



**United States Department of State  
and the Broadcasting Board of Governors  
Office of Inspector General**

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**Inspection of the International Broadcasting Bureau's  
Delano, California, Transmitting Station**



*Aerial view of transmitting station*

This inspection by the Office of International Broadcasting Oversight (IBO) of the Office of Inspector General assessed the transmitting station's program management, program performance, and management controls. The Delano Transmitting Station provides shortwave transmissions to Cuba, the Caribbean, Latin America, and the Pacific Ocean, and serves as a gateway for the Satellite Interconnect System, which serves the Far East, the Caribbean, Central and Latin America, and the Pacific and Indian Ocean regions.

The inspection found the transmitting station faces several challenges. These include:

- Fulfilling its mission with fewer employees,
- Managing the transition of the staff's composition from one of older, experienced employees to one comprised of newer, less-experienced employees,
- Maintaining dated equipment for shortwave broadcasting,
- Working within a budget that can be battered by the vagaries of California's electrical power supply and pricing situation, and
- Working under the regulatory restrictions of having endangered species on site and conforming to California's strict environmental rules for the use of pesticides and hazardous materials.

The station's staff includes a station manager and 20 technical and administrative positions. However, in 2003, Delano lost seven individuals to retirement or attrition, representing a combined loss of 127 years of experience. Three technical positions remain vacant and, over the next three years, three employees (with over 105 years of combined experience) will be eligible to retire. Station management said effective manipulation of scheduling has helped keep pace with scheduled maintenance, repairs, and emergency matters. Nonetheless, the station needs to take more deliberate steps to ensure employee succession and readiness.

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**OIG Report No. IBO-I-05-05, Inspection of the International Broadcasting Bureau's Delano, California Transmitting Station**  
The fieldwork for this report was conducted by the Office of International Broadcasting Oversight in November 2004. This is an unclassified summary of a full report, which receives limited official distribution.

**Office of Inspector General**

The Office of Inspector General's (OIG's) mission is to assess Department of State and Broadcasting Board of Governors operations and recommend ways to strengthen their integrity, effectiveness, and accountability. The Office of International Broadcasting Oversight (IBO) conducts and coordinates inspections, program evaluations, and special reviews to ensure that the Broadcasting Board of Governors (BBG) effectively, efficiently, and economically discharges its responsibilities for promoting the open communication of information and ideas.