ICANN Strategic Plan 2013-2016

SO/AC Sessions in Prague - DRAFT

Advance Preparation Materials – For Discussion

Purpose

The purpose of this document is to:
- Provide an update on ICANN's strategic development process for the 2013-2016 planning cycle.
- Summarize the significant changes within the past year and their impact on ICANN's long-term strategy that ICANN management has identified.
- Frame the strategic planning discussion that will take place in Prague.

Strategic Planning 2013-2016 Introduction

Fiscal year 2012 has been a pivotal one for ICANN. With the launch of the new gTLD program, ICANN has become significantly more visible and is now working with organizations whose business models and position on the Internet governance are more diverse than ever. In order to make sure that ICANN continues to be relevant and viable, the strategic planning process must take into consideration the following key factors:
- The need to continuously refine and clarify how ICANN's mission relates to and frames the changes in the global Internet environment.
- Recognition and ability to react to the significant changes taking place outside and within the organization.
- ICANN's ability to tell a compelling story to the diverse community.

ICANN and the community agree on the overarching priorities for the organization – achieve operational excellence, preserve the multi-stakeholder model, and focus on fulfilling ICANN's limited mission. While the work toward achieving these priorities is continuous and ongoing, ICANN's ability to strengthen and deepen its position and reputation is paramount to preserving the multi-stakeholder model and a vibrant Internet governance eco-system. To this end, ICANN is determined to achieve operational excellence and to convey its accomplishments and value through influence and results. The linkage between the mission, the strategic objectives and the operational plans provides an important roadmap for demonstrating ICANN's impact.

Community Participation

The ICANN leadership and staff are committed to ensuring that the voice of the entire community is reflected in our strategic development process and that the community has ample opportunity to actively contribute to the effort. While we will continue to follow the rules and guidelines established by the Public Participation Committee, including the public comment process and the multi-language policy, we would like to take proactive steps for greater community involvement and meaningful input.
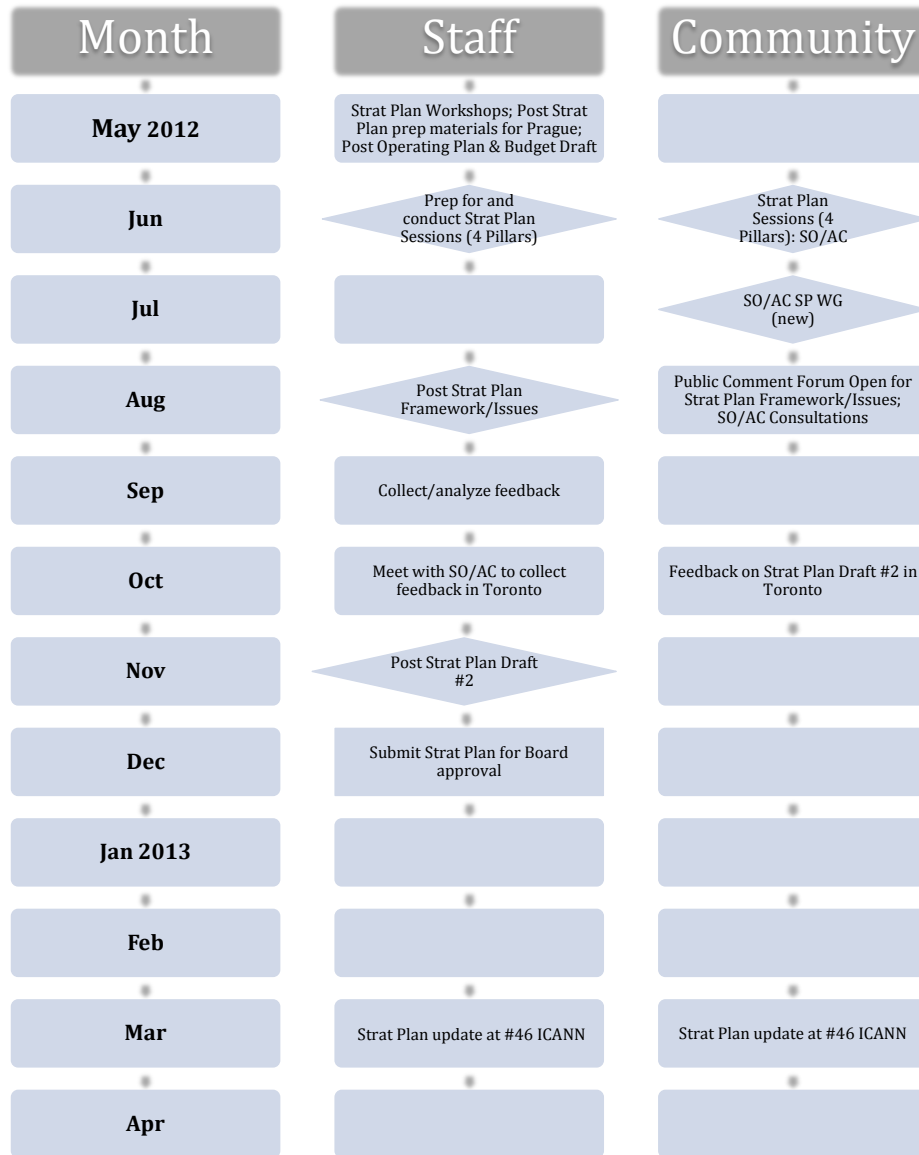
ICANN has proposed the formation of a Cross-Community Strategic Planning Working Group, with representation from each Advisory Committee (AC) and Support Organization (SO). The mission of the Working Group will be to provide strategic input and direction to facilitate ICANN's strategic development. The Working Group will address strategic topics such as:

