounts on their computers set to “standard” access. This is a Cybersecurity initiative that helps protect against browser based attacks and other application vulnerabilities.

TOP ISSUES & MITIGATION

None to report this period.

ICANN Org Report to the Board

Office of the Chief Technology Officer

David Conrad, SVP & Chief Technology Officer

KEY HIGHLIGHTS & MILESTONES

- Agenda for ICANN DNS Symposium (IDS) in Madrid in May published
- Continued progress on the Identifier Technologies Health Indicators (ITHI) Initiative
- RFC 8109, "Initializing a DNS Resolver with Priming Queries", co-authored by OCTO Research members, is published
- TLD Abuse Observation Platform introduced during ICANN Copenhagen meeting
- ICANN Technology Page launched
- Participating in Internet of Things (IoT) and IPv6 discussions
- Emerging Identifier Technology Panel held during ICANN Copenhagen meeting

OVERVIEW OF ACTIVITY

Agenda for ICANN DNS Symposium (IDS) in Madrid in May published

The first ICANN DNS Symposium will be held in Madrid in May after the GDD Summit. This symposium is a one-day event will explore ICANN's current initiatives and projects relating to DNS research, operations, threats and countermeasures, and technology evolution. The agenda for the IDS was published in late March. More information can be found at <https://www.icann.org/ids>.

Continued progress on the Identifier Technologies Health Indicators (ITHI) Initiative

Work continues on the Identifier Technologies Health Indicators (ITHI) Initiative. The staff report on the comments received public comment period was published on 16 February. The Office of the CTO Research staff met with SSAC and held a session at ICANN58 to discuss next steps for the project. As a result of those meetings, a decision was made to hold an ITHI workshop on 12 May in Madrid, just prior to and at the same venue as the ICANN DNS Symposium.

RFC 8109, "Initializing a DNS Resolver with Priming Queries", co-authored by OCTO Research members, is published

To date, there has not been a well-understood set of best current practices for recursive servers on how to start resolving DNS queries (an activity known as "priming"). The recent publication of RFC 8109, co-authored by Matt Larson and Paul Hoffman from the Office of the CTO, remedies this omission. The RFC also helps lay the foundation for future work by DNS server operators, particularly the root server operators, on how to best distribute information from the DNS root.

TLD Abuse Observation Platform introduced during ICANN Copenhagen Meeting

While at ICANN58 in Copenhagen, the Office of the CTO introduced a TLD Abuse Observation Platform that we've been working on. The purpose of this measurement platform is to better understand how TLDs are being abused and to provide data on that abuse in an open, unbiased, and documented way. This platform is still being developed and there will be a session at the DNS Symposium to discuss concepts and methodologies used by this platform.

ICANN Technology Page Launched

The Office of the CTO has continued to work with our internal and external stakeholders to enhance ICANN engagement with the technical community. Over the past period we have launched a consolidated page on icann.org for ICANN technical ecosystem's content (www.icann.org/technology). This page will be improved over time with more content and more tools to help facilitate engagement with those interested in the technologies ICANN helps coordinate.

Participating in Internet of Things (IoT) and IPv6 discussions

In our direct engagements and feedback from the Global Stakeholder Engagement team, a growing interest within the technical community on IoT and IPv6 has become quite apparent. In most of the cases, there is an expectation that ICANN staff have significant awareness on these technologies and how they impact our mission, both today as well as in the foreseeable future. As we engage with non-conventional technical stakeholders, we have been invited to provide keynote addresses at two academic events in Sousse (Tunisia) and Bordeaux (France) to discuss ICANN's IPv6 roadmap and IoT-related activities respectively. These two sessions show the interest of the academic community to hear more from ICANN about what we do in order to engage, particularly on technical topics and relevant policy development processes.

Emerging Identifier Technology Panel held during ICANN Copenhagen meeting

In response to requests from the community, the Office of the CEO organized a session in Copenhagen on Emerging Identifier Technologies. The panel session allowed the individuals and organizations behind new (at least to the ICANN community) technologies to present their work and for the Office of the CTO team to share the outcome of our research on some of these identifiers. The session was well received and the community has requested that the Office of the CTO continue its work in this area, extending its investigations to the other technologies and to report back to the community with a focus on the risks these emerging technologies may present to ICANN's work. A follow up session during the ICANN meeting in Abu Dhabi is planned.

TOP ISSUES & MITIGATION

Certain portions of the community have some concerns about how the TLD Abuse Observation Platform will be used. Mitigation: publicly describe the tool's capabilities and work with the community to ensure the methodologies and processes by which the tool operates are well understood and vetted.

ICANN Org Report to the Board

Global Stakeholder Engagement, Development and Public Responsibility, Meetings
Sally Costerton, Sr. Advisor to President & SVP, Global Stakeholder Engagement

KEY HIGHLIGHTS & MILESTONES

This report covers Global Stakeholder Engagement (GSE), Meetings and Development and Public Responsibility Department (DPRD) activities from the ICANN58 meeting through March 2017. In March 2017, Global Stakeholder Engagement participated in events in 32 countries and territories, including the ICANN58 meeting in Copenhagen.

OVERVIEW OF ACTIVITY

Following the end of the ICANN58 meeting, the Latin America & Caribbean team conducted the LAC-i Roadshow event in Guatemala, spoke at the Regional Workshop on Cybercrime and Digital Economy for Gulf Cooperation Countries in Dubai, academic engagement at the National University of Singapore, the NALAAR Tech Forum in India, and the Universidad Franz Tamayo in La Paz, Bolivia. GSE also spoke at the Chinese IDN Innovation and Application Forum in Beijing, participated in the UK Ofcom International Stakeholder Forum, IETF in Chicago, the ARIN meeting in New Orleans, the East African Communications Organization meeting in Tanzania, and the CENTR General Assembly meeting in Latvia.

The ICANN readout sessions continue to be popular and important opportunities to reach a broad range of stakeholders. Following ICANN58, readout sessions were conducted in China with the China Academy of Information and Communication Technology (CAICT). The China readout session included over 90 representatives from government, business, technical community and industry.

In early March the team spoke at the Philippines Network Operators Group meeting in Manila, and spoke at the Myanmar Network Operators Group Conference in Yangon. This engagement seeks to encourage more active participation from stakeholders in both countries in ICANN activities. The Myanmar engagement provided an opportunity to follow-up on successful deployment of L-root instances in Yangon and Mandalay in 2016. The team also conducted a three-day workshop on DNS and DNSSEC as part of the India Peering Forum.

The North America team worked with the Office of the CTO and Ram Mohan on a panel on KSK rollover and DNS security at the South by Southwest Conference in Austin, Texas. The session provided an opportunity to reach a broader audience on key rollover and DNS security. The talk generated positive media on NBC News in the US.

Global Stakeholder Engagement has conducted a series of trainings within the ICANN Organization on the history and role of engagement at ICANN and explaining how the team is utilizing Salesforce as a platform for its work.

The meetings team is focused primarily on the ICANN Meeting in Johannesburg in June. They are working closely with the SO/AC scheduling committee to help develop an agenda that meets

community requirements and has a minimal number of session conflicts. In addition, they are finalizing all logistical arrangements for the Meeting.

They are also preparing for future ICANN Meetings in Abu Dhabi, San Juan, Panama and Barcelona; the GDD Summit, the DNS Symposium and the SSR2 Review Team meeting -- all taking place in Madrid in May; the DNS Forum in Cairo in May; and the Board Retreat in Montevideo in September.

DPRD launched the Fellowship Program Alumni Survey to identify the impact of the program and ways to increase alumni engagement in ICANN community activities. The findings will be published in commemoration of the 10-year anniversary of the Fellowship Program in June 2017. DPRD finalized the Gender Diversity and Participation survey. This exercise is in direct response to community requests for additional data to inform ongoing discussion.

Research support has been provided by DPRD to the GAC Underserved Regions Working Group to help maximize the group's capacity development efforts in the regions.

TOP ISSUES & MITIGATION

Global Stakeholder Engagement, Government Engagement, Public Responsibility and Meetings conducted a workshop prior to ICANN58 to discuss priorities and resource planning. The teams discussed the progress on demand-led engagement. As a result, the teams are finding high demand for capacity development (technical training, skill building and leadership training) from our stakeholders, particularly in less-developed countries in Africa, Asia and Latin America and the Caribbean. We are also seeing high demand for event and travel support from Civil Society stakeholders in Europe and North America.

Representatives from the Europe, Eastern Europe and Central Asia, Middle East and Africa Global Stakeholder Engagement and Communications teams met at ICANN58 to discuss scheduling and community requests for capacity development. To best meet the strong demand for capacity development and ICANN engagement by stakeholders in the regions, the teams are collecting information on upcoming events and working with the Office of the CTO and other ICANN functions to coordinate on potential coverage and support. The teams are also ensuring requested events fall within ICANN's Mission and provide opportunity to encourage active participation in ICANN's work.

