

# IOWA COMMUNICATIONS NETWORK



## STRATEGIC PLAN

2011 – 2014

(REVISED JANUARY 2012)

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# IOWA COMMUNICATIONS NETWORK 2011 – 2014 STRATEGIC PLAN

## OUR MISSION

THROUGH IOWA'S BROADBAND INFRASTRUCTURE AND PARTNERSHIPS, BROKER ACCESS FOR IOWANS TO ACQUIRE THE HIGHEST QUALITY EDUCATION, MEDICAL, JUDICIAL, AND GOVERNMENTAL TELECOMMUNICATIONS SERVICES.

## OUR VISION

REPRESENT THE PUBLIC NETWORK INVESTMENT WHILE PARTNERED WITH THE PRIVATE SECTOR TO BENEFIT THE CITIZENS OF IOWA.

## OUR GUIDING PRINCIPLES

1. CUSTOMER FOCUSED
2. BENEFIT THE CITIZENS OF IOWA
3. PARTNER WITH PRIVATE SECTOR ENTITIES
4. VALUE AND EMPOWER EMPLOYEES
5. TEAMWORK AND COOPERATION THRIVE AMONG STAFF, CUSTOMERS, AND PARTNERS
6. TRUST AND INTEGRITY ARE PARAMOUNT
7. RESULTS DRIVEN

IOWA COMMUNICATIONS NETWORK  
2011 – 2014 STRATEGIC PLAN

OUR GOALS

1. OPERATE THE NETWORK IN AN EFFICIENT AND RESPONSIBLE MANNER PROVIDING THE MOST ECONOMICAL SERVICE.
2. MAINTAIN A QUALIFIED WORKFORCE.
3. ENSURE CUSTOMER NETWORK CAPACITY NEEDS ARE MET WHILE ACHIEVING OPTIMAL UTILIZATION OF ALL NETWORK FACILITIES.
4. ENABLE CUSTOMERS, STAKEHOLDERS, PARTNERS AND END USERS TO HAVE A FULL UNDERSTANDING OF THE PURPOSE OF THE ICN AND CAPABILITIES OF BROADBAND AVAILABLE THROUGH ICN IN PARTNERSHIP WITH PRIVATE SECTOR ENTITIES.

# IOWA COMMUNICATIONS NETWORK

## 2011 – 2014 STRATEGIC PLAN

**GOAL: OPERATE THE NETWORK IN AN EFFICIENT AND RESPONSIBLE MANNER PROVIDING THE MOST ECONOMICAL SERVICE**

**LEAD: GRONER**

**TEAM: GRONER, EVANS, COX, CRUISE**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
1. Enable efficient service delivery to customers through establishing and maintaining an effective business process	1. Implement new work order process for all Moves, Adds, & Changes	Groner	12/31/2011	6/30/2011	<b>Metric:</b> % of customer orders complete on or before order due date. <b>Target:</b> 95% of all customer orders completed on or before due date. <b>Importance to Agency:</b> High customer satisfaction is critical to staying customer focused, results oriented, and a requirement in delivering the highest quality telecommunication services to our authorized users.
	2. Evaluate Intalio software for work order tracking and monitoring	Groner	12/31/2012		
	3. Develop common service definitions across multiple applications.	Evans	6/30/2012		
	4. Establish CRM tool for account management	Groner	12/31/2012		
	5. Align Project Managers and Engineers to create account teams	Groner	9/30/2012		
	6. Review service delivery intervals	Cox	6/30/2012		

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**LEAD: GRONER**

**TEAM: GRONER, EVANS, COX, CRUISE**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
2. Develop costing reports to assist service delivery with pricing decisions	1. Select costing method(s) to allocate direct & indirect expenses to services	Cruise	12/31/2012		<b>Metric:</b> % of ICN services that have the cost reporting tool applied. <b>Target:</b> 90% of all ICN services have cost reporting tool applied. <b>Importance to Agency:</b> In order to maintain the public investment in the network and stay customer focused, it is important for authorized users to cost effectively utilize the Network. Having cost reporting tools in place will allow the ICN to more accurately set rates and service pricing reflecting the true economic value of the network.
	2. Prioritize service categories for implementation of costing	Cruise	6/30/2012		
	3. Apply costing to selected service category(s) for 3 months	Cruise	3/31/2013		
	4. Review results of costing. Determine next actions.	Cruise	6/30/2013		
3. Create a costing matrix to assist management with future service development	1. Establish costing matrix	Cruise	10/31/2013		
	2. Implement costing matrix	Cruise	12/31/2013		
	3. Review initial 6 month testing period for costing results	Cruise	6/30/2014		
	4. Determine next steps	TBD	TBD		