- Significant trends impacting ICANN's strategy, from the community's perspective.
- Top strategic priorities.
- Right balance of initiatives that are specific and measurable, yet strategic versus tactical.
- Feedback on the metrics and results that clearly articulate progress toward achieving strategic objectives.
- Suggestions for developing a more focused definition for "A healthy Internet governance eco-system."

Strategic Development Timeline

ICANN Strategic Development 2013 – 2016
Timeline

Month	Staff	Community
May 2012	Strat Plan Workshops; Post Strat Plan prep materials for Prague; Post Operating Plan & Budget Draft	
Jun	Prep for and conduct Strat Plan Sessions (4 Pillars)	Strat Plan Sessions (4 Pillars): SO/AC
Jul		SO/AC SP WG (new)
Aug	Post Strat Plan Framework/Issues	Public Comment Forum Open for Strat Plan Framework/Issues; SO/AC Consultations
Sep	Collect/analyze feedback	
Oct	Meet with SO/AC to collect feedback in Toronto	Feedback on Strat Plan Draft #2 in Toronto
Nov	Post Strat Plan Draft #2	
Dec	Submit Strat Plan for Board approval	
Jan 2013		
Feb		
Mar	Strat Plan update at #46 ICANN	Strat Plan update at #46 ICANN
Apr		

Mapping of Charter Documents 2013 Strategic Plan Focus Areas

The team concluded that the linkage between ICANN's mission and strategy, as presented on Exhibit 1, continues to be valid and relevant. Additionally, the team recommended that this mapping be included in the Strategic Plan document as an ongoing reminder and reference point for all stakeholders. Questions were raised regarding other documents that may play an important role in the strategic development of ICANN, specifically Board resolutions and IANA contract. While the question regarding Board resolutions is one of the follow up items, the IANA contract is deemed to be more operational than foundational in nature and therefore would have a role in the strategic area "Core operations, including IANA."