ICANN Org Report to the Board

Communications, Language Services, U.S. Government Engagement

Duncan Burns, SVP, Global Communications & Managing Director – Washington D.C. Office

KEY HIGHLIGHTS & MILESTONES

During this period, both the Communications and Language Services teams were focused on supporting various departments within the organization to ensure a successful ICANN58, while also continuing their work on ongoing activities and projects. Our regional teams dedicated significant time and resources to outreach, both by attending local events and through proactive media engagement. Additionally, we are in the early stages of preparation for ICANN59. These efforts are all being done in support of the organization's overall goals, to increase understanding and awareness of ICANN's role within the technical ecosystem and to encourage stakeholders to participate in the community and contribute to the policy development process.

OVERVIEW OF ACTIVITY

ICANN58: As a result of our regional team's outreach efforts during the lead-up to and during ICANN58 in Copenhagen, the meeting generated significant local media interest. The Language Services team provided significant translation and interpretation support throughout ICANN58. Following the meeting, we worked to develop the post-meeting guides (Policy Report; Community Feedback; By the Numbers), and have been providing Post-ICANN58 updates to congressional staff requesting briefings.

Regional Events/Outreach We Supported: Our regional directors attended a wide range of events in their respective regions. Events included World Hosting Days (Rust, Germany), RightsCon (Brussels, Belgium), the Commonwealth Cybersecurity Forum 2017 (London, U.K.), the South School on Internet Governance 2017 (Rio de Janeiro, Brazil), and APRICOT (Ho Chi Minh City, Vietnam). These events allow us to increase awareness about ICANN's regional goals, and increases local interest in joining and participating in the ICANN community.

KSK Rollover/SSR Review/UASG Outreach: We continue to conduct significant outreach to increase awareness of the upcoming Key Signing Key (KSK) rollover. During ICANN58, we announced the launch of a testing platform for network operators and interest parties. Our LAC team also developed an [animated educational video on the KSK rollover](#), which has been made available in English, French, Spanish and Portuguese. As part of our ongoing support of MSSI's efforts to increase global participation in the Security, Stability and Resiliency (SSR) of the DNS Review, we have worked closely with their team to develop website announcements, social media outreach strategies and newsletter content. The North America regional communications team has been engaged with the Universal Acceptance Steering Group to garner media interest in their newly published study.

Information Transparency Initiative: The Communications team, in conjunction with the rest of the ITI team, is developing an options plan for the Board's consideration. The current focus on ITI is its role as a document management system.

TOP ISSUES & MITIGATION

The Communications team is identifying ways to handle the high volume of demand for support from across the organization, including the significant number of requests received by the Language

Services team for translation and interpretation services. We are also focused on ways to ensure the wide volume of content that is produced is translated in a time and cost efficient manner. Finally, we are discussing internally how to operate within the website's limitations as we work to increase global and regional understanding of and participation in ICANN.

ICANN Org Report to the Board

Policy Development Support

David Olive, SVP, Policy Development Support & Managing Director – Istanbul Office

KEY HIGHLIGHTS & MILESTONES

Address Supporting Organization (ASO)

- The ASO Address Council and the NRO Executive Council continue discussions on the delineation of roles and responsibilities between the two groups in the powers and mechanisms of the Empowered Community.
- ARIN39 took place 2-5 April in New Orleans, Louisiana. Göran Marby addressed the ARIN community during the public policy and members meeting, emphasizing cooperation between the names and numbers communities.

Generic Names Supporting Organization (GNSO)

- The GNSO Council confirmed that the proposed Implementation Advisory Group (IAG) modification to the procedure that implements the Whois conflicts with privacy law policy recommendation is consistent with the intent of the policy recommendation.
 - At the same time, the GNSO Council also requested that the ICANN organization assess the practicality and feasibility of this new trigger in comparison to the existing trigger and the other triggers discussed in the IAG Final Report, and report back accordingly to the GNSO Council. This assessment is expected to inform the next periodic review of the effectiveness of the procedure, as directed by the policy, which is to commence no later than 1 October 2017.
- The GNSO Council preliminary adopted the GNSO Standing Selection Committee (SSC) Charter. This standing selection committee is expected to assist the GNSO Council with the selection of GNSO representatives to future Review Teams, including for the various reviews mandated by the ICANN Bylaws, and other ICANN structures for which the GNSO will need to appoint, nominate or endorse candidates. The first appointment it will have on its April agenda are the nominations for the Registration Directory Services Review Team (RDS RT). Following that, the SSC is expected to put forward recommendations in relation to the permanent appointment of the GNSO Representative to the Empowered Community.
- The GNSO Council also confirmed that Erika Mann would replace Jonathan Robinson, who had announced his resignation, as the GNSO Co-Chair on the new gTLD Auction Proceeds Cross-Community Working Group.
- Furthermore, at ICANN58, the GNSO Council commenced its work on the review of the GAC Communique which it anticipates completing shortly following ICANN58.
- The GNSO is also continuing its work on ensuring the readiness of the GNSO as a member of the Empowered Community and hopes to finalize the proposed changes that will outline the different GNSO procedures to the ICANN Bylaws and/or GNSO Operating Procedures during the next quarter.
- At ICANN58, the GNSO also held two facilitated dialogue sessions with the GAC to discuss the second-level protection of International Governmental Organization (IGO) and Red Cross Movement identifiers, which resulted in encouraging progress on the issue. As a result of those discussions, during its April meeting the GNSO Council is expected to consider the Board's request relating to the Red Cross Movement, on initiating the policy modification process described in

Section 16 of the GNSO PDP Manual. This allows the GNSO Council to amend GNSO policy recommendations prior to ICANN Board consideration, subject to consultation with the original PDP Working Group and a public comment forum. The facilitated dialogue is expected to continue in relation to the topic of IGO acronym protections, along with completion of ongoing GNSO policy work on the issue of curative rights protections.

- The GNSO Council is in the process of reviewing the Draft FY18 Budget and Operating Plan and will consider submitting its input as part of the public comment forum.

The GNSO currently has 9 policy development processes in progress, which will continue to be a focus for next quarter. Naturally, these are at various stages of the Policy Development Process (PDP) life cycle. Issues being addressed in the Working Group phase include:

- New gTLD Subsequent Procedures - the next quarter will see a webinar on geographic names at the top level to facilitate a broad community-wide dialogue on this topic to feed into the policy development process.
- Review of All Rights Protection Mechanisms (RPMs) in all Generic Top-Level Domains (gTLDs) - the PDP WG is on track to complete its initial Trademark Clearinghouse review and is keeping to its work plan to complete Phase One on time.
- Next-generation registration directory services to replace WHOIS - during ICANN58 this PDP Working Group met with several European Data Protection Commissioners to help inform its deliberations.
- And finally - the use of curative rights mechanisms to protect the names of IGO/INGOs. This PDP Working Group published its Initial Report for public comment during this quarter and will work towards reviewing the comments received and finalizing its report by ICANN59.

Country Code Names Supporting Organization (ccNSO)

- The ccNSO continues to work on updating / new internal guidelines to meet the requirements of the 1 October 2016 ICANN Bylaws and its enhanced accountability. In light of the upcoming need to approve a Fundamental Bylaw change, the ccNSO guideline review committee is working on the ccNSO internal guideline regarding the “empowered community” power to Approve certain actions.
- The ccNSO Council has informed the Board to defer its participation in the RDS /WHOIS 2 review.
- At its meeting in Copenhagen the ccNSO Council initiated the 3rd ccNSO Policy Development Process on retirement of ccTLDs and review mechanism pertaining to decision on delegation, transfer, revocation and retirement of ccTLDs.
- First draft agenda ccNSO related meetings Johannesburg is published. In Johannesburg anticipated Tech Day and TLD-OPS Workshop (focused on African ccTLDs) and regular ccNSO meetings on Tuesday and Wednesday.
- The ccNSO SOPWG has submitted its comments on the ICANN FY 18 Budget and FY 18 operating plan. As usual it will not be submitted on behalf of the ccNSO, but will be available to individual ccTLD managers to prepare their comments.
- The ccNSO Council has requested a faced increase of the number of traveling slots for the ccNSO.
- At the Copenhagen meeting Katrina Sataki (.lv) was re-elected as chair of the ccNSO. Byron Holland (.ca) and Demi Getschko (.br) were re-elected as vice-chairs. All have been re-elected for the term of one year.

At-Large/At-Large Advisory Committee (ALAC)

- **Board Seat 15 selection** – [León Sanchez](#) was elected as the Board Director selected by At-Large Board Seat 15. León will begin his three year term during ICANN 60.
- **ICANN 58** - The ALAC and Regional Leaders held 26 meetings during ICANN 58. Highlights include a focus on the At-Large Review such as engaging with the At-Large Review independent examiner, ITEMS, and other ICANN stakeholders, including the ICANN Board, the Governmental Advisory Committee (GAC), and the Country Code Names Supporting Organization (ccNSO), to discuss ITEMS’ research findings and proposed recommendations. The ALAC and RALOs also made significant progress in finalizing their responses to the draft report. At-Large members also discussed ICANN policy issues including the Cross Community Working Group on Enhancing ICANN Accountability (CCWG-Accountability) Work Stream 2 (WS2) Subgroup issues, Guidelines for the Extended Process Similarity Review Panel (EPSRP) for the Internationalized Domain Name (IDN) country code Top Level Domain (ccTLD) Fast Track Process, and the Competition, Consumer Trust, Consumer Choice (CCT) Review. The Regional At-Large Organizations (RALOs) held various activities to enhance engagement. In particular, the European Regional At-Large Organization held its General Assembly (GA), a joint session with the Non-Commercial Users Constituency (NCUC), and a topical discussion about end users’ role in ICANN.
- **At-Large Review** - The [At-Large Review Draft Report](#) was posted for Public Comment on 31 January 2017 through 24 March 2017. Following considerable discussion and review, the ALAC and the 5 RALOs submitted separate statements to the Public Comment period. The statements may be viewed in the [Comments Forum](#).

