



UNITED STATES DEPARTMENT OF STATE  
AND THE BROADCASTING BOARD OF GOVERNORS  
*OFFICE OF INSPECTOR GENERAL*

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Office of Inspections

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# Inspection of the Office of Cuba Broadcasting

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## **PURPOSE, SCOPE, AND METHODOLOGY OF THE INSPECTION**

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2012 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General for the U.S. Department of State (Department) and the Broadcasting Board of Governors (BBG).

### **PURPOSE AND SCOPE**

The Office of Inspections provides the Secretary of State, the Chairman of the BBG, and Congress with systematic and independent evaluations of the operations of the Department and the BBG. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- **Policy Implementation:** whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.
- **Resource Management:** whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.
- **Management Controls:** whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instances of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

### **METHODOLOGY**

In conducting this inspection, the inspectors: reviewed pertinent records; as appropriate, circulated, reviewed, and compiled the results of survey instruments; conducted on-site interviews; and reviewed the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by this review.



United States Department of State  
and the Broadcasting Board of Governors

*Office of Inspector General*

## **PREFACE**

This report was prepared by the Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended, and Section 209 of the Foreign Service Act of 1980, as amended. It is one of a series of audit, inspection, investigative, and special reports prepared by OIG periodically as part of its responsibility to promote effective management, accountability, and positive change in the Department of State and the Broadcasting Board of Governors.

This report is the result of an assessment of the strengths and weaknesses of the office, post, or function under review. It is based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

The recommendations therein have been developed on the basis of the best knowledge available to the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in cursive script that reads "Robert B. Peterson".

Robert B. Peterson  
Assistant Inspector General for Inspections

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## **Key Findings**

- The Office of Cuba Broadcasting has focused its programming on subjects, such as news, sports, and entertainment that are generally censored by the Cuban Government. Besides radio (shortwave and mediumwave) and television platforms, the entity has made its digital platforms more robust, going beyond the news Web site by making available and distributing its programming in Cuba through innovative programs.
- The Office of Cuba Broadcasting is implementing successfully the Broadcasting Board of Governors' 5-year strategic plan for 2012 through 2016, *Impact through Innovation and Integration*, and its own programming goals.
- Employee morale is a concern. Office of Cuba Broadcasting staff expressed that the current management does not communicate effectively and the decisionmaking processes lack transparency. Many employees expressed fear of reprisal by management if they raise concerns.
- Several administrative functions require greater oversight from administrative staff in the Office of Cuba Broadcasting and the International Broadcasting Bureau support offices, including the Office of Contracts, the Office of the Chief Financial Officer, and the Office of Property Management.
- The Office of Cuba Broadcasting has several administrative weaknesses in the areas of contracting, human resources, financial reviews of unliquidated obligations, property management, and travel.
- Two contracting issues require closer oversight: contract administration procedures and contracting officer's representative designation.
- The security program requires attention, especially in the area of emergency preparedness and physical security at the Miami office.

All findings and recommendations in this report are based on conditions observed during the on-site review and the standards and policies then in effect. The report does not comment at length on areas where the OIG team did not identify problems that need to be corrected.

The inspection survey took place in Washington, DC, between September 11 and 30, 2013, and October 17 and 31, 2013, and at the Office of Cuba Broadcasting in Miami, Florida, between November 4 and 20, 2013, including site visits to the transmitting station in Marathon, Florida, and the Naval Air Station in Key West, Florida. Ambassador John M. Jones (team leader), Robert Torres (deputy team leader), Rich Astor, and Pasquale Capriglione conducted the inspection. The inspection was interrupted by the U.S. Government shutdown in the first part of October 2013.

## Context

The Office of Cuba Broadcasting (OCB), which is funded by the U.S. Government through the presidentially appointed Broadcasting Board of Governors (BBG), was established in 1990 to oversee the operations of Radio and TV Martí, two broadcast services that provide Spanish-language news, features, and entertainment programs to Cuba. In addition to radio and television, OCB has an Internet site ([www.martinoticias.com](http://www.martinoticias.com)), all of which are known collectively as the Martí.

The 1983 Radio Broadcasting to Cuba Act<sup>1</sup> requires Radio Martí to follow Voice of America (VOA) journalistic standards and guidelines for presenting a variety of news and information in an accurate and objective manner. The first transmission to Cuba began in 1984. OCB has the following legislated mission:

1. Support the right of the people of Cuba to seek, receive, and impart information and ideas through any media, regardless of borders;
2. Be effective in furthering open communication of information and ideas through use of Radio Martí and Television Martí programming to Cuba;
3. Serve as a consistently reliable and authoritative source of accurate, objective, and comprehensive news; and
4. Provide news, commentary, and other information about events in Cuba and elsewhere to promote the cause of freedom in Cuba.

The mission of the Martí under the current leadership is to open up the Internet in Cuba; engage and empower Cubans with relevant information and news, as well as tools to circumvent censorship; bring an open social network to Cuba; and allow Cubans to connect, converse, and spread the word, free from government control. OCB today produces more content than any other BBG language service. It broadcasts television and radio programming 24 hours per day and runs an 18-hour digital media operation. Specifically, TV Martí programming includes 4.5 hours of daily newscasts, as well as programs about public affairs, culture, music, sports, and entertainment. In 2013, OCB established multiple networks of independent journalists who are providing unbiased reporting from Cuba.

Radio Martí broadcasts on mediumwave and shortwave. It also broadcasts via satellite and via purchased air time on a South Florida private television station. Both of these broadcasts can be seen in Cuba. At the time of the inspection, OCB was testing placement of its programming on an FM station from Key West.

OCB and the VOA Latin America Division broadcast in the Western Hemisphere. Although the Cuba-focused mission of the OCB differs from that of the VOA Latin America Division, a 2011 Government Accountability Office (GAO) report addressed the need for collaboration and an analysis of possible cost savings from sharing resources between the two

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<sup>1</sup> *Television broadcasting to Cuba (the Television Broadcasting to Cuba Act) comes under part D of title II (sections 241-248) of Pub. L. 101-246, Feb. 16, 1990, 104 Stat. 58, as amended (part of Foreign Relations Authorization Act, Fiscal Years 1990 and 1991).*

entities.<sup>2</sup> Cooperation between OCB and the VOA Latin America Division is one of the tactical steps toward reaching the objectives of the BBG's 5-year strategic plan.

Cuba is one of the most politically and geographically isolated societies in the world. It is not possible for BBG to conduct nationally representative audience surveys in Cuba because of the highly restrictive political and media environment, though BBG is able to conduct some focus groups with recent immigrants from the island. Given these circumstances, OCB measures performance on the basis of daily interaction with the audience and a host of impact criteria, including jamming and government responses to news coverage.

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<sup>2</sup> GAO Followup report to the House of Representatives Committee on Appropriations, Subcommittee on State, Foreign Operations, and Related Programs, *Broadcasting Board of Governors Should Provide Additional Information to Congress Regarding Broadcasting to Cuba*, GAO-12-234R, December 2011.

