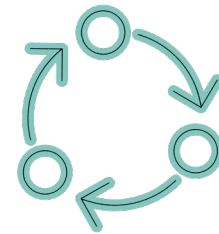
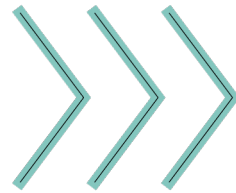
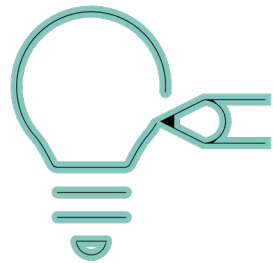




**LINK
OREGON**

Strategic Plan



Adopted by the Board of Directors April 26, 2023

Our Mission	Our Vision
<p>Link Oregon’s mission is to be a trusted thought leader that serves Oregon’s public and non-profit sectors by</p> <ul style="list-style-type: none">i) operating an advanced statewide broadband network that is resilient, cost-effective, and sustainable andii) fostering innovation and collaboration through forward-looking technology leadership.	<p>By providing enhanced networking capabilities, Link Oregon seeks to ensure that all Oregonians have access to essential digital resources for learning, working, and engaging in society, and to build the foundation for Oregon’s future prosperity.</p>

About Link Oregon

Link Oregon is a 501(c)3 non-profit consortium established by the State of Oregon Enterprise Information Services (EIS) and Oregon's four largest research universities—Oregon State University, OHSU, Portland State University, and the University of Oregon. Founded as the Oregon Fiber Partnership in 2019, Link Oregon unites the expertise and experience in information technology leadership of its five founding partners to operate an advanced high-speed, fiber-optic broadband network for Oregon's public and non-profit sectors.



With more than 2,000 route-miles of fiber-optic network backbone in service, Link Oregon supports a resilient middle mile that serves the growing needs of our members. That membership scope includes municipalities, K-12 and higher education institutions, healthcare organizations, state and county libraries, Tribes, State government offices, and more. We continue to extend the network reach and services to support communities across Oregon, particularly in remote, rural, and Tribal areas.

About Link Oregon

Link Oregon partners with forward-looking telecoms and Internet service providers that are investing in Oregon communities to advance broadband for greater inclusion, resilience, and economic sustainability.

We collaborate on efforts to assess and address the inequities in connectivity across Oregon that limit access to education and research, healthcare, work force development, public information, and government services for some communities.



Link Oregon works closely with the Oregon Broadband Office and other State and Federal agencies with interests in broadband access and availability. We convene the Western States Broadband Alliance and collaborate closely with Internet2, The Quilt, SHLB, and the nationwide community of [research & education networks](#).

Through these efforts, we provide thought leadership to influence the evolution of a sustainable and effective statewide broadband strategy.

Our culture and values make Link Oregon unique in our industry.

- Link Oregon fosters a culture of collaboration and mutual support. Link Oregon staff can rely on each other, and our members can rely on us. We operate with 360-Degree Respect:
 - We treat our staff, members, colleagues, and vendors with kindness and respect.
 - We value and welcome diversity of thought, experience, and perspective.
 - We strive for open and respectful communication; we assume positive intent.
- Our people are our greatest strength and asset. Link Oregon supports our staff members' professional development and personal growth.
- We operate for the public good, in our members' best interests, and are responsible stewards of public resources. Our services are focused on supporting our members and building long-term relationships.
- Our people, like our network, are resilient, unique, and innovative. We embrace change and operate with agility.
- We strive to be good citizens on the Internet. We operate in a transparent manner and support the development of an open network supporting the missions and aspirations of our members. This includes upholding best practices for Internet routing and security (e.g., MANRS compliance), maintaining an open peering policy, and using provider-neutral facilities wherever possible.



Developing Our Strategic Plan

This plan seeks to provide a framework for establishing and maintaining *organizational sustainability*. In this context, ‘sustainability’ refers to ongoing organizational health and resiliency. Sustainability is not only financial, but also structural.

The process for building this framework began with a Link Oregon Board retreat that produced a list of preliminary questions and priorities to be addressed in our strategic plan. Subsequently, we conducted an in-depth information gathering program with our staff, members, and advisory committees to help the Board answer those questions.

We found that our discussions yielded four **Strategic Directions** into which our needs and opportunities fall: *Network and Services; Business Maturation; Operations Development; and Fostering Innovation*. These themes generally align with the priorities that the Board identified at its planning retreat. The work has been distilled further into **Objectives** that support each Direction.

Network & Services

Leveraging our strengths in member service, mission focus, and technical expertise, Link Oregon will continue its goal-driven operational and technical maturation, expand our network infrastructure, and develop new services to deliver greater value for existing members and grow the community.