Policy Advice Development Activities – The ALAC and RALOs prepared two statements since 1 March on the topic of the At-Large Review. The ALAC is currently preparing four policy advice statements in response to public comments.

- **ALAC and RALO Elections** - The ALAC and RALOs will hold their elections between 1 - 26 May. Several ALAC and Regional Leadership positions are open for election. For more details, see the [2017 Elections workspace](#).
- **ICANN 59** - ALAC is working on developing its agenda for ICANN 59. AFRALO will be bringing 43 ALS representatives to Johannesburg for their General Assembly. For more information, please see the [At-Large ICANN 59 Workspace](#).
- **NARALO GA** - The NARALO General Assembly was held 2-5 April 2017 during the 39th ARIN Meeting in New Orleans. Twenty five NARALO At-Large Structure representatives actively participated in the four day event which included integration into the ARIN sessions. Guest speakers presented during morning working sessions 3 and 4 April. The main GA session was held on Wednesday, 5 April. The agenda included policy discussions followed by a focus on engagement and outreach strategy. Göran held an interactive session covering several issues of importance to NARALO. Four breakout sessions allowed participants to actively engage in discussions that will guide NARALO in the future. See the [NARALO GA Workspace](#) for more information.

At-Large Structures – There are currently 222 At-Large Structures in 100 countries and territories.

Governmental Advisory Committee (GAC)

- **Leadership Elections** – At ICANN 57, Thomas Schneider was re-elected as GAC chair. Elected as GAC Vice-Chairs were Manal Ismail from Egypt, Milagros Castañón Seoane from Peru, Ghislain de Salins from France, Mark Carvell from the United Kingdom and Guo Feng from China. Formally, the change of Vice-Chairs took effect at the end of ICANN 58 in CPH.

- **Follow-up on GAC Copenhagen Advice** – The GAC and the Board are scheduling a joint call to clarify any questions regarding the most recent GAC Advice issued at ICANN 58. The call will take place on Thursday 27 April.
- **IGO and Red Cross Protections** – The GAC, through its Chair and Vice-Chairs, is participating in Board-initiated discussions facilitated by Bruce Tonkin with a view to resolve differences with the GNSO regarding these two issues, noting positive developments during ICANN 58.
- **New Bylaws Implementation** – The interim appointment of the GAC Chair, Thomas Schneider, as GAC representative on the Empowered Community Administration was confirmed at ICANN 57 as an ongoing arrangement. The GAC continued its discussion/decisions on process requirements for the Empowered Community at ICANN 58 and is pursuing this work inter-sessionally.
- **Review Team Appointments** - The GAC has appointed/endorsed three applicants for the SSR2 Review Team and three for the RDS Review Team. The GAC has also expressed its views on the ATRT3 scope limitation proposal.
- **Membership** - The GAC welcomed Zimbabwe as a new Member at ICANN 58, bringing the total GAC membership to 171 Members and 35 Observers (IGOs).

Root Server System Advisory Committee (RSSAC)

- The RSSAC conducted its fourth workshop in Reston, Virginia on 2-4 May. The RSSAC continued its discussions on the evolution of the root server system.
- On 14 March 2017, the RSSAC published RSSAC026, a lexicon of technical language which defines terms related to root server operations. The document aims to increase the understanding of terms used commonly when discussing the root server system to the broader ICANN community.
- Two Caucus work parties remain active drafting reports on root server naming schemes and best practices for the distribution of root server anycast instances.

Security and Stability Advisory Committee (SSAC)

- 12 March SSAC published SAC092, SSAC Input to the Cross Community Working Group on Accountability Work Stream 2, Human Rights. The SSAC believes that assessments based on content accessed through unique identifiers should not be in scope for discussions regarding Human Rights for the ICANN organization. The SSAC believes strongly that any binding language that holds ICANN accountable to Human Rights values should fall within the scope of ICANN's limited remit, and implemented via a Human Rights Impact Assessment followed by the development of a Corporate Social Responsibility (CSR) policy for ICANN. This CSR policy should cover the processes governing ICANN community participation, as well as the ICANN corporation itself.
- Three SSAC work parties are in various stages of development: Centralized Zone Data Service/Whois Rate limiting, IDN Harmonization, and DNSSEC Workshop Planning.

ICANN Org Report to the Board

Governmental and IGO Engagement

Tarek Kamel, Sr. Advisor to President & SVP, Government and IGO Engagement

KEY HIGHLIGHTS & MILESTONES

In March the GE team had meetings with government and intergovernmental representatives and participated in WIPO and ITU Council meetings. In addition, the team has been very involved in the preparations for the May Board workshop in Geneva. This has included a meeting with the ITU SG and several with senior staff in preparation for the joint Board -ITU leadership meeting and work on other outreach opportunities.

GE has supported the BD IG WG intercessional call on April 13 and presented the ICANN IG strategy to the WG as well as briefed the WG on current events in the international arena. This work is the basis for the material to be presented during the Block 5 session in the Board workshop in Geneva.

In the Best Practices Initiative, the first round of 24 best practices have been mapped against the organization's excellence model and the effort has advanced to the second round with two webinars planned and a collection mechanism to identify best practices in cross departmental work and particularly examples in Leadership and Strategy.

During March and April, the focus, in addition to the Board Workshop preparation and managing the Board outreach opportunities in Geneva, has been participation in the CTO Cybersecurity conference in London with board member participation; on preparation for the CEO trip to China and of the next GAC Capacity Building workshop to be held in Nadi, Fiji for the pacific region. ICANN's GE team also attended the G20 multi-stakeholder discussions in Dusseldorf.

In addition, during the G20 MS meeting a bilateral was held with the South African Minister as part of the preparation for ICANN 59. The team is working in coordination with the GSE and other players to encourage South Africa's re-engagement to the GAC and active participation at ICANN.

In May, there are several IGO engagement meetings where ICANN has commitments as part of the overall Internet Governance Ecosystem. These include engagement with the UN Commission on Science and Technology for Development (CSTD), where ICANN's CEO will be providing some keynote remarks, and the Working Group on Enhanced Cooperation (WGEC).

During the report period GE in cooperation with GSE staff also continued its regional government engagement activities with the related officials in different countries and regions as highlighted in the monthly report to the Government Advisory Committee (GAC.)

OVERVIEW OF ACTIVITY

1. Liaising with the Government Advisory Committee (GAC)

Building on the success of the first capacity building workshops for African regional GAC members and Law Enforcement Agencies a follow-up set of trainings is being held in Fiji for the Pacific Island Region GAC members. The two-day workshop, April 28-29, follows the model established in Nairobi and is designed to start a process of increasing effective participation in GAC and in ICANN, and explains the role of the GAC and the current policy topics being discussed at ICANN. The agenda was built from the

responses to a survey conducted of all the government advisory committee members in the region so the session is truly demand driven engagement. The Pacific Islands region has complete membership in the GAC but due to resource issues the GAC members often are unable to attend ICANN GAC meetings in person. The regional workshop therefore provides an opportunity for these colleagues to meet personally with each other and the leadership of the GAC Underserved Regions WG to better understand issues being addressed at ICANN and the working processes of the GAC and perhaps how those could accommodate distance participation and leverage the interest of those in the region. High interest topics identified in the survey were Cybersecurity and issues involving ccTLDs (management, delegation, etc.) All 18 GAC members, including Australia, in the region, or their delegates, are expected to attend. Full coordination is taking place with the APAC region office in Singapore and the GSE team.

Discussions also began in Copenhagen with other regional groups on the possible scheduling of future workshops working with other regional communities and the GAC URWG and PSWG. The first is the event in Brazzaville, Congo from April 11-12 hosted as a pre-event of the OSIANE 2017 regional ICT meeting. That program will focus on technological issues in Africa; the state of cybersecurity and the synthesis of the development in the digital sphere on the economic concerns in the region. Participation is coordinated with the regional GSE team.

In addition, there is interest from Nigeria for a workshop for the African western region countries about cybersecurity and a request from the African regional privacy commission members. Other regions, such as Latin America (Peru), have expressed their interest, and the regional GAC member's capacity building is planned in Latin America in September 2017.

2. Government and IGOs Engagement

The Government and IGO Engagement team continues its work with governments, global and regional intergovernmental organizations as well as the country missions and permanent representatives to the various IGOs in Geneva and New York.

Of importance, this reporting period is the CEO's trip to China April 19-21 with meetings in Beijing with government officials, the Internet Society, business and academia. The GE team is supporting this visit with the full support of the GSE Asia engagement regional team.

