

Broadcasting Board of Governors  
Office of the Chief Information Officer

Information Technology Strategic &  
Resource Management Plan  
2008- 2013



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## **MESSAGE FROM THE CHIEF INFORMATION OFFICER**

This plan represents a road map to implement the BBG's vision for managing information resources to effectively meet the agency's international broadcasting challenges. The BBG Information Technology Strategic and Resource Management (ITSRM) Plan will serve as a valuable planning tool and an effective communications vehicle. The plan aims to leverage existing Information Technology (IT) capabilities to meet the needs of BBG today as well as focusing on opportunities to provide innovative solutions to meet future challenges.

The Plan outlines the BBG's IT goals, objectives and outcomes for the next five years, 2008 – 2013. The importance of planning, in this fast-paced environment, has never been more critical. Managing information resources is a key component in achieving the Board's Mission and Strategic Goals and complying with the President's Management Agenda and E-Government Strategies.

## **1.0 INTRODUCTION**

The BBG Chief Information Officer (CIO) and the Information Technology (IT) Directorate are responsible for ensuring that IT hardware, software, and other information resources are managed in a manner consistent with Federal statutes and regulations, the Board's requirements and priorities, and the requirements of the International Broadcasting Bureau (IBB) and its customers. The CIO provides information resources management guidance and assistance to the Board and other senior managers. The IT Directorate is responsible for procuring, implementing and managing the IT resources of the agency. It is in this capacity that the CIO and the Information Technology Directorate have prepared and now present the BBG's Information Technology Strategic and Resource Management Plan for FY 2008-2013.

While this plan serves as the strategic document for the CIO and the IT Directorate, it relates to the operational and tactical plans of each BBG element including the Voice of America, Administration and Engineering. The Plan describes what will be done over the next five years, while other tactical and operational plans describe how these goals will be accomplished. Together, these plans permit the CIO to more effectively know if its efforts are accomplishing its strategic goals, objectives, and outcomes, thereby supporting BBG in its efforts to meet its mission.

In addition to this internal focus, BBG recognizes the need to integrate external policy directions as defined by Congress and the Administration into its IT initiatives. The BBG IT Strategic and Resource Management Plan responds to the Government Paperwork Elimination Act (GPEA) of 1998, the E-Government Act of 2002, the Clinger-Cohen Act of 1996, the Federal Information Security Management Act (FISMA), Office of Management and Budget (OMB) Circular A-130, the Government Performance Results Act of 1993, the Federal Enterprise Architecture, and the President's Management Agenda (PMA).

The scope of the Plan addresses all information resource elements including, but not limited to: Business and Information Management, IT Human Resource Management, Enterprise Architecture, Capital Planning and Investment Control (CPIC), Cyber security, IT Operations, and E-Government. The Plan communicates the IT strategies as they link to the Board's Strategic Plan and thereby ensures proper guidance and technological support to accomplish BBG's critical-mission requirements.

## **2.0 BROADCASTING BOARD OF GOVERNORS (BBG) MISSION, VISION, and STRATEGIC GOALS**

Information technology (IT) is increasingly significant and continues to make tremendous changes in the way organizations conduct business. Organizations can no longer make business decisions without including elements of IT, and IT organizations can no longer make technical decisions without the sponsorship and buy-in of the business program areas.

### **2.1 BBG Mission**

The BBG, an independent agency created by Congress, is responsible for fulfilling its mission:

" To promote and sustain freedom and democracy by broadcasting accurate and objective news and information about the United States and the world to audiences overseas."

### **2.2 BBG's Vision**

The vision of the BBG is a flexible, multi-media, research-driven U.S. International Broadcasting System, incorporating regional networks and single-country operations, that reaches mass audiences by programming the distinct content of the Voice of America and the surrogate services through state-of-the-art formats and the distribution channels-AM, FM, audio and video satellite, short wave, and the Internet-that our audiences use and we control.

The BBG's focus is clear:

"In creating the Board in the aftermath of the Cold War, the sense of Congress was that it was necessary to look at ways of rationalizing the overall U.S. international broadcasting enterprise. This strategic plan acknowledges this purpose of the Board. Indeed, the corporate BBG now shares a pressing need to achieve unprecedented levels of coordination across the broadcasters. The aim must be to leverage and combine our unique strengths and resources to enhance the accomplishment of the collective U.S. international broadcasting mission."