## **Leadership**

The effective operation of any broadcasting entity depends, at least in part, on the executive direction of its senior management. The OCB director is responsible for the strategic planning of TV Martí; Radio Martí; and digital and social media platforms, including [www.martinoticias.com](http://www.martinoticias.com). The OCB senior staff comprises the acting general manager, the director of administration, and the staff director. The general manager has the responsibility for day-to-day operations of radio, TV, and digital platforms. The director of administration and the staff director have oversight responsibilities for administrative functions. The acting general manager, an employee from the International Broadcasting Bureau (IBB) Office of Performance Review and former reviewer of OCB annual program review process, was on temporary duty (TDY) status from April to September 2013 and now is on a temporary promotion as acting general manager for 120 days until January 2014.

The director started in November 2010. He has refocused the needs and interests of the Cuban people with a vision of moving forward and not looking backward by putting more emphasis on the digital platform. In 2011, he oversaw the complete overhaul of the station's programming and the relaunch of [www.martinoticias.com](http://www.martinoticias.com). Officials from BBG and the Department of State (Department) have a favorable view of the director for transforming OCB into a multimedia news hub.

Many OCB employees had concerns about the director's management structure. Although the director holds frequent town hall meetings to communicate with staff, the employees view these meetings as "one-way communication," and they feel that frank exchanges or questions are not allowed. The director maintains that he encourages questions at these meetings and has an open door policy, but many of the employees said the director does not communicate how their concerns are being addressed. Others feel that they are not consulted as part of the decisionmaking process. The inspection team counseled the director on this and other managerial issues and suggested remedial actions.

The acting general manager has instituted a weekly meeting schedule with managers to discuss programming issues. He attends weekly editorial board meetings and, according to his own assessment, holds managers accountable. According to the OCB director, the acting general manager has helped him by "taking the lead to reinvigorate and professionalize functions at OCB that have become outdated." However, in OIG personal questionnaires and interviews with OCB employees staff indicated that the acting general manager's management style has negatively affected operations. He is viewed by many employees as being a micromanager. Many managers told the inspection team that they are not empowered to make decisions, just to follow orders. The inspection team brought these perceptions to the attention of the acting general manager and the director.

## **Morale**

In responding to the OIG personal questionnaires and in interviews, many of the OCB employees rated their morale as low. Some of the reasons cited for low morale included the lack of transparency in decisionmaking, the inability to offer suggestions, and the lack of effective communication. Others were concerned about raising any issues to the inspection team because

of fear of retaliation by management. OCB management was surprised by the inspection's assessment on morale because in the 2013 Office of Personnel Management's Federal Employee Viewpoint Survey, OCB employees gave high scores in categories of work experience, leadership, and supervisors.

The inspection concluded that employee morale is a concern and senior management needs to take additional steps to allow employees to offer suggestions and communicate with them effectively without fear of reprisal or intimidation. It is important for OCB management to make employees part of the decisionmaking process. The inspection team also determined that the 2013 Office of Personnel Management's Federal Employee Viewpoint Survey did not ask questions about morale, but rather asked participants to rate their satisfaction in general categories like work experience, leadership, and supervisors. The inspection team suggested that OCB management form an employee working group to generate solutions for management on addressing employees concerns. Low morale was an issue addressed in the 2007 OIG inspection report on OCB and the 2009 GAO report on OCB broadcasting operations.<sup>3</sup>

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<sup>3</sup> *OIG Inspection of Cuba Broadcasting*, Report No. ISP-IB-07-35, June 2007, and GAO report, *Broadcasting to Cuba: Actions Are Needed to Improve Strategy and Operations*, GAO-09-127, June 2009.

## **Program Implementation**

OCB radio and television programs seek to represent the best of U.S. media, providing a contrast to Cuban state media. It increasingly tailors its products, realizing that consumption of Martí media is against the law in Cuba. Recent Radio Martí programs added to the schedule include a morning news magazine designed for “in and out” listening, lighter programming at midday to reach casual listeners for shorter or longer periods, and coverage of Major League Baseball and other sports unavailable to Cuban audiences. Television programs have paid more attention to graphics and presentation style to provide a greater contrast with Cuban state media, which still uses outdated technology. TV Martí products include nightly uncensored newscasts, weekly specials that frequently highlight voices banned on the island, and a weekly program of films produced in Cuba.

According to OCB, between early 2011 and spring 2012, the number of daily visitors to [www.martinoticias.com](http://www.martinoticias.com) increased. In FY 2013, Web traffic averaged between 180,000 and 200,000 visitors per month. Beyond these multimedia efforts, OCB has also engaged in an aggressive campaign to distribute weekly its television programming content via broadcast, Internet, and even hand-to-hand, via digital video disks (DVD) and flash drives. One of the most successful new strategies is short message service (SMS) text messaging and emails. Cuban citizens are able to contact the Martí newsroom directly to report news in the making and abuses perpetrated by the Cuban Government or to provide valuable feedback.

The inspection team reviewed documentation of OCB innovative programs in the digital platform. To distribute Martí programming, OCB is delivering to Cuba 1,000 DVDs weekly. It is estimated that each DVD will be viewed in 50 households. Using the latest, cutting-edge technology, OCB is distributing flash drives made of paper, with a small electronic interface. This flash drive can share electronic data and digitally connect with other devices. Taking advantage of the increasing use of mobile telephones on the island, OCB launched Piramideo, which is an SMS-based social network that makes it easier for people inside Cuba to share information and connect with one another; this tool operates outside Cuban Government control. OCB also launched El Pitirre, a biweekly newsletter that is sent to more than 75,000 email addresses in Cuba.

OCB began using Aero Martí, a leased aircraft-based television broadcast system targeting Cuba for transmission of TV Martí programming in October 2006. Over the years, the Cuban Government has jammed Aero Martí’s signal. The cost of this program from FYs 2006–2013 was \$35,677,660. During the inspection, Aero Martí was currently inactive, with storage temporarily funded at \$79,524 per year. Because of sequestration cuts, no funding was appropriated for fuel expenses. OCB views the aircraft as a “special tactics” tool, suited for broadcasting, should the Cuban Government stop jamming its signal. BBG has unsuccessfully proposed ending the use of Aero Martí in its FYs 2013 and 2014 Congressional Budget Requests, stating that Aero Martí should be eliminated because of decreases in its cost-effectiveness and increased fuel-related costs.<sup>4</sup> In 2013, the Aero Martí program was halted as a

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<sup>4</sup> Broadcasting Board of Governors Fiscal Year 2014 Congressional Budget Request, April 2013.

result of sequestration. With the approval by Congress of BBG's FY 2014 budget, the program officially ended in April 2014.