In response to requests by missions in both Geneva and New York, the GE team continues collaborative hosted events to address technical topics of interest to the countries to the UN missions. In addition to explaining ICANN's mission, and how it works after the IANA transition, GE continues to stress the need for governments to stay engaged. The regular report to the GAC about government related activities, which is now being shared with the GAC, the Board the executives and the community, has details of the bilateral meetings and events that have taken place during this time.

On April 27th, the Permanent Mission of Germany to the UN in New York hosted a lunch with speakers from the technical community on Cybersecurity challenges and what role the technical and business communities can play working with the governments on these challenges. The luncheon is being co-hosted by ICANN and IEEE, with speakers provided by Google and IEEE. GE continues its dialogue with ISOC and IEEE on future events at the UN in New York, and regularly provides briefings for the business and civil society communities.

The CSTD working group on Enhanced Cooperation (WGEC) will hold its third working meeting in Geneva May 3-5. Discussions will continue from the work done in January on the 44 contributions made on the characteristics of enhanced cooperation and what the Recommendations of the Group to the UN in 2018 should highlight. ICANN has just contributed further inputs. Preparation for ICANN's participation at the annual WSIS Forum continues in coordination with the CCWG-IG.

In addition, GE has continued to hold discussions with the African Union and its regional representatives on the possibility of a follow up event at the Johannesburg ICANN 59 meeting to continue the conversations about Data Privacy that were held in the ICANN58 Copenhagen meeting and the possibility of a side training for law enforcement in southern Africa in keeping with the GAC PSWG session in Nairobi in January.

Lastly, as part of the ICANN Board meeting in Geneva, Swiss Ambassador Zellweger will host a reception to welcome the Board of ICANN, and the presence of an ICANN office, to Geneva. In addition, there will be joint meeting of members of the Board of ICANN and the leadership of the ITU permitting a greater understanding by each of the others separate but collaborative areas of work. Discussion will include the cooperation in capacity building between ICANN regional teams and the ITU regional centers of excellence and possible future areas of potential collaboration. There will be a smaller bilateral between ICANN CEO, the Board Chair and additional members with the United Nations Director General, United Nations Office Geneva, to increase the outreach of ICANN.

3. Participation in Internet Governance Discussions

There were several strands of IG discussions in various venues in March and April. In addition to the CSTD WG on Enhanced Cooperation referenced above, there is also a CSTD intercessional meeting in Geneva. In a follow-up from the preparatory meeting for the G20 ICT Presidency held in Berlin in January, ICANN participated in the G20 affiliated multistakeholder Conference prior to the ICT Ministerial in Dusseldorf, Germany April 5 and 6th. We also participated, representing the Technical Community, in the related OECD project on digital Transformation and spoke at a Council of Europe session (post Copenhagen) on privacy related aspects of the DNS.

At WIPO, ICANN's GE team took part in, and spoke at, the Committee on Trade Marks and Geographical Indications; where an agenda item concerns the DNS; in addition to attending an Information day on Geographical Indications and the DNS.

On Monday May 8th ICANN, will speak at the CSTD Plenary session and the CEO will have a bilateral with the SG of UNCTAD in the morning and later in the day with Philip Metzger of OFCOM/BAKOM.

ICANN will continue to follow up the ITU Council meeting in May to determine the focus of the work for the Council WG on Internet related Policy for the coming year.

TOP ISSUES & MITIGATION

One primary focus of government engagement activity in March and April has been dialog to address and define the concerns expressed by governments at the ICANN58 meeting and in the GAC communique about the release of 2 and 3 character codes at the second level. This includes concerns of some governments about the use of the codes and the impacts on the countries as well as the differential pricing of the codes for those governments seeking protective registration. The GE team follows-up the discussion in these important issues between the relative constituencies and provides in coordination with many other departments any necessary support to facilitate the deliberations between the different related players and clarify the facts.

ICANN Org Report to the Board

Multistakeholder Strategy and Strategic Initiatives (MSSI)

Theresa Swinehart, SVP, Multistakeholder Strategy and Strategic Initiatives

KEY HIGHLIGHTS & MILESTONES

Several milestones were achieved in connection with the department's areas of responsibility, including overseeing and managing CCWG Work Stream 2, Organizational Review, the Specific Reviews, the Hubba Bubba Project, and the Strategic Outlook process.

In relation to Work Stream 2, the team supported both the work of the CCWG chairs in their preparations and planning calls, as well as internal coordination and support for Work Stream 2 and the respective subject areas. Several groups have now progressed on their efforts to the point of developing documented recommendations for public comment.

On 16 March, the Board adopted charter revisions for the Organizational Effectiveness Committee to expand its oversight to include Specific Reviews, unify the oversight responsibility for Organizational and Specific Reviews, thereby facilitating the streamlining of the Board oversight of both types of reviews. This development is expected to bring additional focused attention to Specific Reviews at the time that Specific Review activity is peaking, with four reviews taking place and the Operating Standards for Specific Reviews in development.

On Specific Reviews, the Competition, Consumer Choice and Trust Review Team (CCT-RT) published its Draft Report for public comment prior to Copenhagen. The second review of the Security, Stability and Resiliency of the DNS (SSR2) was formed and held its first face to face meeting in Copenhagen. The selection for the RDS (WHOIS-2) Review Team is underway, with the SO/AC leadership empowered to select up to 21 members under the new Bylaws. It is anticipated that the SO/AC Leadership will conclude their deliberations and announce the RDS (WHOIS-2) Review Team members in April. The third Accountability and Transparency Review (ATRT3) was launched on schedule, initiated with the Call for Volunteers on 31 January 2017.

Regarding organizational reviews, ITEMS, the independent examiner conducting the At-Large review, has prepared a Draft Report, and the Public Comment period concluded on 24 March. The NomCom has formed a Review Working Party, and ICANN is currently evaluating RFP responses for the independent examiner, with the target of the Organizational Effectiveness Committee confirming the finalist in early May. The second review of the ASO initiated by the NRO, in accordance with the Memorandum of Understanding and is underway. The Organizational Effectiveness Committee invited RSSAC, SSAC and ccNSO to consider whether they wish to defer their upcoming reviews by 12 months, to address community bandwidth concerns. The ccNSO indicated their interest to defer their review and public comment proceedings will take place to gather community feedback. Preparations for RSSAC review have begun.

Regarding the Hubba Bubba Project, at ICANN58 printed copies of draft process flows were displayed in the CEO's office for discussions with the community. The next steps are to continue finalizing the respective process flows and impasse resolutions, including the preparations of the manuals, over the

next period of time. A presentation on the project is on the agenda for the GDD Summit, and we anticipate sharing further updated status of the project with the community at ICANN 59.

Regarding the organization's Strategic Outlook work, we have identified participants to further work on the 5 key trends for the organization to do a deep dive on, and efforts to assess existing data sources related to these trends is underway. In addition, the Organization has now conducted 19 departmental workshops to identify strategic outlook trends for the upcoming FY19-20 timeframe, and the remaining 2 departmental workshops are scheduled to be completed by April. These trends will be presented to the Network Liaison team in April to start the consolidation process.

OVERVIEW OF ACTIVITY

The MSSI team is actively supporting four Specific Reviews (CCT, SSR2, RDS and ATRT3) under the Bylaws. The 3rd Accountability and Transparency Review (ATRT-3) Review may be conducted under a limited scope, based on the CCWG-Accountability WS2 letter to the SO/ACs asking for agreement that the scope of the ATRT3 be limited to assessing the implementation results of the previous review team's recommendations to avoid overlap with the work underway in WS2. The proposal is currently under consideration, with several SO/ACs expressing their support.

In collaboration with the community and the Board, we are developing Operating Standards, a system by which to conduct reviews efficiently and effectively, in alignment with ICANN Bylaws, with community engagement and consultations that took place at ICANN57, webinars in February and further consultations during ICANN58. The team's focus had been on developing an outline of topics to be addressed in the Operating Standards and to catalogue existing processes and best practices. In light of several substantive Specific Review areas that have been impacted by the new bylaws, and to facilitate community's efforts to develop and document new processes, the team is developing options for community's consideration. The substantive areas include: Selection Process for Review Teams, Role of Review Team Observers, Confidentiality Requirements for Review Team Members, Scope of the Review, and A Process for Amending Operating Standards on a go forward basis

The independent assessment of the ICANN Office of the Ombudsman has been launched, and the firm Cameron Ralph has been engaged. The assessors began their data collection with interviews in Copenhagen and will supplement their data collection with an online survey during the first part of April. This independent assessment will inform the work of Work Stream 2 Ombudsman subgroup. and is in line with the recommendation issued by the Second Accountability and Transparency Review Team (ATRT2).

To better understand and mitigate potential risk points associated with ICANN's key processes, we are working with a cross departmental team to develop flowcharts and manuals on ICANN's policy, review, and advice processes, including ones depicting key aspects of the review process (Specific and Organizational). Preliminary workflows were presented informally to the community in Copenhagen and further development of these workflows continues.