# IOWA COMMUNICATIONS NETWORK

## 2011 – 2014 STRATEGIC PLAN

### GOAL: MAINTAIN A QUALIFIED WORKFORCE

LEAD: M. JOHNSON

TEAM: BROYLES

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
1. Provide the means for a qualified workforce through training and HR support for employees to meet the needs of stakeholders and end users of network services	1. Provide employees with training through DAS-HRE PDS, On-site technical training, Off-site technical training and technical literature	Broyles	As needed		<p><b>Metric:</b> Percent of ICN employees with current training and development plan.</p> <p><b>Target:</b> 100% of new employees receive a training and development plan upon hiring. 100% of existing employees training and development plans are reviewed and adjusted annually.</p> <p><b>Importance to Agency:</b> Assists in professional development, performs an essential function in succession planning, helps to incorporate new technologies into the system, provides for a means of helping employees understanding today's diverse workforce, provides the means to reduce stresses in the workplace by helping employees understand interpersonal relationships to reduce conflict.</p>
	2. Establish a training budget	Johnson	June 30, yearly		
	3. Provide employees with state required HR training	Broyles	Done/updated yearly, by June 30		
2. Improve systems for the recruitment and hiring of a diverse workforce	1. Develop a workforce plan for the ICN which addresses recruitment and retention according to DOM model	Johnson	Done/updated yearly, by June 30		

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### GOAL: MAINTAIN A QUALIFIED WORKFORCE

LEAD: M. JOHNSON

TEAM: BROYLES

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
3. Anticipate, quantify and plan workforce needs	1. Establish workforce planning with management for the purpose of determining anticipated staffing levels	Johnson	June 30, yearly		
	2. Monitor the need to reclassify positions and to create class series to allow for entry level position with career path options	Johnson	June 30, yearly		



# IOWA COMMUNICATIONS NETWORK

## 2011 – 2014 STRATEGIC PLAN

**GOAL: ENSURE CUSTOMER NETWORK CAPACITY NEEDS ARE MET WHILE ACHIEVING OPTIMAL UTILIZATION OF ALL NETWORK FACILITIES.**

**LEAD: WALLIS**

**TEAM: MARLEY, STUBER, V. HARRIS, WILLIAMS, MEINDERS**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
1. Develop a technical plan identifying key areas of concern, decision points, and potential solutions and options	1. Develop initial plan	Wallis	1/28/2011	1/28/2011	<p><b>Metric:</b> Percent of proposed short and long term network strategic and tactical plans to review by the ICN management team prior to implementation.</p> <p><b>Target:</b> 100% of proposed long and short term network strategic and tactical plans be reviewed by the ICN management team prior to implementation.</p> <p><b>Importance to the Agency:</b> In order for the ICN to continue to develop networking solutions to support growing customer needs and to support changing critical customer services in the highest quality of telecommunications services to our authorized users.</p>
	2. Present plan to the management team and respond to questions	Wallis	2/3/2011	2/23/2011	
	3. Implement BTOP related items	Wallis	6/30/2013		
	4. Implement new products/technologies in progress	Marley	Coordinate with Product Development		
	5. Review and implement management decisions regarding the new products and technologies	Marley	To Be Determined		
	6. Implement items needing additional direction after receiving input from	Stuber	To Be Determined		

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**LEAD: WALLIS**

**TEAM: MARLEY, STUBER, V. HARRIS, WILLIAMS, MEINDERS**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
2. Maintain effective and efficient network operating systems	1. Determine replacement/upgrade options for CLR database	Marley	6/30/2012		<p><b>Metric:</b> Percent of designed circuits are completed without error.</p> <p><b>Target:</b> 90% of designed circuits are completed without error.</p> <p><b>Importance to the Agency:</b> High customer satisfaction is critical to staying customer focused, results oriented, and a requirement in delivering and maintaining the highest quality of telecommunication services to our authorized users.</p>
	2. Implement CLR database solution	Stuber	6/30/2012		

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**LEAD: WALLIS**

**TEAM: MARLEY, STUBER, V. HARRIS, WILLIAMS, MEINDERS**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
	3. Implement of network monitoring solution	Williams	4/30/2012		<p><b>Metric:</b> Percent of new ICN Network equipment with the ability to report alarms are integrated into the ICN's monitoring solution.</p> <p><b>Target:</b> 100 percent of new ICN Network equipment with the ability to report alarms are integrated into the ICN's network monitoring solution.</p> <p><b>Importance to the Agency:</b> High customer satisfaction is critical to staying customer focused, results oriented, and a requirement in delivering and maintaining the highest quality of telecommunication services to authorized users.</p>