Mapping of ICANN Charter Documents to 2013 Strategic Plan Focus Areas

	DNS stability and security	Competition, consumer trust and consumer choice	Core operations including IANA	A healthy internet governance eco-system
Articles of Incorporation	3(i) Coordinate the assignment of Internet technical parameters to maintain universal connectivity	3(ii) Coordinate the assignment of Internet technical parameters to maintain universal connectivity	4. ICANN shall operate for the benefit of the Internet community as a whole.	
	3(ii) Coordinating the internet DNS	3(iii) Performing and overseeing functions for coordinating the IP address space	4. Cooperate as appropriate with relevant international organizations	
	3(iii) Develop policies for determining circumstances under which new TLDs are added	3(ii) Develop policies for determining circumstances under which new TLDs are added		
	4. Operate through open & transparent processes that enable competition and open entry in internet-related markets.			
	3(iv) Overseeing operation of the authoritative internet DNS root server system	3(iv) Overseeing operation of the authoritative internet DNS root server system		
Bylaws	I.1 Ensure the stable and secure operation of the internet's unique identifier systems.	I.1 Coordinate, at the overall level, the global internet's system of unique identifiers	I.1 Coordinate, at the overall level, the global internet's system of unique identifiers	
	I.1.2 Coordinate operation and evolution of the DNS root name server system	6. Core Value: Introducing & promoting competition in the registration of domain names where practicable and beneficial in the public interest	I.1.1 Coordinate allocation and assignment of three sets of unique identifiers (DNS, IP, Ports & Parameters)	
			I.1.3 Coordinate policy development reasonably and appropriately related to these technical functions	
	1. Technical coordination of the Internet's domain name & addressing system (DNS)	1. Promote competition, consumer trust and consumer choice in DNS marketplace	1. Technical coordination of the Internet's domain name & addressing system (DNS)	3(a) Ensure that decisions are made related to the global technical coordination of the DNS are made in the public interest and are accountable and transparent
	3(b) Preserve security, stability and resiliency of the DNS	7. Adhere to transparent & accountable budgeting processes	7. Adhere to transparent and accountable fact-based policy development and cross-community deliberations	
	8(a) Maintain the capacity and ability to coordinate the internet DNS at the overall level and work for the maintenance of a single, interoperable internet	7. Publish Annual Report of progress to Bylaws responsibilities, strategic & operating plans		
	3(d) Facilitate international participation in DNS technical coordination		8(a) Maintain the capacity and ability to coordinate the internet DNS at the overall level and work for the maintenance of a single, interoperable internet	8(c) Operate as a multi-stakeholder, private sector-led organization with input from the public, for whose benefit ICANN shall in all events act.
Affirmation of Commitments		4. Perform & publish analyses of the positive and negative effects of ICANN decisions on the public, including public financial impact and the impact on the systemic security, stability and resiliency of the DNS	8(b) Remain a non-profit, headquartered in the US with offices around the world to meet the needs of a global community	
			7. Provide thorough and reasoned explanation of decisions taken, the rationale and sources of data	
3. ICANN is a nonprofit public benefit corporation and is not organized for the private gain of any person.				
3(v) Engage in any other related lawful activity in furtherance of 3 (i) through (iv)		I.2 Core Values 1-11		
		Apply to All Focus Areas		
		7. Adhere to responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy considerations		

Exhibit 1

Four Strategic Focus Areas ("The Four Pillars")

There is an agreement between ICANN and the community that the four pillars continue to be relevant to the ongoing viability and success of ICANN. While "A healthy Internet governance Eco-system" may be too broad and needs better definition, the topic itself is of critical importance for ICANN's future. In all four strategic focus areas, ICANN needs to refine specific objectives and improve its metrics to measure success. As we work toward tighter coordination between the Strategic Plan and the Operational Plan and Budget, goals will be stated based on the SMART framework - Specific, Measurable, Achievable, Relevant and Time-bound. Furthermore, project success and effectiveness will be evaluated on the same basis.

In drafting the 2013-2106 Strategic Plan, the team will develop a more clear representation of how strategic objectives and specific projects and actions support the four strategic focus areas, or pillars.

Additionally, there was a recommendation to clarify the sections entitled "Community Work" and "Staff Work" in order to delineate the responsibilities of ICANN staff vs. community accountabilities.

Strategic Plan 2012-2015: Four Strategic Focus Areas

Supporting… One World. One Internet.