### **2.3 BBG's Strategic Plan**

In March 2007, the Board released a new Strategic Plan to meet the agency's international broadcasting challenges. The BBG Strategic Plan "Marrying the Mission to the Market" provides direction by recognizing that the BBG has to employ modern communication techniques and technologies:

"Over the next five years, audiences will be increasingly using mobile phones, podcasts, and other (as yet unnamed) means of receiving news and information. We must not just stay abreast of the emerging technologies but strive to be on the cutting-edge."

The BBG Strategic Plan for 2008 – 2013 provides a framework for implementing the agency's mission by setting a course for the organization and guiding decisions about the effective use of resources. The plan identifies the following nine goals and related objectives:

- **Goal I – Enhance Program Delivery across all Relevant Platforms**
  - Sustain a global satellite network
  - Heighten BBG's Internet presence
  - Sign up affiliate stations and networks with greater audience reach
  - Realign BBG transmission network resources to serve priority audiences
  - Shore up BBG's surge and crisis broadcasting capability
  
- **Goal II – Build on our Reach and Impact within the Muslim World**
  - Augment news gathering, reporting, and programming for Alhurra TV and Radio Sawa

- Sustain recently enhanced TV, radio, and Internet services to Iran
- Explore new targets of opportunity
- Broaden and deepen the overall coverage of Islam
- Foster intra-Islamic dialogue, including discussion of Islam and modernity and Islam and democracy, and ensure the participation of mainstream Muslim voices
- **Goal III – Help Audiences in Authoritarian Countries understand the Principles and Practices of Democratic, Free, and Just Societies**
  - Boost service, where feasible, to higher priority authoritarian states
  - Fill in the gaps in current news coverage that occur when authoritarian regimes do not permit domestic media to broadcast or print
  - Serve as authoritative source of expert analysis and commentary
  - Draw on the experience/histories of the world’s many models of free societies to permit intellectually curious listeners to arrive at their own reasoned political views
- **Goal IV – Employ Modern Communication Techniques and Technologies**
  - Sharpen audience segmentation and targeting
  - Tailor content to audience needs, addressing key local concerns
  - Optimize the media mix country by country, ensuring the right balance of TV, radio, Internet and emerging delivery means
  - Modernize our broadcasting facilities to support growing TV production and other needs
  - Develop the production means –e.g., “convergence” – to drive multimedia outputs
  - Match formats and presentation styles to audience preferences and market conditions
  - Maximize opportunities for audience interactivity
  - Heighten effective requisition and utilization of audience and market research
- **Goal V – Facilitate Citizen Discourse**
  - Take advantage of common language groups to facilitate conversations across smaller regional communities
  - Utilize lingua franca to facilitate regional dialogue
  - Unite in dialogue ethnic and linguistic communities that are separated geographically
  - Bring together minority-language speakers between and among countries
- **Goal VI – Engage the World in Conversation about America**
  - Concentrate on aspects of America that research shows interest individual audiences
  - Present accurate and comprehensive information and disinformation about the United States – our policies, values, and culture
  - Devise an alternative two-way vehicle to complement the existing VOA editorials whereby audiences seek answers to questions or clarifications
  - Improve VOA’s Internet portal to America with state-of-the-art web site interactivity and rich content and features
  - Facilitate exchanges linking American communities with counterparts abroad
  - Continue to use English instruction as a unique means of engaging audiences
  - Satisfy the global interest in American politics with informed coverage and analysis of national elections and coverage of other political events and activity
  - Develop a Rapid-response Capability – Low power, Portable AM’s and FM’s
- **Goal VII – Develop and Motivate the Workforce to meet the changing conditions of U.S. International Broadcasting**
  - Prepare for the coming wave of Federal retirements
  - Step up recruitment of language-qualified talent and those with skills critical for multimedia
  - Offer training across disciplines to enhance productivity and advancements
  - Communicate regularly and openly with employees about Agency priorities, plans, and problems
- **Goal VIII – Rationalize the Broadcasting Enterprise**
  - Consult with stakeholders to assess specific steps and to build consensus on required action
  - Create a more unified broadcasting system that honors statutory mandates while it effectively addresses language service overlaps
  - Clarify the BBG organizational structure, including BBG, IBB, and broadcast entity roles and responsibilities
  - Coordinate media strategies – for TV, in particular –across the entities to achieve appropriate divisions of labor and to maximize respective comparative advantages market by market

