



OFFICE OF  
**INSPECTOR GENERAL**  
U.S. DEPARTMENT OF THE INTERIOR

APR 07 2017

Memorandum

To: Amy Holley  
Acting Assistant Secretary for Policy, Management and Budget

From: Amy R. Billings *Amy R Billings*  
Central Region Manager for Audits, Inspections, and Evaluations

Subject: Verification Review – Recommendations for the Report, “Department of the Interior’s Radio Communications Program” (Audit No. C-IN-MOA-0007-2005)  
Report No. 2017-CR-008

The Office of Inspector General (OIG) has completed a verification review of the seven recommendations presented in our January 2007 audit report “Department of the Interior’s Radio Communications Program” (Audit No. C-IN-MOA-0007-2005). Our objective for this review was to determine if the U.S. Department of the Interior (Department) implemented the seven recommendations as reported to the Office of Financial Management (PFM), Office of Policy, Management and Budget. Based on our review, we conclude that the report’s recommendations have been resolved, implemented, and closed.

In our 2007 audit, we found that DOI has over 100 radio sites in extremely poor or hazardous condition, which posed an immediate risk of injury or death to employees and the public. We made seven recommendations for improving the Department’s controls over radio communications. Between July 2009 and September 2016, PFM reported to OIG that the Department had addressed, implemented, and closed the seven following recommendations:

**Recommendation 1:** Reinstate wireless telecommunications as a departmental material weakness until the findings in this report are sufficiently addressed and corrected.

**Recommendation 2:** Assign full responsibility over the radio communications program to the OCIO [Office of the Chief Information Officer], including management and funding of all radio equipment and related infrastructure.

**Recommendation 3:** Develop a comprehensive management plan for the radio communications program, with input from users and stakeholders to include—

- the CPIC [Capital Planning and Investment Control] process to manage the radio communications program;
- a department-wide action plan with milestones to perform necessary site assessments and correct deficiencies;

- a determination of the funding necessary to conduct site assessments, correct deficiencies, and perform routine maintenance on the radio infrastructure; and
- short- and long-term strategies for completing the narrowband conversion.

**Recommendation 4:** Identify specific user groups (for example, fire fighter, law enforcement, and biologists) and ensure—

- user needs are thoroughly assessed and addressed;
- guidance that meets all users' needs is provided and enforced;
- all user groups are provided adequate training on radio use; and
- users are allowed to purchase analog narrowband technology or to develop hybrid systems to address health and safety issues or limitations in infrastructure capabilities.

**Recommendation 5:** Appoint a credentialed project manager to oversee the radio communications program.

**Recommendation 6:** DOI [Department] should enforce existing safety procedures, such as posting warning signs, to inform employees and the general public of hazardous site conditions.

**Recommendation 7:** Implement the following best practices, where appropriate:

- Establish a universal property management and radio system network database to better identify existing resources department-wide and to help identify resource sharing opportunities within DOI.
- Share infrastructure with other Federal agencies and State and local governments.
- Consider alternate technologies.
- Centralize the bureaus' technical service capabilities to take advantage of the expertise and resources department-wide.
- Establish a consistent funding mechanism, such as a working capital fund, to ensure availability of funds for annual maintenance.
- Establish a life-cycle replacement program to systematically track the condition and useful life of the radio infrastructure so radio costs can be systematically projected.

We limited the scope of our review to determine if the Department implemented the recommendations reported closed by PFM. To accomplish our objective, we reviewed the supporting documentation that Department officials provided to PFM, and collected and reviewed additional supporting documentation necessary to verify each recommendation's implementation independently.

We did not test internal controls, visit sites, or conduct fieldwork to determine whether the underlying deficiencies that we initially identified have been corrected. As a result, we did not conduct this verification review in accordance with Generally Accepted Government

Auditing Standards issued by the Comptroller General of the United States, or Quality Standards for Inspection and Evaluation issued by the Council of the Inspectors General on Integrity and Efficiency.

We informed Department officials of the results of this review on April 03, 2017.

cc: Olivia Ferriter, Deputy Assistant Secretary for Policy, Management and Budget  
Harry Humbert, Deputy Assistant Secretary for Public Safety, Resources Protection, & Emergency Services; Policy, Management and Budget  
Elena Gonzalez, Acting Deputy Assistant Secretary; Technology, Information and Business Services  
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