	DNS stability and security	Competition, consumer trust & consumer choice	Core operations including IANA	A healthy Internet governance eco-system
Strategic Objectives	• Maintain & drive DNS availability • Enhance risk management & resiliency of the DNS, IP addresses & parameters • Promote broad DNSSEC and IPv6 adoption • Enhance international DNS cooperation • Improve responses to DNS security incidents	• Maintain single authoritative root • Increase TLD options in more languages • Rollout new gTLDs including IDNs • Lower registration abuse • Increase industry competition	• Flawless IANA operations • Continue long-term IANA functions responsibility • Resilient L-Root operations • Continual improvements (EFQM) • Internationalization • ICANN meeting evolution	• Strive to be an exemplary international multi-stakeholder organization • Increase stakeholder diversity and cross-stakeholder work • World-class accountability, transparency & corporate governance • Act in global public interest • Enhance trust in ICANN's stewardship • Ease of global participation
Strategic Projects	• Promote DNSSEC training and adoption • Facilitate work on DNS, IP address & parameter security • Implement best practices for DNS business continuity planning • Facilitate IPv6 adoption • Explore Internet Number Resource Certification • Facilitate Whois evolution	• Expand Internationalized Domain Name (IDNs) • Implement new gTLDs & measure impact • Whois program improvements • Improve policy development processes • Enhance registrant protection • Implement rights protection mechanisms • Expand stakeholders	• Define internationalization principles • Continue IANA infrastructure upgrade • Publish reports on IANA services • Monitor performance of root zone management • IANA excellence (EFQM) • OEI - Organizational Effectiveness Initiative • Improve Enterprise Systems	• Complete Affirmation of Commitments & organizational reviews • Retain & support existing community while attracting new & diverse community members • Build global support for single authoritative root • Enhance cooperation in Internet Governance • Increase technical community communication & collaboration
Community Work	• Local DNSSEC adoption • IDN variant management • Facilitate new DNS risk management working group & initiate study • Develop standards for DNS, & IP address protocol • Promote IPv6 deployment • Facilitate law enforcement engagement	• Promote IDNA protocol implementation • Facilitate new gTLD & IDN rollout • Support Registrar Accreditation Agreement amendments • Expand inclusion & orientation of new stakeholders	• Strengthen regional presence • Engage with Staff on performance • Increase participation on key committees • Expand engagement within technical community	• Increase multi-stakeholder participation • Onboarding of participants • Increase contributions to international forums • Review SOs and ACs • Promote continuing education/ orientation in ICANN programs • Continue Root Zone Management
Staff Work	• Enhance business continuity & risk management • Increase collaboration with RIRs & technical groups • Promote DNSSEC operations & education • Facilitate IPv4 & IPv6 engagement • Advance cooperative capability building in developing countries • Increase business outreach	• Improve compliance • Enhance SO & AC support work • Expand contracted party customer service • Enhance global outreach • Support IDN ccTLD Fast Track • Facilitate new gTLD & IDN TLD implementation • Expand ICANN regional footprint	• IANA request processing • Root zone DNSSEC operations • Facilitate Board support • Enhance security and contingency operations • Continue L-Root operations • Improve enterprise systems/processes/controls • Improve staff training, retention and engagement	• Expand Thought leadership • Widen international engagement • Strengthen corporate, government & other stakeholder partnerships • Continue to improve decision impact analysis & reporting • Enhance communications, accessibility & participation via improved tools • Enhance multi-lingual strategy

Multi-stakeholder – Collaborative – International – Transparent - Accountable

Exhibit 2

Recent/Anticipated Events with Significant Impact

The ICANN management team identified the following events as developments or potential developments with significant impact on ICANN's future and strategy. These events and their implications will be considered in the developments of the 2013-2016 plan.

DNS stability and security

1. gTLD expansion.
2. DNS filtering and blocking legislation.
3. Increasing importance of monitoring compliance.
4. External events making Domain Name System Security Extensions (DNSSEC) adoption easier, balanced against a more holistic view of DNS security, which raises a concern that ICANN pushes DNSSEC at the expense of other security solutions. There may be other ways to mitigate risk to the DNS.
5. Border Gateway Protocol Security (BGPsec) protocol development.
6. IDN gTLDs and variant TLDs.
7. Explore Internet Number Resource Certification development.
8. Increasing demand for training and capability building (to new audiences such as law enforcement, in addition to TLD operators).
9. Domain seizures. Responding to and dealing with increasing number of court orders and other requests from law enforcement.
10. Increasing number of and growing influence of external forums, resulting in an emerging need for ICANN's voice to be more prominent and consistently present at external forums.