TOP ISSUES & MITIGATION

The Transition introduced new requirements applicable to Specific Reviews, causing uncertainty regarding the implementation of new processes under the Bylaws, many of which are to be described in Operating Standards. Although the Bylaws state that Operating Standards are to be developed with the community for conducting Specific Reviews, these have not been developed yet for the newly introduced processes, such as the selection of Review Teams or the determination of scope. We are working with the Community to produce Operating Standards to address these issues. On the topic of scope of reviews, the Bylaws only specify items that are allowed to be part of the review team scope, but do not reserve the right of developing the scope to the review team nor specify the process by which a Review Team's scope is to be developed. A good practice suggests that scope is defined before reviewers are selected so that resources can be properly allocated and reviewers understand and are willing to commit to the full duration of the project. In the case of the 2nd RDS Review and ATRT3, attempts to introduce a limited scope to address bandwidth concerns may not be feasible, as the community has not been able to reach consensus on the scope of reviews.

Volunteer bandwidth and a busy review schedule continue to pose a challenge – reviews depend on active community collaboration by members with the requisite expertise. They also consume significant time and resources. With four Specific Reviews (CCT, SSR2, RDS and ATRT3) active over the next few months, there is a continued need to ensure sufficient community participation in reviews, and sufficient financial resources made available to conduct them. For Organizational Reviews, one of the upcoming reviews (ccNSO) is being considered for deferral for 12 months, which will offer some relief.

With regards to implementation of recommendations generated by Reviews, there are several important considerations – ability to implement recommendations to achieve desired impact, with many recommendations broad and difficult to measure; bandwidth to complete the implementation work given other concurrent community priorities; and the financial resources that may be required. For example, the GNSO is working on the implementation of 34 recommendations and has adopted a phased approach, with the work scheduled to take two years. Similarly, the CCT-RT Draft Report describes approximately 50 proposed recommendations for the new GTLD Program. By any measure, these represent a significant undertaking which is likely to compete for resources with other high-priority activities.

With regards to Work Stream 2, key issue is to work towards advancing the work efficiently and effectively, ensuring it remains within its scope and resourcing, well-coordinated with relevant internal departments and the Board, and that the framework for work is focused on new solutions where needed, and utilizes existing mechanisms where possible. However, there remains a significant risk that the CCWG-Accountability will be unable to complete all its work by June 2017 and is asking for its Charter to be extended until the work can be concluded.

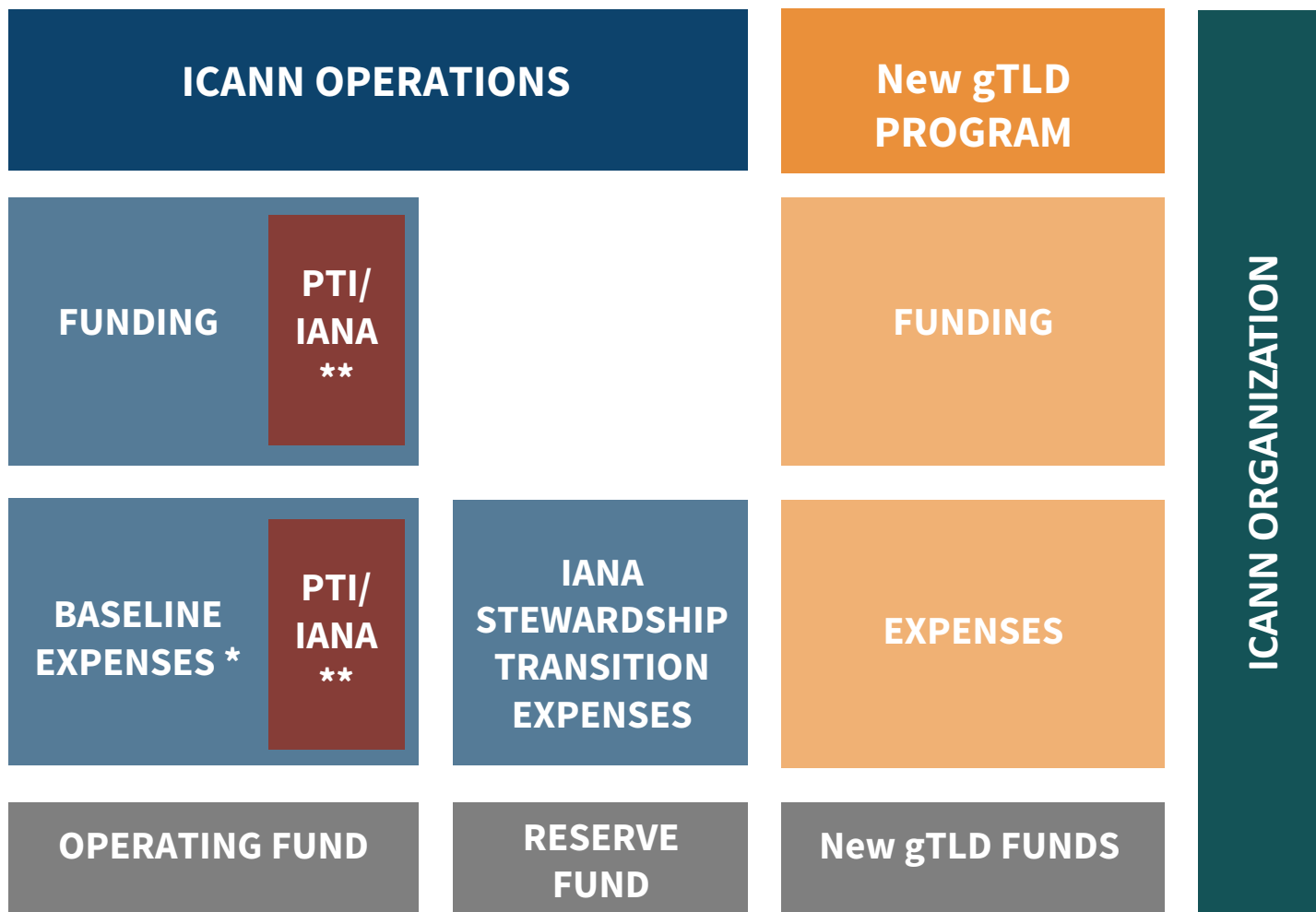
Financial Update



Xavier Calvez

Chief Financial Officer

ICANN Organization Reporting Structure



*Excludes depreciation and bad debt expenses

**IANA Services includes ICANN's and PTI's IANA Expenses

FY17 Year-to-date (Jul 16-Mar 17) Overview

ICANN OPERATIONS

Funding ahead of target and Expenses below target.

	Actual	Budget	Var	% Var	FY16	Var	% Var
Funding	\$ 105	\$ 99	\$ 6	6 %	\$ 93	\$ 12	12 %
Baseline Expenses	-\$ 89	-\$ 95	\$ 6	6 %	-\$ 76	-\$ 13	-17 %
IANA Stewardship Transition Expenses	-\$ 5	-\$ 5	\$ 0	-3 %	-\$ 13	\$ 8	62 %
Net	\$ 11	-\$ 1	\$ 12	n/a	\$ 5	\$ 6	96 %

Breakdown of Baseline Expenses	Actual	Budget	Var	% Var	FY16	Var	% Var
IANA Services*	-\$ 6	-\$ 7	\$ 1	16 %	-\$ 5	-\$ 1	-11 %
All Other	-\$ 83	-\$ 88	\$ 5	6 %	-\$ 71	-\$ 12	-18 %

*IANA Services includes ICANN's and PTI's Expenses relative to IANA functions.

Note: Expenses exclude bad debt and depreciation and include capital expenses.

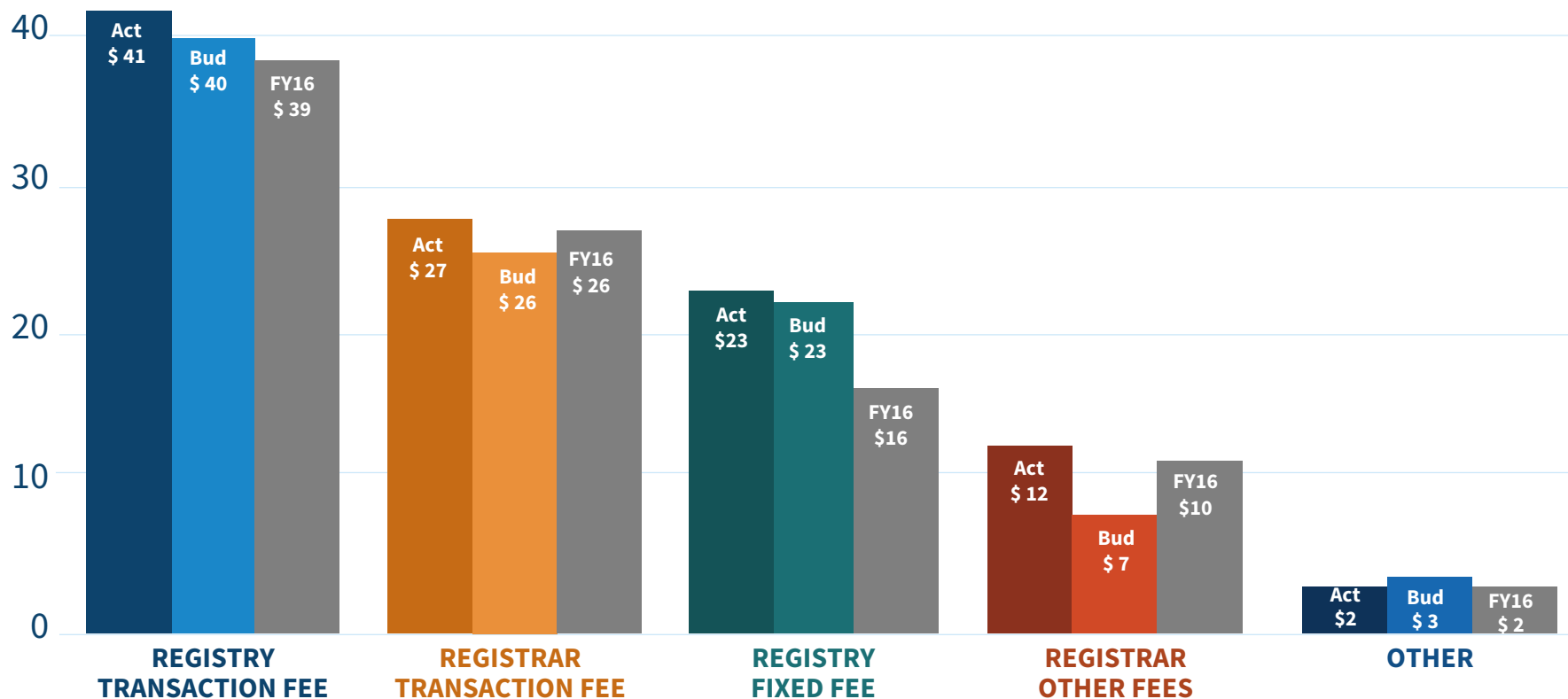
In millions, USD- unaudited - Arithmetic inconsistencies are due to rounding to the nearest million.

