FY 2026 - FY 2028 Strategic Plan

Iowa Communications Network

Mission
Provide a statewide, innovative, secure, reliable network, and technology solutions for education, healthcare, public safety, and government.

Vision
The Iowa Communications Network delivers essential communications services to our customers, allowing them to better serve Iowans. We enhance critical infrastructure and foster public-private partnerships that drive innovation, economic development, and connectivity across the State.

Agency Customers
- Accredited K-12 school districts and private schools
- Accredited public and private colleges and technical educational institutions
- State government agencies
- Public Safety (NG911/Public Safety Answering Points [PSAPs], Land Mobile Radio (LMR), State Patrol offices, National Guard Armories)
- State Judicial branch
- Federal government agencies
- Hospitals and clinics
- Public libraries

Governor's Priorities 2025
1. Rebuilding Our Communities
2. Student-Focused Education from PreK-12
3. Building a Strong, Competitive Iowa
4. Building on an Affordable, Reliable, Sustainable Energy System
5. Ensuring Excellent Healthcare for All Iowans
6. Saving Iowans Money
7. A Solid Foundation for Iowa Families

Assessment

The Iowa Communications Network (ICN) is a non-cabinet state agency that administers Iowa's statewide fiber optic telecommunications network and is a service provider offering critical telecommunications and broadband services to our customers. Services offered to our customers include:

- Secure high-speed broadband Internet service
- Data services (ethernet)
- Voice (phone) and video service
- Colocation service
- Security services including Consultations, DDoS Mitigation, and Firewall
- Consulting related to telecommunications, broadband and network connectivity needs.

Services are provided either directly by the ICN or through public/private partnerships established between the ICN and our private sector partners. The ICN maintains its own procurement authority.

The ICN is under the sole authority of the Iowa Telecommunications and Technology Commission (ITTC) to administer network operations. The Executive Director is appointed by and serves at the pleasure of the Governor. The ICN is comprised of 2 Divisions. The Agency Division is led by the Chief Financial Officer (CFO). The Network Division is led by the Chief Operating Officer/Chief Technical Officer (COO/CTO).

Agency Division

- The CFO provides direction in all financial strategies and fiscal practices for the ICN.
- The Division is responsible for payables, receivables/account receivables, financials, billing /work orders, contracting, and warehouse operations.

Network Division

- The COO/CTO provides direction to all technology and infrastructure strategies.
- The Division is responsible for engineering, outside plant, telecommunications technology, cyber security, network operations, network operations center, facilities, facilities maintenance, vendor management, technical assistance center (TAC), sales, project management and USAC / E-rate program management.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
3,400 miles of state-owned fiber optic cable in all 99 counties.	Lack of understanding of the differences between services offered by ICN vs. the private sector ISP providers.	Implementation of new services (colocation, zoom, Voice).	Resource and equipment availability.
Closed, secure network infrastructure.	Last-mile leased broadband connections.	Redundant failover services protecting operations.	Customers use of disparate technology and systems.
Local Iowa-based Network Operations Center located.	Lack of flexibility in standard pricing.	Data center presence.	Misinformation about the ICN and Network.
Committed Iowa-based network maintenance provider.	Unable to provide County and Local Government Access.	Structured cabling.	Customer attrition.
High service level restoral requirements.	Lack of telecommunications business systems	Network security services.	Inmate Calling.
Redundant service connections to diverse national internet hubs.		Partnering with stakeholders of agencies.	
Key network hub locations for diverse electric utility service.		Support broadband growth & strengthening connections to rural Iowa.	
Security services, individualized firewall service, DDoS Mitigation.			
Common Carrier Designation.			
Reinvestment back to Iowa's private sector telecoms.			
Customers choose the ICN because they want our service, not because they have to.			

Goal 1: Increase Revenue

- **KPI:** Increased money into the private sector
- **KPI:** Recurring revenue growth of 1%
  - *(Supports priorities 2, 3, 5, 6)*

Strategies	Actions	Who is Involved	Timeline
Leverage public/private partnerships for new and existing services, when it makes sense	Outsource legacy voice Develop new products/services	Leadership Team	Ongoing or as required.
Identify new opportunities amongst existing user base	Utilize telecom sales team structure to increase customer touchpoints	Business Services	Ongoing

Goal 2: Decrease Expenses
- KPI: Decrease expenses by 10% annually
  - *(Supports priorities 3, 6)*

Strategies	Actions	Who is Involved	Timeline
Drive behaviors and policies that are fiscally responsible.	Expense control. Negotiate contracts for best pricing. Leakage: Vendor bills to customer bills to ensure not upside down on services Update financial processes and practices to ensure Network integrity. Right-size and modernize power and environmental infrastructure	Leadership team, finance, contracting, business services, and employees	Ongoing or as required.

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Goal 3: Improve Customer Outcomes

- **KPI:** To maintain Critical Infrastructure uptime of 99.999% in FY25.
  - *(Supports priorities 2, 5)*

Strategies	Actions	Who is Involved	Timeline
Complete existing technology-based projects.	Installation of aggregation equipment and connections.	Leadership Team, Operations, Engineering	End of FY27
Establish plan for new customer driven projects.	Fund, plan, and procure SIP technology. Update project management processes	Leadership Team, Operations, Engineering	End of FY27

For additional information visit icn.iowa.gov.

Goal 4: Make Our Lives Easier

Strategies	Actions	Who is Involved	Timeline
Operate the agency as a telecom business	Implement new telecom billing system Implement telecom operating systems	Leadership Team and Employees	End of FY27
Create efficiencies in processes that take out unnecessary steps and burden	Collaboration with all internal stakeholders Business process identification & continuous improvement	Leadership Team, Lead Workers, Employees.	Ongoing or as required.
Workforce alignment	Review job classifications Develop essential tasks down to the individual level	DAS, Leadership Team and Employees	Ongoing or as required.