Competition, consumer trust & consumer choice

1. ICANN community will change, e.g. vertical integration.
2. Substantial increase in number of community members.
3. IANA contract renewal may result in new requirements and changes.
4. Security issues and IP issues are growing in scope.
5. Increasing demand for IDNs.
6. Increasing involvement and influence of law enforcement.
7. *Enhanced involvement and participation of the GAC.*
8. Completion of the updated Board Conflict of Interest Policy.
9. Increasing influence from external organizations regarding different ideas about Internet governance.
10. Standardized approach to contracting with various parties.

<u>Core operations including IANA</u>

1. The success of IANA Business Excellence will be leveraged along with similar processes throughout ICANN to help achieve operational excellence.
2. New TLDs and impact on Operations.
3. Whois Review Team recommendations.
4. Security Stability and Resiliency (SSR) recommendations.
5. Globalization recommendations by the Board.
6. New location for corporate offices positions ICANN for expansion and growth.
7. Growth and expansion will lead to new staff and Onboarding requirements.
8. Crisis management methodology has been implemented.

<u>A healthy Internet governance eco-system</u>

1. Higher level of engagement and regional representation.
2. Composition of the ICANN community is broadening.
3. Increasing volume of complex information to be acted upon by the community and the Board.
4. GNSO Improvements Implementation.
5. Several upcoming global events.
6. IANA contract renewal and maintaining relationship with US government.
7. Impact of Affirmation of Commitments (AoC) Reviews.
8. Registrar Accreditation Agreement (RAA) negotiations and Whois.
9. Implementation of Affirmation Review for Accountability and Transparency (ATRT).
10. Enhanced involvement and participation of the GAC.
11. Increased visibility and involvement with organizations whose business models and positions on Internet governance are more diverse.
12. Education of community on new gTLDs.
13. Increasing number of and growing influence of external forums, resulting in an emerging need for ICANN's voice to be more prominent and consistently present at external forums.

ICANN Strategy

ICANN's strategy should center on achieving operational excellence, preserving the multi-stakeholder model, and fulfilling ICANN's limited mission.

Specifically, what should ICANN's strategy be?

<u>DNS stability and security</u>

- Security, Stability and Resiliency DNS Review Team has gathered community feedback and is working toward a Final Report and Recommendations, under the Affirmation of Commitments. This Final Report will address topics and issues that will inform ICANN's strategy.

<u>Competition, consumer trust & consumer choice</u>

- Define ICANN's role relative to "consumer trust".
    - Limited role to ensure a level playing field.
    - Ensure that external audience understands that ICANN's role is limited and does not mean that entities entering the new gTLD space will be successful and viable.
- Universal acceptance of gTLDs.

<u>Core operations including IANA</u>

- Maintain world-class operations.
- Defining Stakeholder needs is an important strategic consideration.
- Discipline – should be part of our strategy.
    - Process: transparency.
    - Roles and Responsibilities: clearly defined.
    - Consistency and timeliness.
- Be cognizant of political environment.
- Enhance process of communication and prioritization among staff, Board and community.

<u>A healthy Internet governance eco-system</u>

- The essence of this pillar may be better expressed by substituting the words "robust" or "vibrant" or "balanced" in place of "healthy" due to recent developments in the Internet space.
- Consider removing "governance" from the pillar name.
- Consider developing a clear definition of the pillar – i.e. active engagement of relevant stakeholders.

ICANN Accomplishments during 2012[1]

DNS Stability and Security

There are *five strategic objectives*:
1. Maintain and drive DNS availability.
2. Enhance risk management and resiliency of DNS, IP addresses and parameters.
3. Promote broad DNSSEC and IPv6 adoption.
4. Enhance international DNS cooperation.
5. Improve responses to DNS security incidents.