### **Broadcasting Board of Governor's Strategic Plan**

Many of the tactical steps outlined in BBG's 5-year strategic plan are also activities that OCB is very much engaged in, including #3: *Seize Targeted Growth Opportunities*, which OCB does by engaging with younger audiences through all digital initiatives; #4: *Prioritize Support for Democracy and Countering Pockets of Extremism*, which OCB supports by interviewing leaders of the dissident movement in Cuba, such as Yoani Sánchez, Berta Soler, Antonio Rodiles, Eliecer Avila, Guillermo Fariñas and others; #5: *Rationalize Program Delivery*; #6: *Combat Internet Censorship and Jamming*; #7: *Elevate and Expand Social Media Innovation*; #8: *Employ Leading-Edge Communication Techniques and Technologies*; and #11: *Spur Development through Targeted Media Initiatives and Training*. OCB addresses all of these through the new emphasis on digital and social media and Internet anticensorship activities.

The director noted that OCB has a long-term strategic plan, which is reviewed every 6 months. According to the director, because the environment in Cuba is rapidly changing, OCB's long-term strategic plan for Cuba broadcasting sometimes feels like a "short-term" plan. OCB adjusts its programming quickly to take advantage of changes that occur on the island. The inspection team reviewed OCB's plan and suggested that it could be more robust by including information on how BBG resources and assets might best be deployed to engage with Cuban audiences. If Cuba allows OCB to be present on the island, it will have significant resource requirements. OCB management stated that it intends to redirect existing resources from Miami to Cuba in the event this occurs, just as it is already directing more resources to journalists reporting from the island.

## **Journalistic Standards**

Credibility is essential in any news organization, and OCB must earn and sustain credibility with its audience. As stated before, the 1983 Radio Broadcasting to Cuba Act requires Radio Martí to follow Voice of America journalistic standards and guidelines for presenting a variety of news and information in an accurate and objective manner. In addition to the VOA's journalistic standards, OCB's editorial guidelines are provided to employees as they make day-to-day editorial decisions such as balance, proper sourcing, and tone. The director agrees that OCB should engage Cubans and empower them with relevant information and news and not provide a propaganda counterweight to the Cuban Government's efforts.

In the past, the IBB Office of Performance Review has recommended that OCB improve its adherence to certain aspects of journalistic standards. This issue was raised in the 2007 OIG inspection report and in the 2009 GAO report. However, in the past 2 years, according to the IBB Office of Performance Review reports, OCB has made dramatic changes to ensure that journalistic standards are met. Managers assured the inspection team that journalistic codes are enforced through reminders at editorial meetings as well as by direct supervision by program chiefs. The inspection team commended OCB for ensuring that journalistic standards are followed.

## **Relations and Coordination with Voice of America Latin America Division, U.S. Interests Section in Havana, and other Federal Agencies**

OCB maintains good working relationships with various U.S. Federal agencies, including the Department; the U.S. Agency for International Development; and the Department of Defense, U.S. Southern Command. The inspection team interviewed representatives of these agencies, all of whom have a favorable impression of current OCB operations.

OCB also maintains a professional working relationship with all BBG broadcasting entities, including the VOA Latin America Division. As stated in the OIG inspection report of the VOA Latin America Division,<sup>5</sup> relations between OCB and the VOA Latin America Division are collegial and collaboration between them is growing. OCB has used the Spanish Service's radio content for many years and shares its own radio content with VOA. OCB provides the use of its Miami television studio for VOA Latin America Division's *Foro Interamericano* program when the show's guests find it easier to travel to Miami than to Washington. The two have collaborated in covering special events; for example, the Spanish Service reporters are featured live on Radio Martí broadcasts. OCB's Web site, [www.martinoticias.com](http://www.martinoticias.com), links to VOA's Web site, [www.voanoticias.com](http://www.voanoticias.com), which has no reciprocal link to OCB's Web site.

Regarding the collaboration of the two entities, the OIG inspection report for the VOA Latin America Division includes a recommendation to direct OCB and the VOA Latin America Division to implement specific collaborative actions respectful of their different missions, as outlined in the BBG's 5-year strategic plan. At the time of the inspection, some progress had been made in implementing this OIG recommendation.

OCB has regular contact with the U.S. Interests Section in Havana and maintains appropriate working relations. OCB has been instrumental in the production of public service campaigns used by the Department, such as an antigang initiative now underway. The public affairs section keeps OCB journalists aware of mission events and activities.

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<sup>5</sup> *Inspection of Voice of America Latin American Division*, Report No. ISP-IB-13-49, September 2013.

## Resource Management

Funding Source	Employees (actual)			General Operating Expenses	Salary	Total
	Direct Hires	Purchase Order Vendors	Stringers			
FY 2014 President's Budget Request	111	67	16	\$10,856,757	\$12,947,243	\$23,804,000

Source: OCB as of 12/05/2013

The OCB FY 2014 funding is estimated at \$23.8 million, as published in the BBG FY 2014 Congressional Budget Request. As of December 2013, OCB had 111 full-time direct-hire employees, supplemented by 83 purchase order vendors and stringers.

### Contracting

The IBB Office of Contracts has contracting officers who have a warrant for OCB contracts for more than \$100,000 and three OCB contracting officers with a warrant for less than \$100,000. Thirteen service contracts were awarded for FYs 2012 and 2013 worth a total of \$3,272,083 and \$2,738,288, respectively. In FY 2012, purchase order vendor contracts numbered 106, at a cost of \$2,397,108; and in FY 2013, these contracts numbered 82, at a cost of \$2,347,268. These contracts provide support services to OCB programs, including radio and TV production.

The OIG preliminary audit in August 2013 had findings about the IBB Office of Contracts acquisition process.<sup>6</sup> The OIG auditors selected 34 contracts, one of which was an OCB contract, to determine BBG's compliance with the Federal Acquisition Regulation (FAR) in carrying out the acquisition process. This inspection also performed a limited review of OCB contracts. The inspection team found some of the same noncompliance with the FAR during the presolicitation, preaward, and contract administration phases. For example, during the presolicitation and precontract award phases, the inspectors did not find documentation to support the performance of acquisition planning and market research, as required by FAR 7.102 and FAR 10.001(a), respectively. The review of OCB's contract administration revealed no evidence that the IBB Office of Contracts has provided the contracting officers with contract administration procedures.

During the contract administration phase, the contracting officers did not always document involvement in contract administration, as stated in FAR 1.602-2. For all three of the above acquisition phases, the contract files did not always have adequate documentation in accordance with FAR 4.801(b) and FAR 4.802(a)(1) and (2), especially for official contract files located in the IBB Office of Contracts. Not adhering to contracting requirements leads to major financial vulnerabilities.

<sup>6</sup> OIG Outline for Action: Management Attention Needed to Improve BBG Acquisition Functions.