- **Goal IX – Preserve Our Most Precious Commodity - Credibility**
  - Sustain a rigid editorial firewall to safeguard the integrity and impartiality of broadcast content
  - Pay special attention to research findings on audience perceptions of the credibility of our broadcasts and make any warranted changes
  - Update and enforce journalism standards on a regular basis
  - Sustain program reviews of all broadcast services, at least annually, to gauge overall programming quality and impact
  - Undertake adhoc programming assessments as warranted to assess specific content areas for accuracy and balance
  
- **Goal X – Broaden Cooperation within U.S. Public Diplomacy**
  - Play an active role in inter-agency strategic planning
  - Pursue mutually beneficial joint projects – e.g., USAID-funded VOA programs in Nigeria, Angola, and Zimbabwe
  - Facilitate the exchange of relevant research data with other government agencies
  - Develop partnerships with like-minded institutes and foundations outside of government

## 2.4 IT Strategic Goals Overview

In accordance with OMB Circular A-130, BBG's IT Strategic and Resource Management Plan supports the Board's strategic goals and direction. The Plan provides a description of how information resources management activities will help accomplish the Board's mission and ensures that IT strategic decisions are integrated with organizational planning, budget, procurement, and program management.

The BBG recognizes that IT is important to its success and can be leveraged to support program and business goals. When areas are identified where current processes can be improved, technology can be applied to facilitate the processes, and ultimately result in the accomplishment of the agency's mission.

BBG's IT vision is to use technology effectively to provide an IT infrastructure, systems and services that support and enhance the BBG's programs and mission in the 21<sup>st</sup> century. The BBG will achieve its IT vision by accomplishing the following IT strategic goals and objectives:

<b>IT Strategic Goal 1:</b>	<b>Improve media production and distribution via a digital, file-based broadcasting architecture</b>
Objective 1:	Architect and implement next generation multi-media management and broadcast delivery systems.
Objective 2:	Integrate broadcast systems
Objective 3:	Strengthen the use of collaboration technologies to improve intra-agency communication and workflows.
Objective 4:	Research and implement emerging technologies that support the agency's mission.

Figure 2 – IT Infrastructure and Office Automation Goals

<b>IT Strategic Goal 2:</b>	<b>Align IT Infrastructure to support changing business and technology requirements</b>
Objective 5:	Acquire appropriate computing platforms to support multimedia applications.
Objective 6:	Refresh hardware and upgrade operating systems and applications.

Figure 3 – ITSRM Management Improvement Goals

<p><b>IT Strategic Goal 3:</b></p> <p>Objective 7:</p> <p>Objective 8:</p>	<p><b>Promote a risk-based IT Security program that ensures integrity, confidentiality, and availability of agency information</b></p> <p>Contribute and participate in the development of an agency-wide security program.</p> <p>Ensure appropriate risk-based compliance with federal information security law and regulations.</p>
<p><b>IT Strategic Goal 4:</b></p> <p>Objective 9:</p> <p>Objective 10:</p>	<p><b>Integrate Enterprise Architecture with the BBG’s strategic plan</b></p> <p>Develop and maintain a mature enterprise architecture.</p> <p>Partner and support the Presidential Management Agenda and E-Government Initiatives.</p>

Of the nine major goals in the BBG Strategic Plan, two are particularly relevant to IT activities:

- Enhance Program Delivery across all Relevant Platforms
- Employ Modern Communications Techniques and Technologies Across the Broad

This Plan aligns the IT Strategic Goals presented in this document with these two BBG Strategic Goals. In addition, the Board has integrated the BBG Strategic Plan's long-term and intermediate goals into the annual performance budget. This performance structure establishes a concrete link between the BBG Strategic Plan's goals and the Board’s annual budgets, performance metrics, and performance reporting. Table 1 below illustrates the strategic goals for each of the two types of IT Investment to which the performance structure ultimately aligns.

Table 1 - Alignment of BBG Strategic Goals, IT Strategic Goals, and BBG IT Investment Types

<b>BBG Strategic Goals</b>	<b>IT Strategic Goals</b>	<b>IT Investment Types</b>
Employ Modern Communication Techniques and Technologies	1) Improve media production and distribution via a digital, file-based broadcasting architecture	IT Systems by Mission
Enhance Program Delivery across all Relevant Platforms	2) Align IT Infrastructure to support changing business and technology requirements	IT Infrastructure
	3) Promote an IT Security program that ensures integrity, confidentiality, and availability of agency information  4) Support a robust Information Resources Management program	EA and IT Strategic Planning Improvement



### 3.0 IRM OUTLOOK

#### 3.1 Identify Target Opportunities

This section provides a detailed background on how BBG utilizes the Strategic Plan to ensure that IT planning, decisions, management responsibilities, and accountability are positioned to meet the Board’s present and future needs.