Initiatives:
- Corporate outreach and awareness for DNSSEC adoption has been conducted with over 10 major ISPs and DNS operators.
- Presentations on DNSSEC were made to corporate, governmental, law enforcement and internet audiences, including: GITEX, The World Economic Forum, APRICOT, ICCS, CTU ITC Roadshow, Security Confab, LAC IGF, LACTLD Training, APEC TEL 44, Privacy Policy Ministerial.
- ICANN team's efforts have resulted in inclusion of DNSSEC recommendations in publications and policy documents including: The Commonwealth Cybersecurity plan, World Economic Forum Risk and Resilience recommendations for CEOs, G20/B20 Preparation documents for Mexico G20, e-Week.com.
- Security Team and Global Partnerships launched outreach letters via GAC and local ICT ministers to solicit help in encouraging ISPs to adopt DNSSEC.
- Issues paper identifying current DNS risk, and work plan for addressing risks in the July 2012 operating plan, including DNS Risk Working Group, training for TLD operators, ISPs, law enforcement and regional partners.
- ICANN Security Team and DNS Ops contributions to ongoing US Department of Homeland Security Risk Studies, including: DNS Risk Management Strategy, IT Sector Internet Routing Risk Management, IT Sector Products & Services Risk Management Strategy, IT Sector Incident Management, 2012 DNS Risk Update in coordination with the IT Sector Coordinating Council.
- ICANN strengthened its compliance organization and efforts toward contractual enforcement of TLD uptime service level agreements:

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[1] As of the latest available reporting period. As the fiscal year has not yet finished, this information serves as a periodic update only. The information for this section was gathered from various sources: Strategic Planning sessions with ICANN staff, CEO Objectives Status Report, and the dashboard reports.

standardized approach for all contracted parties; compliance department doubled in size; Key Performance Indicators (KPI) reporting.

Results:
- DNSSEC adoption and signings.
  - ISPs and DNS Operators: signed - 4, DNSSEC enabled – 2, included in project plan – 1.
  - Leading world organizations: signed – 1, contacted – 9.
- Contract enforcement of TLD uptime service level agreements.
- Consumer complaints dropped significantly between 2011 and 2012 (as of May 15, 2012): from 12,000 to 6,600, a reduction of 45%.

Competition, Consumer Trust & Consumer Choice

There are *five strategic objectives*:
1. Maintain single authoritative root.
2. Increase TLD options in more languages.
3. Roll out new gTLDs including IDNs.
4. Lower registration abuse.
5. Increase industry competition.

Initiatives:
- Roll out new gTLDs including IDNs
  - Implement a new gTLD communication program.
  - Complete process of receiving new gTLD applications and reveal applications for public review in June 2012.
  - Deliver IDN variants issues report, fulfilling Trondheim Resolution and subsequently deliver a project plan for the 1 July 2012 operating plan.
- Increase competition and consumer choice.
  - Implement ATRT recommendations.
  - Complete update of the Board Conflict of Interest Policy.
  - New GNSO Constituency – Non-for Profit Operational Concerns (NPOC).
  - Improve communications from ICANN overall - website, factsheets, translations etc.
  - Improve compliance: standardized approach for all contracted parties; compliance department doubled in size; KPI reporting.
Results:
- Launched new gTLD program and initiated processing of applications

- o Upon reveal on 13 June 2012, there were 1,930 applications received[2].
  - o Applications received from 60 countries and territories.
- Number of IDN ccTLDs delegated annually – 31 as of 9 April 2012, compared to 27 in 2011, an increase of four[3].
- IDN registrar accreditation results for 12 months ending April 2012[4]:
  - o Applications received: 77.
  - o Applications approved: 64 (83% approval rate).
  - o New registrars: 64.
  - o Applications under review: 150.
- Built and published a contractual compliance regime for addressing the new expanded TLD space.
  - o Standardized approach for all contracted parties.
  - o Compliance department doubled in size.
  - o KPI reporting.

Core Operations Including IANA

Six *strategic objectives* have been defined:
1. Flawless IANA operations.
2. Continue long-term IANA functions responsibility.
3. Resilient L-Root operations.
4. Continual improvements (European Foundation for Quality Management - EFQM).
5. ICANN Meetings evolution.

Initiatives:
- Continue long-term IANA functions responsibility.
  - o Developed and submitted National Telecommunications and Information Administration Further Notice of Inquiry (NTIA FNOI) response with input from community and guidance from the Board.
  - o ICANN and I* recommendations included in submission.
  - o Customer Service Survey.
- Advance Core Operational improvements.
  - o On track to meet operational objectives within approved FY2012 budget.