**Recommendation 1:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting, should implement oversight and contract administration procedures for Office of Cuba Broadcasting contracts, in accordance with the Federal Acquisition Regulation. (Action: IBB, in coordination with OCB)

### **Contracting Officer's Representative**

OCB's contracting officer's representatives (COR) were not appointed in a timely manner. One COR, who was appointed for four OCB contracts, did not have a COR formal designation for 1 year. In other instances, it took up to 2 months for a COR to receive a designation letter from the IBB Office of Contracts. A COR should be officially designated when any contract is awarded. A COR designation letter should be in writing, in accordance with the FAR 1.602-2(d). Furthermore, FAR 1.603-3(a) states that appointments of CORs shall be maintained in the contract files. Such designation letters were not included in most contracts reviewed. In the few contract files that had designation letters, the letters were not always signed and dated to confirm COR duties and responsibilities as stated in FAR 1.604(a). The IBB Office of Contracts and the OCB Administrative Directorate share responsibility for the lack of enforcement of COR procedures. This oversight deficiency resulted in OCB having an unauthorized commitment for \$10,534 in early 2013. The IBB Office of Contracts ratified this unauthorized commitment promptly.

**Recommendation 2:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting should officially designate in writing contracting officer's representatives for Office of Cuba Broadcasting contracts, confirm that the designation letters are signed and dated, and include the designation letter in the contracting files, in accordance with the Federal Acquisition Regulation. (Action: IBB, in coordination with OCB)

The inspectors also reviewed the CORs administrative procedures and found weaknesses. Most CORs have other program and management duties. The contracts for purchase order vendors have many program deliverables that must be verified and accepted by the CORs before being approved for payment. CORs have other contract administration requirements stated in the designation letter, including those relating to maintaining files on all government actions pertaining to the contract, interaction with the contractor, all contractor invoices, and progress reports.

The CORs were generally aware of the purchase order vendor contract deliverables, but contract administration and documentation did not keep pace. If the responsibilities cannot be fully carried out in a timely and effective manner, the contracting officer should appoint a contracting officer's technical representative to assist the COR. None of the CORs completed the contractor performance evaluation for submission to the contracting officer upon completion of the purchase order vendor contract. At the conclusion of the inspection, OCB agreed to emphasize the requirement for contractor performance evaluations. Not enforcing the CORs to follow their administrative tasks may lead OCB to pay for services that have not been verified.

**Recommendation 3:** The Office of Cuba Broadcasting, in coordination with the International Broadcasting Bureau, should require that contracting officer's representatives for purchase order vendor contracts comply with contract administration requirements outlined in designation letters and complete the contractor performance evaluation. (Action: OCB, in coordination with IBB)

### ***Blanket Purchase Agreement***

In accordance with FAR 13.303-1, a blanket purchase agreement (BPA) is a simplified method of filling anticipated repetitive needs for supplies or service. The IBB Office of Contracts has considered obtaining purchase order vendor services through the use of purchase orders in lieu of BPAs. An OIG audit report found that the IBB Office of Contracts entered into hundreds of personal services contracts without statutory authority and that contractors regularly worked without valid contracts in place.<sup>7</sup> The contracts in question are for purchase order vendors. The inspectors questioned the appropriateness of using BPAs for OCB purchase order vendor contracts and purchase orders to obtain purchase order vendor services. According to a senior officer in the Office of Contracts, “the use of BPAs has made the [Federal Procurement Data System–Next Generation]<sup>8</sup> reporting requirements unmanageable.” The same officer stated that, with fewer orders to administer and close out, replacing BPAs with purchase orders could reduce accounting errors, decrease unliquidated obligations, and reduce administrative operations. The inspection team concluded that BPAs and purchase orders are not the appropriate mechanisms for obtaining services from individuals who have an employer and employee relationship. Using a personal services contract is the proper mechanism.

**Recommendation 4:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting, should stop using blanket purchase agreements and purchase orders for purchase order vendor contracts and obtain personal services contract authority for all purchase order vendor contracts. (Action: IBB, in coordination with OCB)

### ***Purchase Card***

In reviewing the OCB purchase card program, the inspection team identified instances where not all sources of supply were reviewed and documented before obtaining the item through a local vendor or through an Internet vendor. Although some purchases were deemed to be time critical, others, such as computers, were not. The BBG purchase card manual requires obtaining items through Federal sources, such as the General Services Administration, as stated in FAR 8.002 (1). The inspection team counseled the purchase card program coordinator at the IBB Office of Contracts to remind purchase card holders, especially those at OCB, to obtain to the extent possible supplies and services from the Federal supply sources.

### **Financial Management**

The BBG’s chief financial officer provides effective support to OCB. The office regularly coordinates with OCB’s administrative staff regarding ongoing financial operations, keeps in close communication with OCB’s director of administration, and provides information on current budgetary issues.

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<sup>7</sup> OIG Outline for Action: Management Attention Needed to Improve BBG Acquisition Functions.

<sup>8</sup> The Federal Procurement Data System – Next Generation reports OCB contract spending to USASpending.gov and is accessible to the public.

### *Usage of U.S. Government Travel Cards*

The inspection team reviewed the FY 2013 travel authorization and vouchers for the top five travelers at OCB. The review revealed that two of the five travelers did not have a U.S. Government travel card. One of these travelers was the OCB director, who took 20 trips during FY 2013. When the inspection team brought up the travel card issue to the OCB director, he agreed to apply for a U.S. Government travel card.

The review also revealed that one OCB employee, who does not travel often, has a travel card, and another employee who has a travel card chose not to use it for the three trips taken during FY 2013. In accordance with the Broadcasting Administrative Manual (BAM) 4-665.1, Use of Travel Card, one important purpose of using the travel card is to reduce the need for travel advances. During the course of the inspection, the Office of Chief Financial Officer started reviewing all OCB travel card holders' usage to determine whether a travel card is needed. However, the inspectors concluded that OCB also shares oversight responsibilities for the travel program. Failure to perform periodic reviews of travel cards may lead to employees inappropriately using the cards.

**Recommendation 5:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting, should review periodically the Office of Cuba Broadcasting's travel card usage. (Action: IBB, in coordination with OCB)

### **Property Management**

OCB uses the Property Inventory Processing System to track real property,<sup>9</sup> nonexpendable property,<sup>10</sup> and all capitalized real and personal property in its Property Inventory Processing System. OCB also uses the Property Inventory Processing System to track noncapitalized property. The inspection team identified several property management weaknesses. They are described in the Management Controls section of this report.

As part of the requisition process to purchase equipment, a requesting office identifies equipment as accountable property. An accountable item is any equipment worth less than \$5,000 or sensitive property (i.e., a laptop). A review of items on purchase order logs found that some equipment items were erroneously identified to be accountable by the requesting office. It appears that some requesting offices did not have an understanding of what makes an accountable item. The inspection team suggested that OCB review the accuracy of accountable property and remind requesting offices about the definition of an accountable item.

The inspection team reviewed items valued at more than \$10,000 in the OCB inventory. The review included items in the OCB warehouse, the Miami office, the Marathon Transmitting

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<sup>9</sup> Real property assets primarily consist of administrative and transmitting facilities, including land, used for the mission of BBG. The major classes of real property are land, buildings, and structures.