Business Maturation

Link Oregon will develop a comprehensive business plan and financial model that reflects the current market for our services and execute on identified opportunities for growth and efficiency.

Operations Development

Link Oregon will develop purpose-built business processes, supported by appropriate tools, that maximize staff productivity, support excellent member service, and improve internal efficiency.

Fostering Innovation

Link Oregon will leverage our technical knowledge and human network of broadband access and equity stakeholders to engage with leadership in state and local government and research and education to support our mission and vision.

Strategic Direction

Leveraging our strengths in member service, mission focus, and technical expertise, Link Oregon will continue goal-driven its operational and technical maturation, expand our network infrastructure, and develop value-add services to deliver greater value for existing members and grow the community.

Objectives

- Build and maintain positive, collaborative relationships with carriers and vendors that allow us to:
 - Be informed of and leverage carrier's investments and development plans to grow middle mile opportunities and expand services
 - Actively seek funding opportunities for infrastructure expansion
 - Serve as a resource and connector for members to help meet their last mile needs
- Plan for network expansion
 - Define drivers for proposed routes that deliver new services to existing members, enroll new members, and leverage external funding opportunities
 - Implement a capital projects design, development, and approval process

Objectives (continued)

- Develop and offer value-add services based on customer demand (aligned with revenue growth objective in Business Maturation); Service categories include Cybersecurity, Cloud, Consulting/Technical Services, Storage, and High Performance/Research Computing
- Establish a product development process and new service rollout strategy
- Through the Advisory Committees, leverage members' staff to develop a sense of asset ownership and reciprocity. We want members to view Link Oregon as *their* network and be a resource for expansion planning and service development based on their needs and strategic directions.
- Implement a resiliency planning program
 - Develop and execute a cybersecurity and disaster recovery tabletop exercise program with all founding members
 - Refine our Disaster Resiliency and Business Continuity Plan
- Develop a process for vetting new technologies and equipment at scale
- Grow and leverage field support services to minimize the impact of meeting our required Service Level Objectives (SLOs) on our existing staff while providing a high level of network service

Strategic Direction

Link Oregon will develop a comprehensive business plan and financial model that reflects the current market for our services and execute on identified opportunities for growth and efficiency.

Objectives

- Optimize financial business functions and oversight with accounting professional services
- Develop a vendor management process to minimize external financial risk and impacts
- Develop an E-Rate strategy and methodology with e-rate professional services
- Finalize a business plan with a cost recovery model and fee sheet
 - Define our value proposition for each membership sector and gather data on each sector to inform our membership development strategy
 - Establish resiliency in the financial model that correlates to identified market threats
 - Develop a strategy for gathering data to support resilience – anticipate and adapt to market changes through research and preparation

Objectives (continued)

- Plan for sustainably engaging and supporting rural and other bandwidth-disadvantaged anchor tenants
- Grow revenue (aligned with service development objective in Network & Services):
 - Cultivate new members
 - Expand services to existing members
 - Develop and deploy marketing and promotional content to support growth
- Establish alignment with members to leverage economies of scale and resources for mutual support
- Develop a mechanism for new forms of financial support from state and federal government
- Align with key decision-making parties to enable the development of a comprehensive statewide K-20 network

Strategic Direction

Link Oregon will develop purpose-built business processes, supported by appropriate tools, that maximize staff productivity, support excellent member service, and improve internal efficiency.

Objectives

- Business Process Development:
 - Implement a robust Customer Relationship Management function (encompassing staff resources, business processes, and tools)
 - Develop a comprehensive service delivery process that delivers exceptional member service and drives membership growth
 - Build and implement organizational records and document management systems to reduce the risk of knowledge loss and improve efficiency; develop a systems register to document which tools are used for which tasks

Objectives (continued)

- Human Resources Management:
 - Implement a human resources program that supports staff professional development
 - Build a future-state organizational chart that aligns with the objectives identified in the strategic plan
 - Develop an internship program with technical and policy tracks
- Asset management and inventory control:
 - Develop a unified asset management and inventory control process
 - Develop a spatial data and fiber mapping functionality that can integrate with those capabilities of essential partners

Strategic Direction

Link Oregon will leverage our technical knowledge and human network of broadband access and equity stakeholders to engage with leadership in state and local government and research and education to support our mission and vision.

Objectives

- Participate in (or initiate where required) broadband thought leadership to influence the evolution of statewide broadband strategy and policy in support of digital access and equity
- Contribute to innovation efforts on a national scale through our affiliates and peer community
- Serve as a connector and facilitator across members, sectors, and among diverse entities in support of efficient, effective, and innovative technology services for the public good; continue to convene communities of practice that bring focus and forward movement on distributed technology issues
- Potential technical moonshots
 - Prove out 800G waves / 400G clients over an inter-city span
 - Establish 400G connectivity to the Internet2 Network