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[2] New gTLD program statistics page on the web site (http://newgtlds.icann.org/en/program-status/statistics)
[3] IDN ccTLD in the root zone, per IDN dashboard data (http://newgtlds.icann.org/en/program-status/statistics)
[4] Registrar accreditation statistics compiled for the last 12 months, Dashboard data (https://charts.icann.org/public/index-registrar-distribution.html)

- o Initiate systems improvements such as: Financial System Replacement (FSR), and Document Management System (DMS).
- o Managing CEO transition effectively.
- o Improved communications and interaction between the Board and staff.

Results:
- Maintain IANA functions responsibility.
    - o Current contract extended through September 2012.
    - o Customer Service Survey.
- Achieved 100% L-root uptime.
- Conducted DNSSEC root Key Signing Key (KSK) operations.

A Healthy Internet Governance Eco-system

The following 6 *strategic objectives* apply to this pillar:
1. Strive to be an exemplary international multi-stakeholder organization.
2. Increase stakeholder diversity and cross-stakeholder work.
3. World-class accountability, transparency and corporate governance.
4. Act in global public interest.
5. Enhance trust in ICANN's stewardship.
6. Ease of global participation.

Initiatives:
- Track accomplishments of community collaboration.
    - o Solicited and received supporting references that were sent to NTIA in support of ICANN's RFP submission.
    - o Completed draft Time Zone Database RFC with Internet Engineering Task Force (IETF) and is in queue for adoption.
    - o Established formal channel of communication between root server operators and IANA Department within ICANN.
    - o Conducted regular meetings with Regional Internet Registries (RIRs).
- Regular and productive participation in IETF/Internet Architecture Board (IAB), Internet Society (ISOC), World Wide Web Consortium (W3C), and SO/AC chair meetings.
- GNSO Improvements Implementation.
    - o Policy Development Process (PDP).
    - o New working group model for policy development.
- ATRT - new-improved Public Comment forum process.
- Continuation of Fellowship Program.
- Increased Stakeholder diversity - happening throughout the SO/ACs organizations.
- Board/GAC consultations on new gTLD.
- Increased active participation with governments and groups.

- Additional support for language services.
- Increased Remote Participation services.

Results:
- Number of international Internet governance events with constructive ICANN participation.
  - Meetings with RIRs.
  - I* Meetings.
  - Presentations at all IETF/IAB meetings, multiple regional Internet Governance Forum (IGF) meetings and regional presentations throughout the world.
 - ICANN meetings provide an opportunity for SO/AC Chairs to meet regularly.

Metrics: Improvements

Various recommendations and ideas were proposed in order to improve the process of measuring results and conveying a story of ICANN's accomplishments through metrics.

- Build tools to measure in real time.
- Distill what data is useful.
- How do we measure transparency?
- How do we clarify/define what success is?
- Public Participation Committee (PPC) metrics.