<sup>10</sup> Nonexpendable, noncapitalized property has an acquisition value between \$5,000 and \$25,000. Capitalized property is over \$25,000. Other sensitive items less than \$5,000 are controlled by OCB, including laptop computers, iPads and tablets, cameras, wireless microphones transmitters and receivers, camcorders, VCRs, and mini digital video equipment and monitors.

site, and the Naval Air Station in Key West. Most items were located and appeared to be in good condition, but others were difficult to find. For example, three items were listed as being located in the Miami office but were in the warehouse, pending disposal as excess property. One item listed in Marathon was found at the OCB warehouse. The issue of management controls in the OCB property management program is discussed under the Management Controls section of this report.

### **Human Resources**

The IBB Office of Human Resources provides adequate support to OCB. Because of budget constraints, at the time of the inspection the human resources specialist position had been vacant for 9 months, with no plan for filling it. As a result, OCB has assigned human resources functions to different administrative personnel. The inspection team did not receive any concerns from employees about human resources support.

### ***Performance Evaluations***

The performance evaluation process needs attention from all OCB managers. At the time of the inspection, for the 2011–2012 rating period, two performance evaluations were still delinquent. For 2012–2013, OCB management told the IBB Office of Human Resources, as well as the inspection team, that most performance evaluations were delayed because of construction in the office and difficulty accessing files and documents. A few managers asserted they were in the process of completing the performance evaluations by the end of November 2013.

Several employees reported that the employee evaluation process was perfunctory. Although most employees get informal feedback about their performance, some said that they were just given a completed performance evaluation form to sign and were discouraged from reviewing it or adding to it. In accordance with the Manual of Operations and Administration 5-450, Performance Management, it is the responsibility of the rating officer to prepare a timely performance evaluation and use the document to discuss with the subordinate the duties and performance requirements of the position, as well as the employee's performance. This process also provides an opportunity for supervisors and employees to identify the employee's strengths and areas in which performance could be improved or supervisory assistance is required.

**Recommendation 6:** The Office of Cuba Broadcasting should finalize the 2011–2012 and 2012–2013 annual performance evaluations for all employees. (Action: OCB)

### ***Position Descriptions***

A review of position descriptions revealed inconsistencies in the designation of supervisory responsibilities. Some position descriptions did not reflect current responsibilities. According to the IBB Office of Human Resources, all position descriptions were updated between 2009 and 2010. In addition, OCB managers were asked to review the position descriptions of all employees in 2012. As a result, the position descriptions were unchanged from the earlier review and no updates were necessary. The supervisor indicated changes needed to be made in only a few cases. The IBB Office of Human Resources has been working with OCB to resolve this issue but has made little progress.

Employees expressed to the inspection team that some of their duties have changed dramatically as a result of being moved to other functions within OCB. They attested that their responsibilities have changed but were not reflected in their position descriptions. Given that the IBB Office of Human Resources is in the process of updating some OCB position descriptions, the inspection team suggested that OCB ask all managers to review the position descriptions of their employees.

### ***Training***

OCB has a dedicated employee who is responsible for identifying and enrolling staff in training courses. Although most employees said they receive training from time to time, no one keeps track of the employees' training courses or the training courses that employees need to take for professional development. A more systematic approach would help OCB to have a better understanding of the staff's skills gaps. The inspection team suggested that OCB implement a training plan for all employees.

### ***Equal Employment Opportunity***

Employees indicated that they were aware of the Equal Employment Opportunity (EEO) program, the Office of Civil Rights, and the Office of Ombudsman. The inspection team noted that the office does not have a dedicated EEO bulletin board. The EEO and sexual harassment information posted at the entrance of the facility dates from 1999. The inspectors asked OCB management to take down the outdated information and post BBG's most recent EEO policies. The IBB Office of Civil Rights staff visited OCB in early 2014.

### **Technology and Information Management**

The OCB computer services division meets the needs of the OCB users as demonstrated in the OIG questionnaires, in which most respondents expressed high satisfaction with information technology support. With the assistance of the BBG Information Technology Management Division, the OCB computer services division has an action and milestones plan that lists the significant issues associated with the information technology systems. OCB updates the plan often to show progress in correcting and mitigating the issues listed on the plan.

### **Facilities**

#### ***Fire and Construction Implications***

On April 21, 2013, OCB had fire damages to an exterior wall. The smoke and the sprinklers damaged 10,000 square feet of office space, which represents 20 percent of the building's floor space. The Dade County Fire Department Investigation Report concluded that the fire was accidental. As a result of the damage inside the building, 50 OCB employees were displaced and took temporary quarters in other offices and on long tables throughout the building. OCB staff expressed to the inspection team health concerns from the initial smoke inside the building. OCB management contacted an independent environmental testing firm to measure the air quality in the building in the weeks following the fire. According to OCB, additional air quality testing was conducted in March 2014, which confirmed that the air quality in the building was safe.

The building renovation and reoccupancy by OCB staff has been much slower than anticipated. This delay has been reportedly due to the building owner and the insurance company being at odds over the insurance claim. BBG and OCB officials repeatedly asked the General Services Administration to issue a cure notice to the landlord for failure to diligently proceed with fire repairs.

After weeks of appeals to various General Services Administration officials, the notice was issued. At the time of the inspection, construction to damaged areas was underway. The acting general manager proposed changes to two renovation and construction projects that OCB management had previously approved and were in progress. First, proposed changes to the newsroom floor plan and furniture configuration would have required additional desktops for cubicles and new frames, panels, and electrical equipment. Also, the furniture installer had been scheduled under the prior configuration and other contractors also had been scheduled to provide services for the renovation and transition of personnel back to normal operations.

The inspection team requested a cost and schedule impact if the acting general manager's proposed changes were carried out. The building owner emphatically stated that he had paid for interior renovations, such as new carpeting and electrical and fiber optic cabling, and that he would not pay for having to redo much of this work. After the inspection team inquired about the issue, the acting general manager agreed to use the original newsroom configuration plan.

### *Safety*

The use of the automated external defibrillator (AED), combined with knowledge of cardiopulmonary resuscitation, can be essential in saving someone's life. OCB claims that 18 employees in the Miami office were trained on the use of the AEDs in September 2013. According to OCB, employees at the Marathon transmitting station have been trained by the Red Cross in the past and will receive refresher training later in 2014. The inspection team did not identify the 18 employees allegedly trained in September 2013, either in the use of the AED or how to perform cardiopulmonary resuscitation. In addition, the inspectors did not receive specific information regarding when the AED training will take place for employees in the Marathon transmitting station.

## Management Controls

The inspection team identified several management control weaknesses in administrative operations, including lack of financial management review for unliquidated obligations, anomalies in the travel of the acting general manager, and lack of contracting oversight and property management procedures.

### Unliquidated Obligations

As of September 3, 2013, prior to the on-site inspection, OCB had approximately \$2.2 million in unliquidated obligations for FY 2013. The BBG Office of Chief Financial Officer generates a monthly status of unliquidated obligations report.<sup>11</sup> These reports are sent to BBG offices, including OCB, for review. OCB asserts that it reviews monthly unliquidated obligations reports received from the Office of Chief Financial Officer and deobligates items that are determined to be no longer valid. However, given the large amount of unliquidated obligations in FY 2013, it leads the inspection team to determine that OCB has not been periodically reviewing obligations and certifying whether they are still valid or whether funds or available balances can be deobligated.