As a companion to strategic planning, the CIO and the IT Directorate utilize Enterprise Architecture (EA) to identify and analyze IT investments that support lines of business and long-term savings and increased efficiency. The EA is also aligned with the annual budget cycle and provides updates that further define the baseline and target architectures based on decisions made in the IT investment-portfolio selection process (part of IT CPIC).

Overall, BBG's EA guides both the strategic and operational planning activities through its baseline and target oversight as well as its integration with other Board’s processes. As the section below illustrates, these parallel and integrated processes enable the Board to best select, align and maximize its IT portfolio to fulfill its mission.

#### 3.2 IT Investment Portfolio

Strategic planning and establishing the EA targets/standards precedes the selection of IT investments to ensure that annual investments and operations fully support established organizational goals and directions. The annual selection of IT investments is done in concert with the budget-formulation process under the direction of the CIO, the IT Directorate and the Chief Financial Officer (CFO) so that IT investment needs and requests are fully integrated into the annual budget request of the Agency.

Each year, the Board selects IT investments that meet mission needs, close performance gaps, align with EA targets, and align with external drivers such as Government-wide E-Government initiatives. BBG's IT investment activities exceed \$31.8 million per year. Table 3 shows the breakout of BBG's FY 2008 IT portfolio.

Table 3 - BBG's Total IT Investments FY 2008 (in Millions)

<b>IT Investment</b>	<b>Total Portfolio</b>	
	<b>Dollars</b>	<b>Percentage</b>
Mission	17.6	55.3 %
Infrastructure & Office Automation	13.8	43.4 %
Enterprise Architecture & Planning	.4	1.3 %
<b>Total</b>	<b>31.8</b>	<b>100%</b>
Derived from the Board’s FY 2008 OMB Exhibit 53 submission		

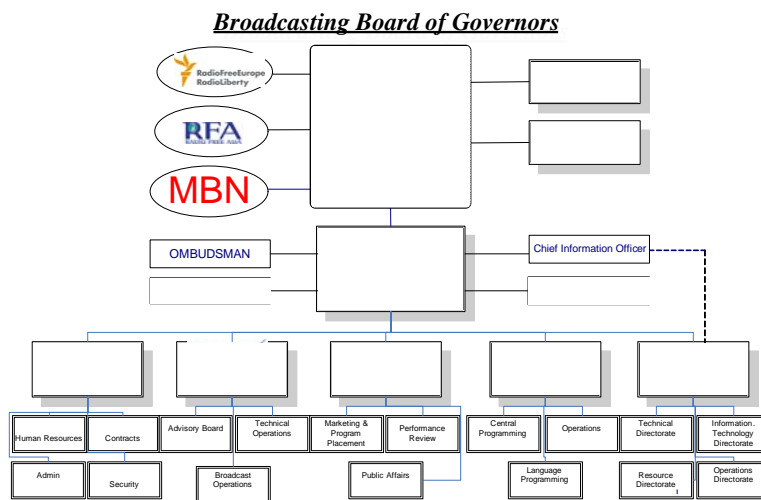
For the past several years the agency has leveraged E-Government opportunities by utilizing shared services for key administrative systems with other government agencies. The BBG selected the Department of Defense’s Civilian Payroll System and worked with the Office of Personnel Management, Office of Management and Budget, and the Department of State to implement the new system in June

2007. In addition the BBG converted to CW Government Travel (CW) as its official travel service center in late 2006. The agency's Human Resource System has been successfully migrated to the Department of Defense's data center in Denver. Finally, in March 2008 the agency will migrate from State Department's Budgeting and Financial Management System (BFMS) to a new system, called Momentum, which will be contracted out to the Department of the Interior's National Business Center (NBC). The selection of the Department of Defense Civilian Payroll and HR Systems, CW, an industry leader in e-Travel initiatives, and the new budget system Momentum supports the President's Management Agenda.