FY17 Year-to-date (Jul 16-Mar 17) Funding vs Budget and FY16

ICANN OPERATIONS

Funding ahead of target due to higher than budget new registrar application and accreditation fees

Actual: \$ 105
Budget: \$ 99
FY16: \$ 93

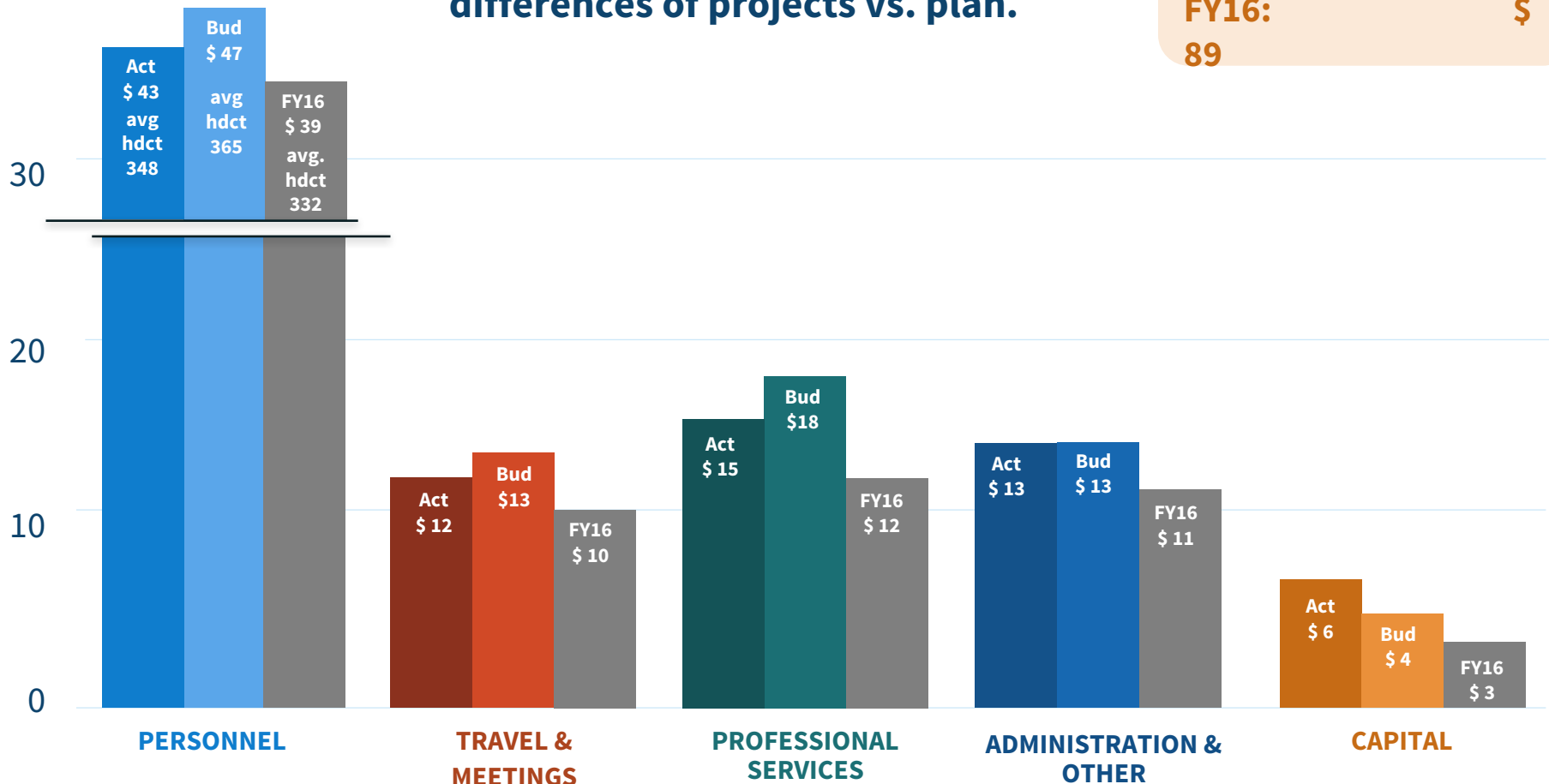


FY17 Year-to-date (Jul 16-Mar 17) Baseline Expenses vs Budget and FY16

ICANN OPERATIONS

Lower personnel costs and timing differences of projects vs. plan.

Actual: \$ 94
Budget: \$ 98
FY16: \$ 89



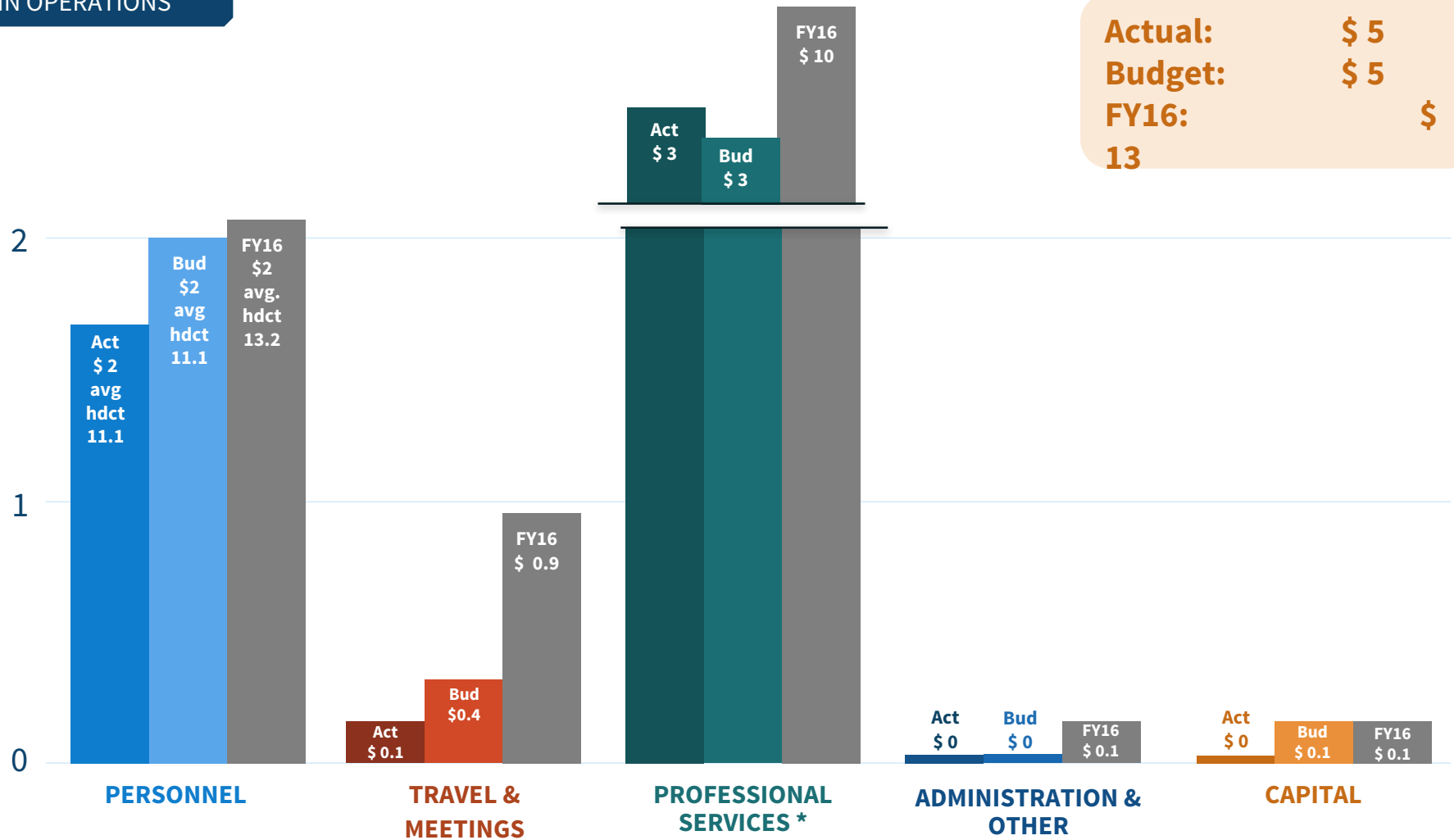
Expenses exclude bad debt and depreciation.