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**LEAD: WALLIS**

**TEAM: MARLEY, STUBER, V. HARRIS, WILLIAMS, MEINDERS**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
	4. Finalize replacement/upgrade options for change, release and incident management	Marley	6/30/2012		<p><b>Metric:</b> Completed a draft project plan for migration from Hewlet-Packard OpenView Service Des 4.5 to Manager 9X.</p> <p><b>Target:</b> Ability to implement complete draft project plan.</p> <p><b>Importance to the Agency:</b> In order to have the continued ability for ICN and associated users to use a software product to track troubles, problems, maintenance and change implementation in support of customers' needs.</p>

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**LEAD: WALLIS**

**TEAM: MARLEY, STUBER, V. HARRIS, WILLIAMS, MEINDERS**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
	5. Implement changes, release an incident management system with workflow system.	V. Harris	12/31/2012		<p><b>Metric:</b> Percent of service provider accountable internal and external customer incidents and/or implementation orders being complete on or before target dates.</p> <p><b>Target:</b> 90% of service provider accountable internal and external customer incidents and/or implementation orders being completed on or before target dates.</p> <p><b>Importance to the Agency:</b> High customer satisfaction is critical to staying customer focused, results oriented, and a requirement in delivering and maintaining the highest quality of telecommunication services to our customers.</p>

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**LEAD: WALLIS**

**TEAM: MARLEY, STUBER, V. HARRIS, WILLIAMS, MEINDERS**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
	6. Determine solution for universal configuration management database (CMDB)	Marley	6/30/2012		<p><b>Metric:</b> Percent of new ICN Network equipment entered into the uCMDB after the new CMBDB is implemented.</p> <p><b>Target:</b> 100% of new ICN Network equipment is entered into the uCMDB after the new CMCB is implemented.</p> <p><b>Importance to the Agency:</b> In order to maintain the network, it is important to track equipment, software levels, and related ongoing changes and incidents. Equipment levels are essential to the support of customers for new installations, maintenance, and replacement of failed parts in order to keep services for customers available.</p>
	7. Implement solution for CMDB	V. Harris	9/30/2012		

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**LEAD: CASSIS**

**TEAM: FUJINAKA, LARSEN**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
1. Provide outreach to customers, partners, stakeholders, and end users of network services	1. Develop collateral materials	Larsen	11/15/2010	Feb 2011	<p><b>Measuring Customer Satisfaction:</b> The following metrics will be based on the ICN customer survey and quality assurance (when functional and implemented) that are administered annually. The measurements for the marketing and communications components will be based on awareness, services, values, responses and quality.</p> <p><b>Metrics and Target:</b> (1) 75% of ICN users will have satisfactory understanding of ICN Voice, Video, and Data Services. (2) One or more pieces of outreach materials will be distributed monthly.</p> <p><b>Importance to Agency:</b> In order to educate and enhance ICN's awareness, ICN must fully invest its time to communicate its message, services, and benefits to employees, customers, stakeholders, partners, and citizens.</p>
	2. E-publish a monthly newsletter	Larsen	Monthly	Completed Monthly	
	3. Develop a new website	Larsen	ON HOLD		
	4. Provide video training via the website	Larsen	Monthly	Completed Monthly	
	5. Establish Quality Assurance Program	Larsen	ON HOLD due to reorganization and CRM		
2. Communicate ICN's mission, vision, guiding principles, and goals to employees, customers, stakeholder, partners and citizens	1. Develop a new Tag Line, placement & story	Larsen	1/3/2011	Completed January 2011	
	2. Feature an employee in newsletter	TBD each month.	Monthly	Completed Monthly	
	3. Post vision/mission on web site and within other communiqués	Friedmeyer	1/3/2011	Completed January 2011	
	4. Send appropriate ICN information to partners and stakeholders on a timely basis	Larsen	Within 24 hours of posting	As needed	
	5. Increase awareness of ICN's role within the State	Larsen	At least quarterly	As needed	

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**LEAD: CASSIS**

**TEAM: FUJINAKA, LARSEN**

Strategies	Tactics/Actions	Lead	Due Date	Completion Date	Metric and Target (Importance to Agency)
	6. Increase awareness of ICN's role with legislators, directors & lobbyists through development of a easy to use webpage	Fujinaka	1/3/2011	1/3/2011	



## AGENCY CONTACT

Copies of Iowa Communication Network's Strategic Plan are available on the ICN Web site at [www.icn.state.ia.us](http://www.icn.state.ia.us). Copies of the report can also be obtained by contacting Tamara Fujinaka at 515-725-4658 or [tami.fujinaka@iowa.gov](mailto:tami.fujinaka@iowa.gov).

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