### 3.3 Organization of the BBG

The BBG broadcasting organizations include the Voice of America (VOA), Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), the Middle East Broadcasting Networks (MBN –Radio Sawa and Alhurra TV) and the Office of Cuba Broadcasting (OCB – Radio and TV Marti), as well as support offices in the International Broadcasting Bureau (IBB). VOA, RFE/RL, RFA, OCB, and MBN, while under the supervision of the BBG, have varied legal and organizational frameworks. VOA and OCB are part of the U.S. government. RFE/RL, RFA, and MBN are grantee organizations that receive their funding from the government but are organized and managed as private non-profit corporations.

Figure 3 - BBG Organizational Structure



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BBG's organizational structure is decentralized and aligned with its multiple missions. Senior management provides strategic plans, IT strategic plans, EA targets, and standards to Program Offices to guide program planning, decision making, and investing. Program Officials are responsible for acquiring and implementing approved programs and investments to achieve performance goals. In this way, the Board ensures that within the decentralized organizational structure, all decisions and activities continue to support the overall strategic goals of the organization.

The CIO's role is to provide advice and assistance to the Board and other senior managers to ensure that IT is acquired and information resources are managed in a manner that implements the policies and procedures of relevant legislation. Within the structure, the Board has established an agency strategic plan which guides program, mission and activities. The CIO has established this related document, the IISRM Strategic Plan, to guide IT acquisition, operations and management. As a result, IT is fully aligned to support program, missions, and activities.

The IT Strategic and Resource Management Plan also details a vision of how the Board will use IT to ensure the effective management and delivery of high-quality information to be used and shared in a secure and cost-effective manner. The strategy includes goals, objectives, and outcomes to support mission accomplishment, close performance gaps, and establish a solid infrastructure foundation for the Agency. The following sections detail the strategy for the Board.

#### **4.0 BBG MISSION ACHIEVEMENT, IT INFRASTRUCTURE AND IRM MANAGEMENT GOALS**

##### **4.1 BBG Mission Achievement and IT Goals**

According to the new strategic plan one of the biggest challenges facing the BBG is “ensuring effective distribution – i.e., abundant, unfettered access to our programming via the communication means and outlets audiences prefer”. The Board recognizes that there is an ongoing internal transition from traditional to new media, and this requires the constant research, evaluation, and deployment of emerging technologies to meet this challenge. It is important to periodically assess where technology is heading in general, and then plan for the appropriate application of technology by the BBG.

The purpose of this plan is to identify, document and communicate the IT needs of the BBG. The plan presents the strategies that will be implemented to ensure: that IT resources are applied so that they align with business program needs, that the agency maximizes the value that is received from IT, and that IT is used effectively to help achieve the goals of the BBG.

##### **4.1.1 IT Goal 1: Improve media production and distribution via a digital, file-based broadcasting architecture**

The dynamic nature of information technology requires a persistent effort to monitor the emergence of new IT systems, hardware and software. At BBG, the Office of the CIO and the IT Directorate have a joint responsibility to review these new technologies and determine when it is necessary to recommend the agency invest in them. The unique nature of the BBG’s broadcast mission focuses on the need for IT systems that support the collection, production, and distribution of multimedia assets.

*Objective 1: Architect and implement next generation multimedia content management and broadcast delivery systems.*

To support the BBG’s important goal of building a 21<sup>st</sup> century broadcast architecture, it is necessary to design and develop the agency’s next generation multimedia content management and broadcast delivery systems. These systems include new media technologies, such as digital asset management and playout, that permit ingesting, management, and distribution of audio, video, web, and graphic digital files. The ability to integrate existing mission critical broadcast systems with future systems depends on the ability to architect technologies so they will facilitate the storage, searching, and sharing of BBG’s digital assets across the enterprise.

Outcomes:

- Improved broadcast production efficiencies through the introduction of asset management technologies:
  - Enable VOA staff to better share, re-purpose, manage and produce digital multimedia assets.
  - Capability to search in one place for audio, video, graphics, Internet, etc files.
  - Reduced time previously required to copy and transcode video files to various formats.
  - Improved access to archived files.
- Improved broadcast delivery to international audiences:
  - Improved ability to support user interaction and participation in broadcasts.
  - Standardized file formats that can be readily aligned with audience preferences.
  - Research high definition television and develop a prototype to determine its impact on agency infrastructure and distribution systems.

*Objective 2: Integrated broadcast systems.*

While it is important to have systems and technology that support each phase of broadcast content production and management, it is also vital to have the systems work smoothly with each other so that efficient workflows can be established and time is not lost on non-productive, non-automated transmission of files.