The BBG Office of Chief Financial Officer sent a memo, dated July 8, 2013, that requires all BBG offices to “review all other unliquidated obligations made in prior years against funds that are now expired before the end of the fiscal year.” During the course of the inspection, OCB had reduced the total unliquidated obligations to \$1,611,312. Despite this effort, unliquidated obligations totaling \$188,015 from FYs 2009–2012 still remain. Unliquidated obligations in the amount of \$40,632 have no-year budget authority. These funds in particular can be reprogrammed for other OCB programming use.

**Recommendation 7:** The Office of Cuba Broadcasting should deobligate \$188,015 in unliquidated obligations for FYs 2009–2012, reprogram \$40,632 in unliquidated obligations that have no-year budget authority, and implement a review system for future unliquidated obligations for potential deobligation. (Action: OCB)

OCB is continuing to reduce the unliquidated obligations from prior years. Since the time of the on-site inspection in November 2013, the unliquidated obligations have been reduced. At this time, OCB holds only \$47,718 in unliquidated obligations for FYs 2009–2012. The inspection team commends such action and encourages the continuing reduction of the other unliquidated amounts cited in this report.

### Travel Arrangement for Acting General Manager

The acting general manager has a unique travel arrangement. On June 19, 2013, about 2 months after the temporary detail started, OCB, the IBB Office of Performance Review, and the Office of the Chief Financial Officer entered into an informal travel arrangement that describes

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<sup>11</sup> A recorded obligation reduces by the amount of payments made on bills received. The obligated balance still owed is the unliquidated balance. When all services or goods have been received and paid for, the obligation is considered liquidated, and any remaining balance should be deobligated to make the funds available for other uses.

the travel support for the OCB acting general manager. On the basis of the needs of OCB and the Office of Performance Review, the acting general manager, who is an employee with the IBB Office of Performance Review based in Washington, DC, is on extended detail and TDYs between Washington, DC, (permanent duty station) and Miami (TDY location). Directors of both OCB and the Office of Performance Review have agreed to let the employee commute as needed between his permanent duty station, TDY location, and his home in Los Angeles (his second residence). The extended TDY began in early April, with no foreseeable end date.

For trips made from April to June 2013, the Office of the Chief Financial Officer coordinated and made travel arrangements for the acting general manager, including the nonofficial travel segments to his Los Angeles home or other locations on the West Coast. Airfare cost is capped at the constructed roundtrip fare or a Government refundable fare between Washington, DC, and Miami roundtrip, whichever is lower. The inspection team has evidence that in April 2013 the IBB Office of Performance Review did a constructive travel analysis to show the preliminary cost savings (inclusive of hotels and car rentals) that may be achieved from these weekly weekend returns as compared to biweekly returns. However, the IBB Office of Performance Review did not do an additional constructive travel analysis in May or June.

After June 24, 2013, a new travel arrangement started because of the acting general manager's weekly weekend returns, departure to and from locations other than official travel points, last-minute changes in reservations, and resource constraints in the IBB travel office. The travel office agreed to continue making travel arrangements only for the official segments, and the acting general manager will arrange the personal portion on his own. For example, if the trip involves two segments—between Washington, DC, and Miami, which is official business, and between Miami and Los Angeles, which is nonofficial—the travel office will be responsible for the trip approval and ticketing within the E2 travel management system for the Washington, DC, and Miami segment only.

On September 22, 2013, the acting general manager's status changed from part-time TDY to a 120-day temporary promotion to OCB on a full-time basis. OCB and the IBB Office of Performance Review agreed at the beginning of the temporary promotion that the IBB Office of Performance Review would continue to pay the acting general manager's salary during the promotion period and that OCB would pay for all per diem and related travel expenses while he is working in Miami.

The inspection team reviewed information that suggested BBG can pay for the acting general manager's personal travel, as long as it is less than the cost of housing and per diem for the same days. If the acting general manager's personal travel is greater than housing and per diem, OCB should be paid for it. A BBG official reviewing this situation stated, "The U.S. Government can pay for travel only if it is work related. There is no legal authorization that would enable a Federal agency to pay an employee's personal expenses by claiming a cost savings. That would not be appropriate and neither is using taxpayer funds for unauthorized, non-work related travel." The inspection team agrees with this official's assessment.

A review of the acting general manager's current work schedule showed that he works 3 days a week in the Miami office and teleworks 2 days from California or Washington State. OCB management supports this arrangement because the acting general manager has applied corrective actions that he recommended when he reviewed the OCB operations as an analyst for

the IBB Office of Performance Review. OCB management claims that “the savings in the difference in salaries between [that] of the acting general manager and the former manager almost solely make up for the TDY costs the acting general manager has incurred during the TDY.” In the absence of constructive travel or any official cost-saving information, the inspection team only used available travel vouchers to arrive at the conclusion that this arrangement is costly.

Between April and October 2013, BBG paid about \$20,000 in travel costs. The inspection team supports the idea of having a permanent full-time employee serving as general manager instead of paying travel costs for the current acting general manager. To the acting general manager’s credit, he has proposed several candidates to the director, but no one has been chosen for the job. With decreased funding for travel costs, paying for someone to serve in a position in a different duty station needs to be resolved.

**Recommendation 8:** The Office of Cuba Broadcasting, in coordination with the International Broadcasting Bureau, should terminate the current travel agreement of the acting general manager immediately and fill the general manager position with a full-time permanent employee. (Action: OCB, in coordination with IBB)

### **Property Management Records and Procedures**

The OCB property management program had significant management control deficiencies because, in accordance with BAM 12-107 Accounting for Nonexpendable Property and Sensitive Equipment and Capitalized Property, the accountable property officer, under the supervision of the property control officer, is responsible for ensuring that all nonexpendable property and sensitive equipment is properly received and processed, including creating property records in the Property Inventory Processing System and placing a BBG barcode that shall remain affixed to the property from when it is received until it is disposed of.

OCB management was not keeping property records current nor was it enforcing internal controls for several reasons. One reason is that the OCB property control officer is also the facilities and telecommunications manager; he also provides engineering assistance. The inspectors also found that the IBB Property Management Office in Washington has not asked OCB for updated property records. As a result, no OCB inventories were performed during FYs 2012 and 2013. According to OCB equipment purchase records from January through September 2013, 25 equipment purchases worth \$5,000 or more were not reflected in the OCB property records. Lack of accurate property records can lead to waste of property and vulnerabilities in BBG financial statements.