Linkage between Strategic Plan and Operating Plan and Budget
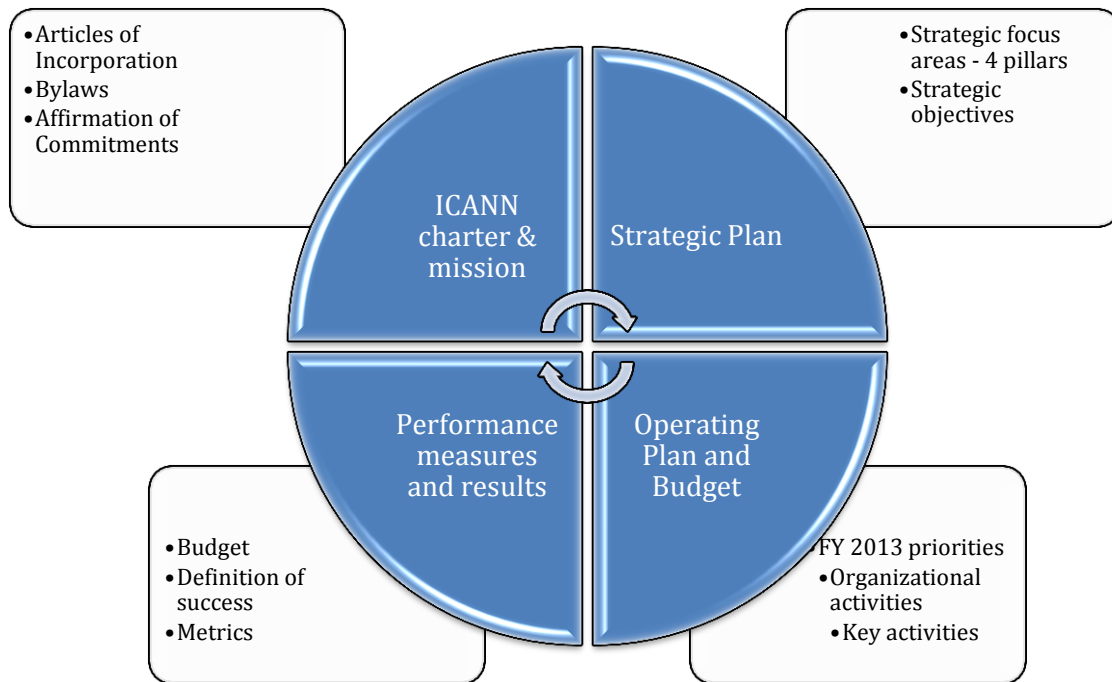
The FY2013 Draft Operating Plan and Budget has been developed around organizational priorities determined with feedback from the community.   Each of the 13 priorities is aligned with a specific strategic pillar. Organizational activities are organized by functional area in order to manage and measure the work product to ensure that it accomplishes the stated strategic objectives. Key activities represent the building blocks used in monitoring performance and measuring effectiveness.

By creating the above linkage between the Strategic Plan and the Operating Plan and Budget, ICANN will put in place a system whereby each key activity will have a definition of success associated with it, which will facilitate the development of appropriate metrics to monitor and report progress.

Example:
IDN ccTLD Fast Track is one of four activities that comprise IDN Programs (Organizational Activity #2 in the Draft FY 2013 Operating Plan and Budget).

Expanding Internationalized Domain Names is part of the strategic objective in support of "Competition, consumer trust and consumer choice," with $2.9 million of the operating expense budget proposed to be allocated to these activities in FY 2013, or 4% of the operating budget.

IDN ccTLD Fast Track activities include: ICANN will continue to accept and process IDN ccTLD requests submitted to the IDN Fast Track. The second annual review will be executed as specified in the Final Implementation Plan.

Definition of success:
- Process requests in an efficient manner.
- Conduct second annual review.

Metrics to measure success:
- Measure efficiency of requests processed.
    - Number of requests received and processed.
    - Speed – set Service Level Agreements (SLA) if feasible, measure % of requests processed within SLA time frame.
    - Low number of complaints – determine acceptable threshold.
- Conduct second annual review and publish report and results.

Strategic Planning Discussion in Prague

ICANN invites AC and SO members, as well as other community representatives, to consider the following topics in preparation for the strategic planning discussions in Prague (http://www.icann.org/en/news/public-comment/stratplan2013-04jun12-en.htm). Two separate meetings will be held – (1) DNS security and stability and A healthy Internet governance eco-system and (2) Competition, consumer trust & consumer choice, and Core operations including IANA.

1. What significant trends do you see and how will they impact ICANN's long-term strategy, for the specific focus area or pillar?
2. ICANN's top strategic priorities are:
    a. Achieve operational excellence.
    b. Preserve the multi-stakeholder model.
    c. Focus on fulfilling ICANN's limited mission.
    What other overarching priorities would you suggest for ICANN to consider and why?
3. Specific to "A healthy Internet governance eco-system", what is important for ICANN to accomplish through its work in this area?
4. How can ICANN improve its approach to sharing its progress and work with the community, in order to tell a meaningful and compelling story? What type of metrics or measures would be most valuable?

ICANN appreciates the feedback from the community, whether during the scheduled sessions or in writing, in response to the request for community comments (http://www.icann.org/en/news/public-comment/stratplan2013-04jun12-en.htm).