Outcomes:

- Standardized business processes and broadcast workflows across the enterprise:
  - More straightforward broadcast workflows with fewer steps.
  - Support the ability to readily translate content for delivery via many types of media.
  - Standardized work processes in both audio and video production incorporating introducing technologies that promote system integration.
  - Capability to easily re-purpose media projects and files created by one language service for use by others.
- Utilization of products that comply with open standards:
  - Conduct market research to identify products that support broadcasting best practices and avoid proprietary formats and protocols.
  - Consider interoperability with current or planned products when purchasing new technology.

*Objective 3: Strengthen the use of collaboration technologies to improve intra-agency communication and workflows.*

In parallel with the growth and integration of multimedia systems, VOA will utilize technology to enhance and strengthen the ability of radio, television, and Internet broadcasters and other staff across the enterprise to collaborate and share media files.

Outcomes:

- Expanded use of Intranet and Instant Messaging (IM) and other communication tools:
  - Utilize automated products and systems to present centralized, up-to-date agency information.
  - Increase the ability of staff throughout the organization to readily exchange information, files, and collaborate on activities.
  - Support the ability to schedule and share resources.

*Objective 4: Research and implement emerging technologies that support the agency's mission.*

The agency will regularly investigate and evaluate new technologies to determine their value and ability to contribute to meeting agency goals and objectives.

Outcomes:

- Establish process for evaluating new technologies
  - Improve processes to evaluate new technologies and ensure they contribute to BBG strategic goals.
- Procure and implement new technologies in a timely manner.
  - Utilize prototyping and other methodologies to evaluate new technologies before making substantial investments.

#### **4.1.2 IT Goal 2: Align IT Infrastructure to support changing business and technology requirements**

It is crucial that the agency's IT infrastructure be robust enough to support the new file-based media technologies that are being planned and introduced. In addition it is important to periodically refresh and update hardware, software, and legacy systems. Finally the agency must seek improved efficiencies by standardizing file formats, desktops and server configurations, and eliminate redundant applications and systems.

*Objective 5: Design and implement next generation network infrastructure to support file-based multimedia systems.*

To build and sustain an integrated IT infrastructure for the 21<sup>st</sup> century, it is critical to be able to transmit and manage dramatically increasing amounts of digital media. This capability will be even more crucial when the agency moves to broadcast in high definition formats. The IT Directorate is in the process of strengthening critical components of the IBB network in preparation for support of future requirements. The network has become a mission critical infrastructure that sustains the major broadcast systems.

Outcomes:

- Improve the capacity of the network infrastructure
  - Robust network architecture capable of distributing large media files.
  - Provide users with the ability to rapidly exchange and re-purpose large media files.

*Objective 6: Refresh hardware and upgrade operating systems and applications.*

The IBB network infrastructure requires regular updating of key elements in order to maintain a reliable level of performance. In addition mission critical systems must be updated to be in sync with vendor maintenance and support recommendations. In addition, it is important to seek technological efficiencies through the standardization of file formats, desktops, server configurations, and to consolidate the use of redundant applications and systems.

Outcomes:

- Establish a plan for regular refreshment of key hardware and software.
  - Ensure that IT procurement is coordinated over multiple years so that that outdated hardware and software does not restrict the implementation of new products.
  - Work in partnership with Program Offices and the CFO to identify requirements and ensure that funding is available for their purchase.
  - Include customer support resource requirements in IT planning.
- Strengthen system configuration management
  - Improve tracking of changes for key systems
  - Document network architecture with defined relationships with applications
  - Utilize vendor versioning processes.
- Costs savings
  - Reduce operational costs by eliminating redundant systems, and improve efficiencies by standardizing desktops and servers.

**4.1.3 IT Goal 3: Promote a risk-based IT Security program that ensures integrity, confidentiality, and availability of agency information**

Agency information systems must be protected in a manner that mitigates risks in a cost-effective way. The security program should be consistent with the harm that would result from the compromise of the information or system that processes, stores, or transmits that information. To establish a security program that is consistent and integrated throughout the organization, the CIO and IT Directorate will jointly chair a workgroup of representatives from throughout the agency to establish security policies for management, organizational, and technical controls which will lead to an enterprise wide security program.

*Objective 7: Contribute and participate in development of an Agency-Wide Security Program*

The CIO office and the IT Directorate will work with other parts of the organization to develop and implement a comprehensive security management program to improve cyber security. CIO will focus on identifying the areas that present the highest security risks and implementing initiatives that address these risks in a cost effective way. BBG will regularly review and improve the security program as technology, systems and regulations change.