Avg hdct: Average Headcount over a 9-month period (Jul - Mar 2017)



FY17 Year-to-date (Jul 16-Mar 17) IANA Stewardship Transition Costs

ICANN OPERATIONS



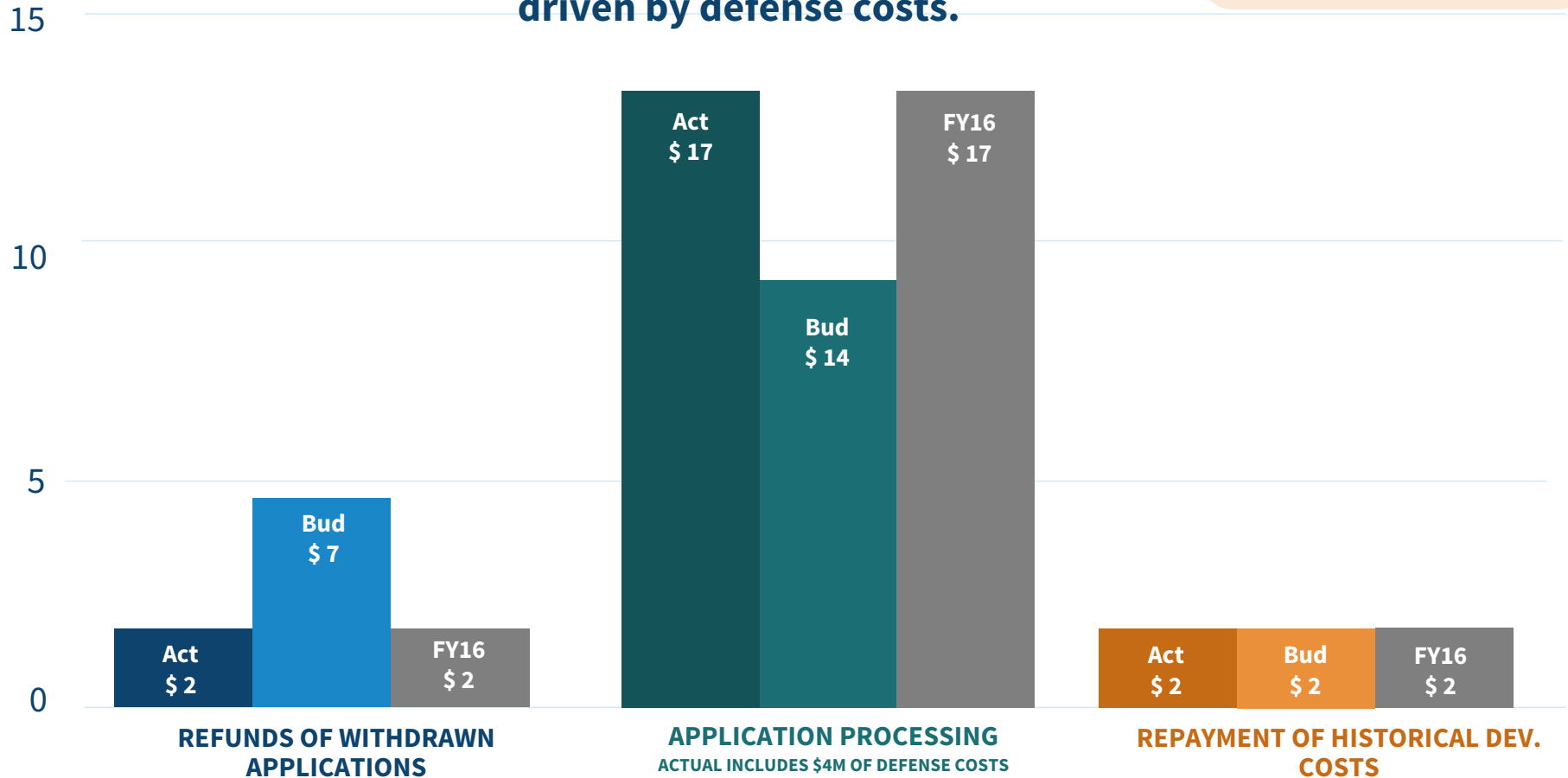
*Includes external legal advice of \$1.8M in FY17 and \$6.8M in FY16.

FY17 Year-to-date (Jul 16-Mar 17) New gTLD Program Expenses vs Budget and FY16

New gTLD PROGRAM

**Lower refunds of withdrawn applications.
Processing costs higher than target
driven by defense costs.**

**Actual: \$ 21
Budget: \$ 23
FY16: \$ 21**



FY17 Year-to-date (Jul 16-Mar 17) Total ICANN Organization Actuals

TOTAL ICANN ORG.

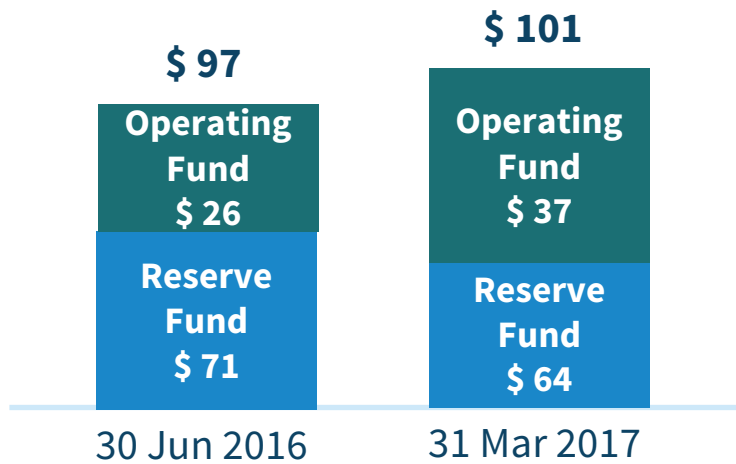
	ICANN Baseline Operations	IANA Stewardship Transition	Total ICANN Operations	New gTLD Program	Total ICANN Org.
Funding	\$ 105	\$ 0	\$ 105	\$ 152	\$ 257
Expenses*	-\$ 89	-\$ 5	-\$ 94	\$ -19	-\$ 113
Net	\$ 16	-\$ 5	\$ 11	\$ 133	\$ 144

*Expenses exclude bad debt, depreciation and refunds for withdrawn New gTLD applications which are included in the Funding line.

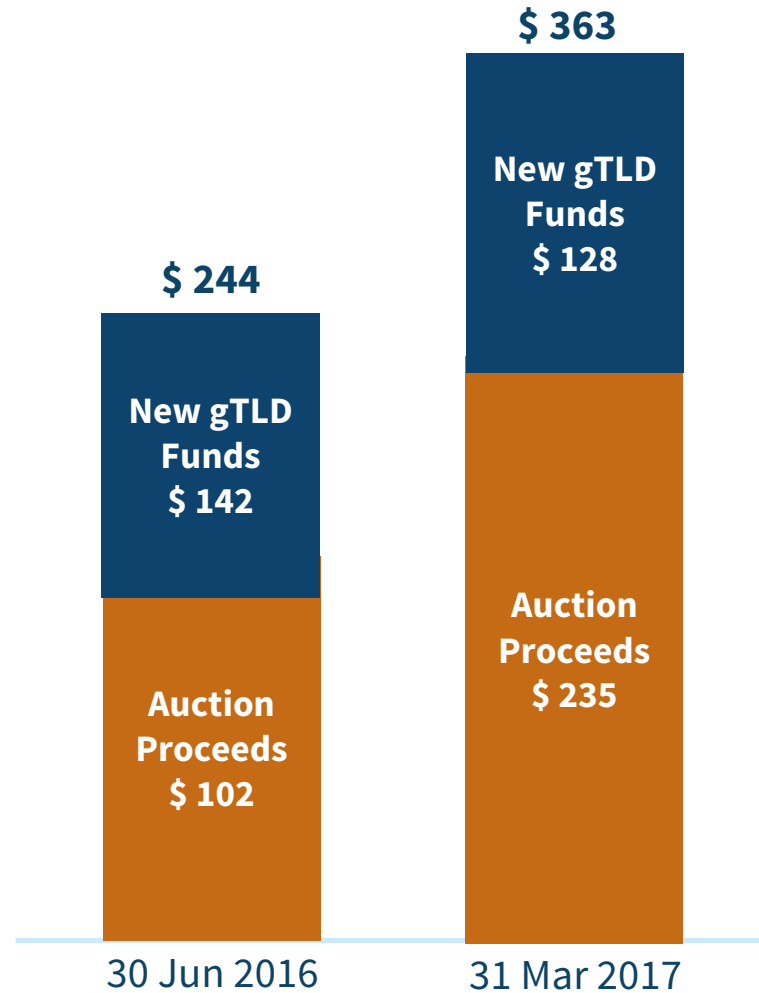
Funds Under Management as of 30 Jun and 31 Mar 2017

FUNDS UNDER MGMT.

