FCC IT Strategic Plan FY2021-2023



The FCC IT Mission:

Our mission is to facilitate and enable the FCC to securely conduct it's business by delivering flexible, stable, reliable, cost-efficient leading edge IT capabilities to the Commission anytime, anywhere, while taking care of our people.

FCC Strategic Goals

FCC

Performance

Goals with IT

Implications

GOAL 1 **CLOSING THE DIGITAL DIVIDE**

1.2.1: Efficiently support broadband deployment where it is most needed by implementing USF reverse auctions that use market-based funding mechanisms that are grounded in sound economics.

- 1.4.2: Continue post-incentive auction repacking and reimbursement efforts for broadcasters.
- 1.4.3: Conduct effective and timely spectrum licensing and equipment authorization activities.
- 1.4.4: Facilitate broadband deployment and access by employing effective and efficient means, such as reverse auctions.

GOAL 2 PROMOTING INNOVATION

2.1.3: Allow new services and devices to come to market by expediting processes.

- 2.2.1: Promote a flexible approach to oversight and foster investment in 5G networks by considering actions that address real problems in the marketplace. Decisions will be fact-based relying on economic analysis, ongoing fact-gathering initiatives and data analysis.
- 2.2.2: Promote investment in infrastructure and 5G networks by eliminating unnecessary administrative burdens.

GOAL 3 PROTECTING CONSUMERS & PUBLIC SAFETY

3.3.2: Collect and analyze outage information for communications networks and 911/NG911 networks by working with stakeholders to understand and address problems.

3.3.4: Fulfill the FCC's responsibilities to the National Preparedness System, including support to Emergency Support Function #2 (ESF#2) -Communications. Provide situational awareness of communications systems; coordinate with industry and other Federal partners to facilitate communications network preparedness, response, and restoration by working closely with local, state, Tribal, territorial and Federal partners during

GOAL 4 REFORMING THE FCC'S PROCESSES

- 4.1.1: Provide information about the status of matters pending before the FCC by developing and posting information online and communicating with stakeholders.
- 4.1.3: Ensure the Commission's ability to meet its Mission **Essential Functions and other critical activities**
- 4.3.1: Make information readily available to agency management for decision-making by improving Commission systems.
- 4.3.2: Carry out the agency's mission by upgrading and enhancing technology and tools used by Commission staff.
- 4.3.3: Maintain a high level of cybersecurity readiness and presence by providing FCC staff with a secure digital infrastructure.

IT Projects, Change Initiatives, & Performance Measures

AREA 1:

Results that Support Commission Initiatives

Enhance B/O leadership engagement

- Hold quarterly IT/BO leadership meetings to determine BO priorities and to provide status updates on initiatives
- Coordinate with the B/O's on the FY 2023 budget request to align with BO IT needs
- ☐ Publish a FCC data inventory on FCC.gov by end of Q4-21 Prepare Enterprise Level Data Architecture
- Implement a solution for National Security Review of Foreign Owners applying for FCC 214 Authorization
- Continue 508 Program enhancements
 - Complete Auctions Data Warehouse
 - Create a Tip sheet and decision-matrix as FCC self-publication tools

AREA 2:

Customer Experience and Technology

- ☐ Maintain first call resolution >80%
- Reclaim and dispose of end-of-life laptops by Q3
- Publish a FCC data inventory on FCC.gov by end of Q4-21
- Implement the Enterprise Data Management Program Ensure Universal Service Goals are supported by geospatial
- analysis capabilities Provide training solutions for self-service tools including
- Teams, Power-BI, and Socrata Modernize OS Templates, ECFS, DIRS Video Program
- Distributors (VPD), COALS, OFACS, and ELS Implement Electronic Records Management Plan
- ☐ Modernize FCC.gov and re-brand in coordination with the HQ Move
- ☐ Fully deploy Teams for conferencing calls and WebEX Cloudbased VoIP
- Implement Adaptive Multi-factor and Risk-Based Authentication

AREA 3:

a crisis.

Cybersecurity and Defense of the Enterprise

- 100% of FCC Business Applications monitored by new **End-to-End Monitoring**
- Ensure no more than 10% of all unremediated vulnerabilities each quarter have a risk rating of critical
- Resolve, reduce in impact, or accept with executive
- awareness 20% of total ERM risks Achieve a 75% on-time successful POAM closure each
- Improve one FISMA Maturity Level in 2 of the 5
- functional areas
- Fully implement FCC safe traveler program (joint effort between IB and OMD); security monitoring for assets abroad, oversight and governance, investigative capabilities (i.e. mobile forensics)
- Execute HSPD-12 technical PIV solution for enterprise
- Continue ATO achievement goals by reaching 80% ATO approval for FCC FISMA boundaries
- Continue to streamline the ATO process
- Implement the Wireless Emergency Alert System

AREA 4:

Organizational Agility and Performance

- Ensure 25% of code development projects are delivered via automated DEVOPS pipeline
- ☐ Identify requirements for the ULS data warehouse and begin implementation
- ☐ Work with IT/BO's for a seamless transition to new HQ
- 100% of essential documents and deliverables are captured in new contracts
- Revise governance and incorporate into contracting actions
- Publish a FCC data inventory on FCC.gov by end of Q4-21
- Deliver Licensing Data Warehouse
- Publish 1 FCC dataset to data.gov each quarter Identify requirements for the ULS data warehouse and begin implementation
- Define additional datasets to support Universal Service Goals
- ☐ Publish 2021-24 IT Strategic Plan
- Implement On-Line Market Surveillance Tool for noncompliant radio frequency devices
- All Networx contracts have been transitioned to EISECFS, ULS, COALS, DIRS, and Intranet have been modernized
- CDM services have been evaluated, established, and implementation is underway

Strengths, Weaknesses, Opportunities, &

Strengths:

. Committed and capable Federal & contractor workforce . New HQ Facility provides new tools, technologies, and workspaces . Unwavering support from Managing Director and OMD staff . 25% of compute environment in the cloud, remainder in managed provider space . Well established 508 Accessibility Program with permanently assigned staff

Weaknesses:

- . Unfilled FTE vacancies impact capacity to deliver
- . Contracting capabilities need to be become more agile and streamlined to support modernization efforts
- . Policies and procedures are not well established and lack maturity and agility regarding cloud platforms

Threats

Opportunities:

. Continue to maximize current cloud architecture with full array of flexible capabilities . Modernization path includes 3-5 years of increasing success stories . Increase transparency across IT efforts to improve coordination and joint successes

Threats:

- . Pandemic poses additional challenges and accelerated timelines for collaboration enhancements
 - . Unsupported technology and outdated equipment used by production systems
 - . 20%+ of workforce retirement eligible within 5 years
 - . Challenges in retaining a highly skilled IT workforce

Auctions Support & Improving FCC <u>Capabilities</u>

Support FCC goals with new auction and licensing capabilities to support IT Focus Areas multiple quick succession auctions and a high operational tempo.

VDI & User Experience

Improve the user experience with work from anywhere solutions that integrate collaboration and information sharing across the Commission and community.

Make the Move Successful

Deliver top-tier capabilities and services on time in the new building with a world-class, user friendly IT environment.

Prioritize IT Security & HSPD-12

Make security an operational enabler via awareness, engineering, testing, remediation, and risk management. Meet 100% of HSPD-12 goals.

Leverage Investments to Deliver Cost Savings and Better Results

Standardize on cloud platforms to lower costs, reduce complexity, and improve availability of data and advanced tools.

Take care of our people

Ensure opportunities for training, advancement, and work-life balance. Provide meaningful ways to build personal satisfaction and results in a team environment