Outcomes:

- Work with the Office of the Inspector General (IG), General Council (GC), and other elements of the organization to identify, integrate and implement security and privacy controls, as appropriate.
- Conduct Privacy Impact Assessments (PIAs) for high-risk significant new or expanded technology investments.
- Perform risk assessments of significant systems.
- Continuously improve the risk assessment process to ensure, with relatively limited resources, that systems are evaluated and meet the minimal security-control requirements for their established level of sensitivity and risk.

*Objective 8: Ensure appropriate risk-based compliance with security related laws and guidelines.*

The BBG/IBB will establish security policies and processes to categorize systems as to the risk they present and provide controls to protect high-risk systems appropriately.

Outcomes:

- Implementation of security safeguards focused on the areas of highest risk.
- Established security framework to help evaluate where the application of resources will best mitigate risk and improve security.
- Regular review of risk assessments, policies, and procedures to ensure necessary updates and to address changing requirements.

#### **4.1.4 BBG IT Goal 4: Integrate Enterprise Architecture with the BBG's strategic plan**

The BBG recognizes the importance of Information Resource Management in achieving its strategic goals. As such, IT resources must be acquired, managed, and used in a way that maximizes their efficiency and effectiveness in supporting missions. To achieve this, the CIO has established an enterprise architecture program that will assist with the governance and management of IT capital-planning, and IT project management processes.

##### *Objective 9: Develop and maintain a mature Enterprise Architecture (EA)*

The Office of the CIO will establish an enterprise architecture that includes the current state mapping of key IT systems, business processes, infrastructure, and applications. In addition the EA will include a representation of a target state and transition state for strategic planning. The EA will create a "line of sight" through each agency strategic goal and its corresponding IT investments. As the agency's EA matures it will provide an enhanced performance impact by fully integrating with investment planning and execution.

##### Outcomes:

- Ensure that there is a direct relationship between BBG mission goals and IT investments (line of sight)
  - Establish and implement a target EA for the Agency.
- Use EA to enhance Capital Planning and Invest Control (CPIC) processes for IT
  - Ensure that all major IT investments are reviewed and that data relative to annual IT selection is shared with the CFO.
  - Develop and execute a communication and outreach strategy with Program and Staff Offices to ensure that guidance is provided for target goals in managing IT investments.
  - Work in partnership with Program Offices and the CFO to identify, align, and redirect funding for investments targeted for migration to corporate or Government-wide E-Government initiatives.

##### *Objective 10: Partner and Support the Presidential Management Agenda and E-Government Initiatives*

BBG directly supports the President's Management Agenda (PMA), and the Federal Lines of Business initiatives by promoting general awareness of PMA and E-Government initiatives and complying with important programs such as IPV6, HSPD- 12, Privacy, and COOP. In addition the CIO's office, via its participation in the Small Agency CIO Council, participates in cross-agency Lines of Business (LOB) initiatives to develop common IT solutions.

##### Outcomes:

- Reduced cost of Government operations
  - Improve support and partnership role in PMA and LOB Initiative.
  - Identify existing BBG investments that are suitable for migration to government-wide initiatives and implement the migration.



## **APPENDIX A: LIST OF ACRONYMS**

**APP** Annual Performance Plan  
**BBG** Broadcasting Board of Governors  
**BRM** Business Reference Model  
**C&A** Certification and Accreditation  
**CCB** Configuration Change Board  
**CFO** Chief Financial Officer  
**CIO** Chief Information Officer  
**CPIC** Capital Planning and Investment Control  
**EA** Enterprise Architecture  
**FEA** Federal Enterprise Architecture  
**FISMA** Federal Information Security Management Act  
**GAO** General Accounting Office  
**GC** General Council  
**GPEA** Government Paperwork Elimination Act  
**GPRA** Government Performance and Results Act  
**GSA** General Services Administration  
**IT** Information Technology  
**ITSRM** Information Technology Strategic & Resource Management Plan  
**LOB** Line of Business  
**NIST** National Institute of Standards and Technology  
**OCIO** Office of the Chief Information Officer  
**OMB** Office of Management and Budget  
**PIA** Privacy Impact Assessment  
**PMA** President's Management Agenda  
**POA&M** Plan of Action and Milestones  
**R&D** Research and Development