**Recommendation 9:** The Office of Cuba Broadcasting should conduct and update inventory records, provide updated reports to the International Broadcasting Bureau, Property Management Office, and implement property internal controls procedures. (Action: OCB)

In November 2012, OCB disposed of 166 items. Most of these items were computers and laptops that were donated to a computer recycling company. An additional 37 items were identified for disposal, but OCB had not disposed of them at the time of the inspection. The inspection team was not able to determine why OCB did not have a regular disposal schedule or why it donated the laptops to a recycling company. According to BAM 12-111.1, Property

Disposal Procedures (to include Property Transfers Outside of Agency), excess property should be either transferred to another Federal agency or disposed of through the General Services Administration.

**Recommendation 10:** The Office of Cuba Broadcasting should stop using its current disposal practice and transfer all excess property to another Federal agency or dispose of it through the General Services Administration. (Action: OCB)

OCB has not provided accurate capitalized property reports to the IBB Property Management Office, as required by BAM 12-114.2, Reporting on Property. For 2012, 13 of the 37 items marked for disposal are capitalized property. The items may still be depreciated, even though the equipment is not in use and has been moved to the OCB warehouse.

For 2013, capitalized property reports showed property locations that were not clear. In addition, the capitalized property reports had material discrepancies in reporting. For example, a UHF TV broadcasting system for Aero Martí was listed for \$3,160,621 in the 2011 capitalized property report. In the 2012 report, the same item was listed as \$4,578,714, without explanation. In 2013, the item had a value of \$4,578,711. These discrepancies may be attributable to the former accountable property officer, since retired, who purchased new equipment that was added to the UHF system, thereby increasing total system costs by about \$1.4 million, instead of separately reporting the equipment. Capitalized property is an area that auditors address in BBG's annual financial statements. Not having accurate capitalized property reports negatively affects BBG's annual financial statements reports.

**Recommendation 11:** The Office of Cuba Broadcasting should perform an accurate capitalized property inventory and provide the report to the International Broadcasting Bureau, Property Management Office. (Action: OCB)

OCB has items, such as portable video cameras, that are routinely removed for usage without any hand receipts or property passes, as required by BAM 12-107.4, Hand Receipts, and BAM 12-108, Removal of Property Non-Expendable Property. In June 2013, an OCB video camera and related equipment valued at \$25,154 were stolen from an OCB vehicle. The inspection team found no evidence that a hand receipt was assigned to an employee or employees. Currently, the property control officer does not follow a process to comply with BAM 12-112, Reporting Lost, Stolen, Damaged, or Destroyed Property. This lack of accountability and documented process in place may result in loss or theft of high-value items.

**Recommendation 12:** The Office of Cuba Broadcasting should implement issuance property management procedures for all nonexpendable and sensitive property. (Action: OCB)

OCB's procedures for maintaining official records are not current. At the OCB warehouse, the inspection team found about 200 unmarked boxes stacked on the warehouse floor. The OCB property control officer had no records detailing the age or contents of the boxes but believed that they may be old radio and TV program files. According to interviews with some employees, the radio and TV offices performed a "housecleaning of documents a few years ago" and sent paper files to the warehouse for storage. OCB officials said that the reason why the records management function is not current is because of the newsroom fire in 2013, which resulted in the displacement of employees and records. In accordance with BAM 3-500,

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Communications and Records, public or sensitive records should be identified, maintained, and disposed of accordingly.

**Recommendation 13:** The Office of Cuba Broadcasting should implement procedures for maintaining and retiring official records. (Action: OCB)

## Security

### Office of Cuba Broadcasting, Marathon Transmitting Station, and Naval Air Station in Key West

The inspection team identified some security deficiencies in OCB facilities, mostly at the Miami office. The Federal Protective Service, through private security guards, has around-the-clock oversight responsibility. [REDACTED]

[REDACTED]

The Marathon Transmitting Station has [REDACTED]

[REDACTED]

The U.S. Navy controls the security program at the Naval Air Station in Key West, and OCB provides proper security support for its building within the grounds. It has an office at the Naval Air Station in order to manage the now-grounded transmitting plane from the Aero Martí program. Currently, [REDACTED]

Prior to the on-site inspection of OCB, the IBB Office of Security provided to the inspection team the security assessment trip reports from 2009 to 2013. The 2012 and 2013 IBB security assessment reports were similar in describing minor security issues. The inspection team concluded that some of the vulnerabilities identified during the course of the inspection could have been identified in the IBB security assessments trip reports. The OIG team counseled the IBB Office of Security senior staff on the need to conduct robust security assessments of BBG facilities.

### Security Officer Duties

The OCB security officer has collateral administrative and security duties. Besides the security portfolio, she is responsible for administrative actions, which include managing OCB's five vehicles, preparing travel authorizations and vouchers, serving as training officer, and addressing personnel actions. Considering the high-profile and controversial nature of OCB's work and the number of employees who work at the facility, [REDACTED]

[REDACTED] The issue was raised in the 2007 OIG inspection report, which recommended that OCB create a full-time security officer.

In compliance correspondence between OIG and BBG, BBG indicated that a security officer had been hired. [REDACTED]

[REDACTED] He worked exclusively on emergency plans for 2 months in 2009, and [REDACTED]

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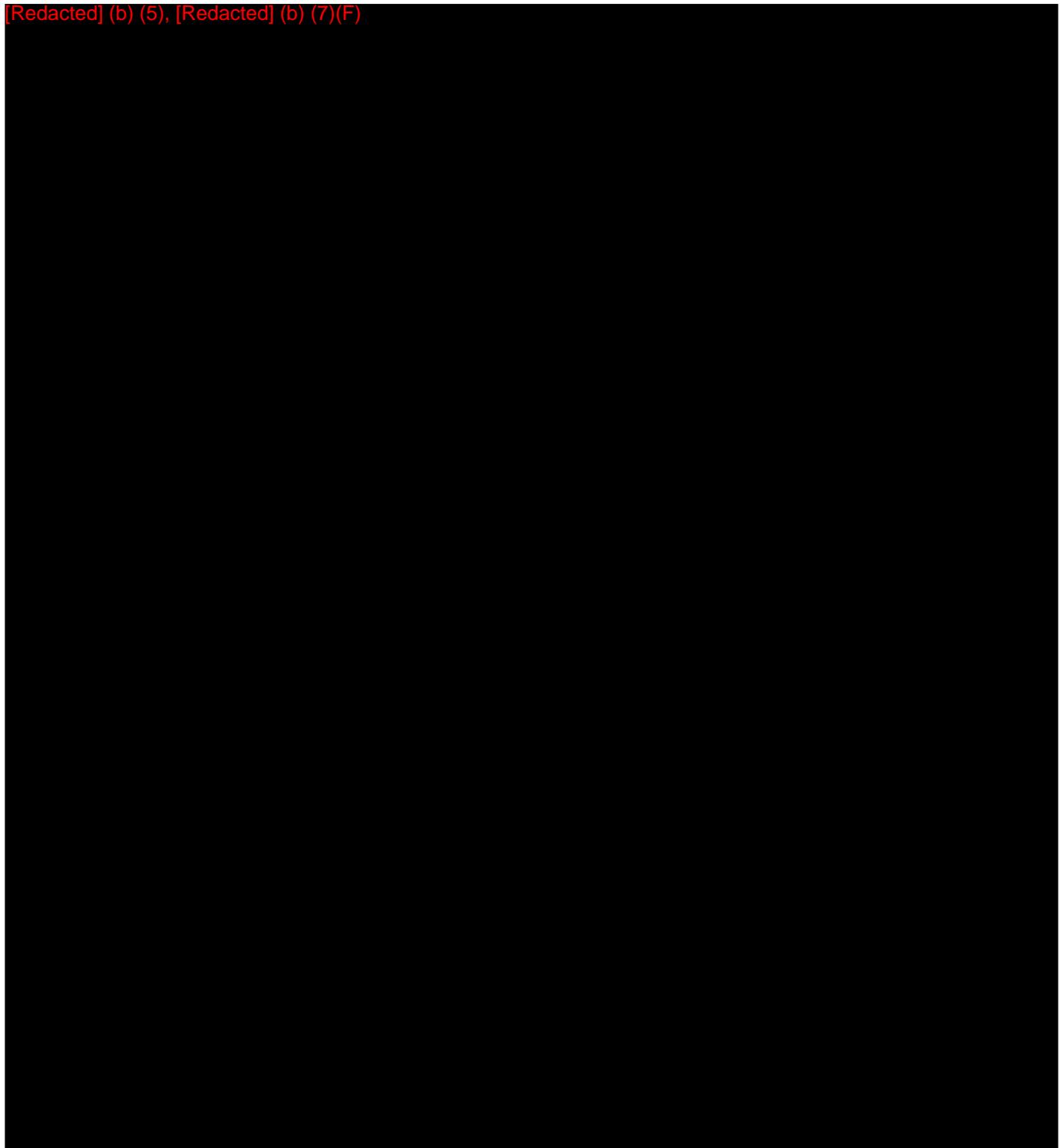
### **Emergency Preparedness**

