# 2018 - 2022 Strategic Plan

## ICN Mission

Broadband Strong

## ICN Vision

Delivering FLEXIBLE broadband and FAST experiences to meet the growing broadband needs of education, government, public safety, and healthcare in Iowa.

## STRONG, FLEXIBLE & FAST

## Strategy / Agency Wide

**Transition the ICN into an orchestrated and automated environment that facilitates greater organizational flexibility and efficiency.**

### Critical Task

- Implementation of new internal systems (e.g. ServiceNow, Pinnacle) to replace older systems as well as reducing the number of necessary internal systems.

### Indicators for Success

- Reduction in number of internal systems from 40 plus to under 12.
- Successful training of staff to address changing ICN staffing needs.

## Strategy / Security

**Identify security threats and risks to create a proactive, intel-driven network environment.**

### Critical Tasks

- Security Information and Security Event Management (SIEM) integration.
- Security service and product offerings expanded.
- Leverage insights into ICN's traffic to identify threats to authorized users in government, education, healthcare, and public safety.

### Indicators for Success

- All ICN carrier network devices feeding information for threat analysis to SIEM solution.
- Additional products and services offered beyond Managed Firewall product to block threats before they enter customer networks.
- Additional products and services offered to assist customers when security incidents occur in customers networks.
- Additional public/private partnerships to provide ICN and authorized users access to services provided by security focused companies.
- Establish partnerships that allow for identification of network threats by sharing real-time information at the State and Federal levels.

# Iowa Communications Network

**BROADBAND STRONG** / STRONG / FLEXIBLE / FAST

# 2018 - 2022 Strategic Plan

## About the ICN

The Iowa Communications Network (ICN) is an independent state agency that manages Iowa's statewide fiber optic telecommunications network.

ICN's authorized users, under Code of Iowa, include: K-12 schools, higher education, healthcare, state and federal government, National Guard armories, and libraries.

ICN's services include voice, video over IP, data, Internet, and cybersecurity.

Iowa Communications Network
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## Strategy / Development

**To efficiently develop, design, install, and construct all network infrastructure and systems that enable network growth.**

### Critical Tasks

- Network power upgrade
- Network core upgrade

### Indicators for Success

- Installation of power infrastructure at critical sites essential to allow for the core upgrade.
- Establishing 100 Gb connectivity near-term on select circuits to meet customer demands and provide scalable bandwidth to allow for security and other services.

## Strategy / Production

**Protect the network and services by providing cutting edge technology, automation, and monitoring that stabilizes and secures the production environment.**

### Critical Tasks

- Continue developing ServiceNow to manage Incident and Change, and process Service Requests as required.
- Continue developing Operations Bridge and Network Node Manager as primary monitoring tools.
- Continue to modify associated processes as required to make most efficient use of applications.

### Indicators for Success

- Incidents, Changes, and Service Requests are being processed as designed and documented.
- Service impacting applications and equipment are at or near current revision (update) levels.
- ServiceNow knowledge base and related processes for action items related to reported events are developed by NOC and Production.
- Processes associated with new applications are identified and updates are completed within the time period specified.

# 2018 - 2022 Strategic Plan

High-speed broadband access is an essential component for Iowa as a global leader. Broadband is the vehicle that will empower improvements in every part of our lives. It is the defining tool for ensuring a prosperous economy for generations to come.

Users today expect strong broadband, which is the overarching goal for the ICN. Broadband Strong serves as the central focus to delivering powerful and valuable broadband to users of the ICN.

## Strategy / Business Services

**Utilize proven sales methodology to promote services and provide solutions for revenue growth.**

### Critical Tasks

- Consultants follow prescribed customer engagement plan.
- Promotion of ICN's services and products.
- Incorporate Customer Relationship Management (CRM) software to allow integration of methodology, forecasting, and service performance.

### Indicators for Success

- ICN's customers are provided strong, fast, and flexible telecommunications services that will allow them to perform their missions efficiently and effectively.
- Customers are aware of services, products, and future network enhancements.
- Growth of account consultant's knowledge, skills, and awareness of current services and products along with emerging technologies support innovative telecommunications solutions in government, healthcare, education, and public safety.
- Customer Relationship Management (CRM) software provides integration of specific customer and service information to better support account consultants to serve customers in a more efficient manner. CRM will also expand reporting to enhance overall knowledge of service and product performance.

## Strategy / Finance

**Utilize systems to better implement the "matching principle" methodology of revenues and expenses.**

### Critical Tasks

- Create consistent language and services in our incident management system (ServiceNow), our billing system (Pinnacle) and general ledger (Microsoft Dynamics SL).
- Associate vendor expenses with either billable services or internal costs.
- Set accounting coding to match billable services or internal costs.
- Review all revenue and expense postings to ensure proper coding.

### Indicators for Success

- Audits of postings reveal appropriate coding for both the revenue and expenses as applicable.
- Available reporting displays both revenue and expenses for a service.
- Information from reporting can be used to set competitive and fair rates and help determine annual budgets and spending plans.