Total Funds: \$ 464
 ICANN Operations: \$ 101
 New gTLD Program-related: \$ 363



ICANN Operations

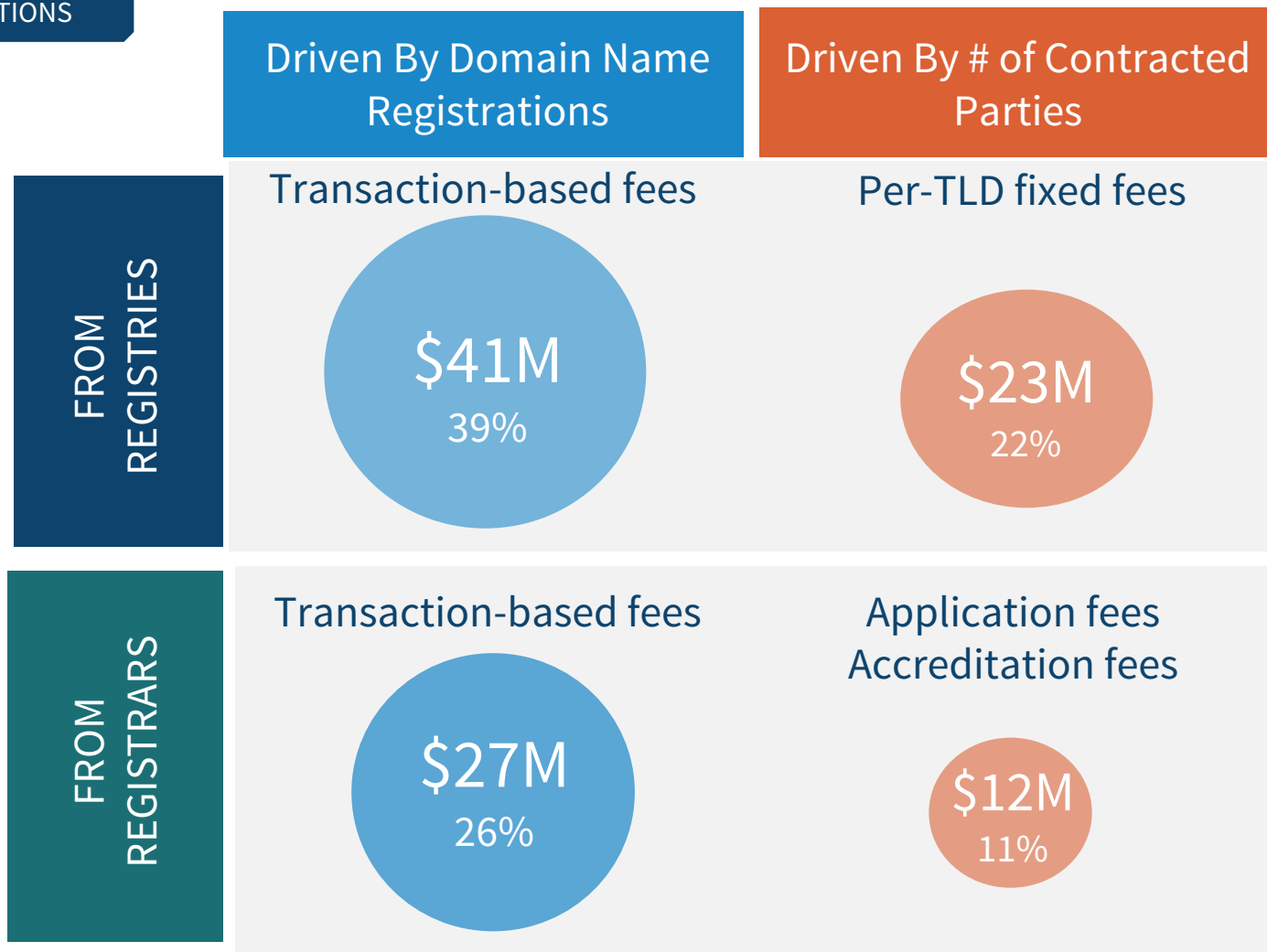


New gTLD Program

Appendix

FY17 Year-to-date (Jul 16-Mar 17) Funding

ICANN OPERATIONS

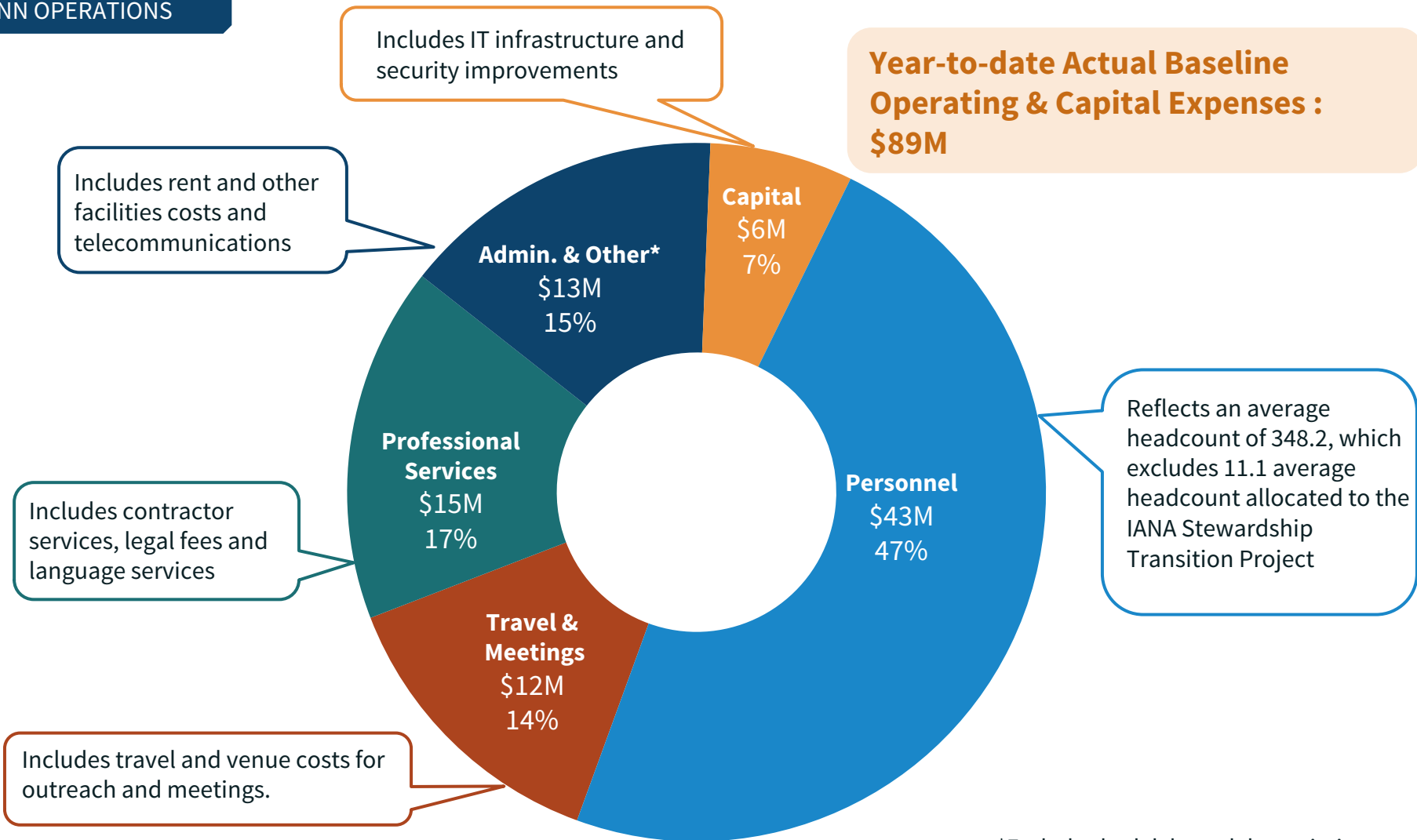


Other Income: \$2, 2%

Total Funding: \$105M

FY17 Year-to-date (Jul 16-Mar 17) Baseline Operating and Capital Expenses

ICANN OPERATIONS



*Excludes bad debt and depreciation

In millions, USD- unaudited - Arithmetic inconsistencies are due to rounding to the nearest million.

FY17 Budget Overview

ICANN OPERATIONS

FY17 (Jul 16-Jun 17) approved ICANN Operations budget, aligned to Operating Plan, published on ICANN.org

	FY17 Budget
Funding	\$ 132
ICANN Operations Baseline Expenses	-\$ 123
IANA Services Expenses	-\$ 9
Net	\$ 0

*Expenses exclude bad debt and depreciation.

New gTLD Program – Multi-year Forecast