The inspection team did not find any evidence that employees have participated in regular fire drills or intruder drills in the Miami office or at the Marathon Transmitting Station. These emergency drills are not considered top priorities. The OCB security officer has not designated safe rooms where employees would assemble during an intruder attack or evacuation meeting points in case of a fire. In the event of a fire or intruder crisis, valuable time would be lost giving directions to employees or placing all employees in safe locations. Sound security practices dictate that routine emergency drills are critical to a successful response in crises.

**Recommendation 15:** The Office of Cuban Broadcasting should conduct and document routine fire and intruder drills and identify safe rooms. (Action: OCB)

[Redacted] (b) (5), [Redacted] (b) (7)(F)

[Redacted] (b) (5), [Redacted] (b) (7)(F)



### **Security Committee**

The 2010 Federal Interagency Security Committee Standards state that a Facility Security Committee should be in place to oversee security, life safety, and emergency plans at a Federal facility. OCB does not have a Facility Security Committee. The OCB security officer was not aware of this requirement. With a committee in place, acceptance and understanding of security policies would be better understood throughout OCB.

**Recommendation 19:** The Office of Cuba Broadcasting should establish a Facility Security Committee. (Action: OCB)

**Visitor Access List and Secure Telephone Equipment**

OCB does not have a visitor access policy or a formalized system for tracking visitors. Currently, guests often arrive at the facility without proper notification to the guards. In these cases the guard at Post Three has to radio the guard at Post One, who then needs to get authorization from the receiving employee. This process is inefficient and diverts the security personnel's attention toward the cumbersome task of tracking receiving employees and obtaining verbal authorization. Good security practice mandates a formalized policy and procedure to receive visitors at a Federal facility. The inspection team made a suggestion that OCB management implement a visitor access process.

In reviewing the storage of classified equipment, **[Redacted] (b) (5), [Redacted] (b) (7)(F)**

[Redacted]

[Redacted]

[Redacted]

## List of Recommendations

**Recommendation 1:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting, should implement oversight and contract administration procedures for Office of Cuba Broadcasting contracts, in accordance with the Federal Acquisition Regulation. (Action: IBB, in coordination with OCB)

**Recommendation 2:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting should officially designate in writing contracting officer's representatives for Office of Cuba Broadcasting contracts, confirm that the designation letters are signed and dated, and include the designation letter in the contracting files, in accordance with the Federal Acquisition Regulation. (Action: IBB, in coordination with OCB)

**Recommendation 3:** The Office of Cuba Broadcasting, in coordination with the International Broadcasting Bureau, should require that contracting officer's representatives for purchase order vendor contracts comply with contract administration requirements outlined in designation letters and complete the contractor performance evaluation. (Action: OCB, in coordination with IBB)

**Recommendation 4:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting, should stop using blanket purchase agreements and purchase orders for purchase order vendor contracts and obtain personal services contract authority for all purchase order vendor contracts. (Action: IBB, in coordination with OCB)

**Recommendation 5:** The International Broadcasting Bureau, in coordination with the Office of Cuba Broadcasting, should review periodically the Office of Cuba Broadcasting's travel card usage. (Action: IBB, in coordination with OCB)

**Recommendation 6:** The Office of Cuba Broadcasting should finalize the 2011–2012 and 2012–2013 annual performance evaluations for all employees. (Action: OCB)

**Recommendation 7:** The Office of Cuba Broadcasting should deobligate \$188,015 in unliquidated obligations for FYs 2009–2012, reprogram \$40,632 in unliquidated obligations that have no-year budget authority, and implement a review system for future unliquidated obligations for potential deobligation. (Action: OCB)

**Recommendation 8:** The Office of Cuba Broadcasting, in coordination with the International Broadcasting Bureau, should terminate the current travel agreement of the acting general manager immediately and fill the general manager position with a full-time permanent employee. (Action: OCB, in coordination with IBB)

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**Recommendation 10:** The Office of Cuba Broadcasting should stop using its current disposal practice and transfer all excess property to another Federal agency or dispose of it through the General Services Administration. (Action: OCB)

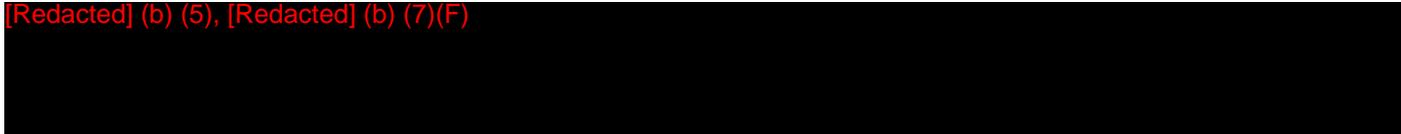
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**Recommendation 11:** The Office of Cuba Broadcasting should perform an accurate capitalized property inventory and provide the report to the International Broadcasting Bureau, Property Management Office. (Action: OCB)

**Recommendation 12:** The Office of Cuba Broadcasting should implement issuance property management procedures for all nonexpendable and sensitive property. (Action: OCB)

**Recommendation 13:** The Office of Cuba Broadcasting should implement procedures for maintaining and retiring official records. (Action: OCB)

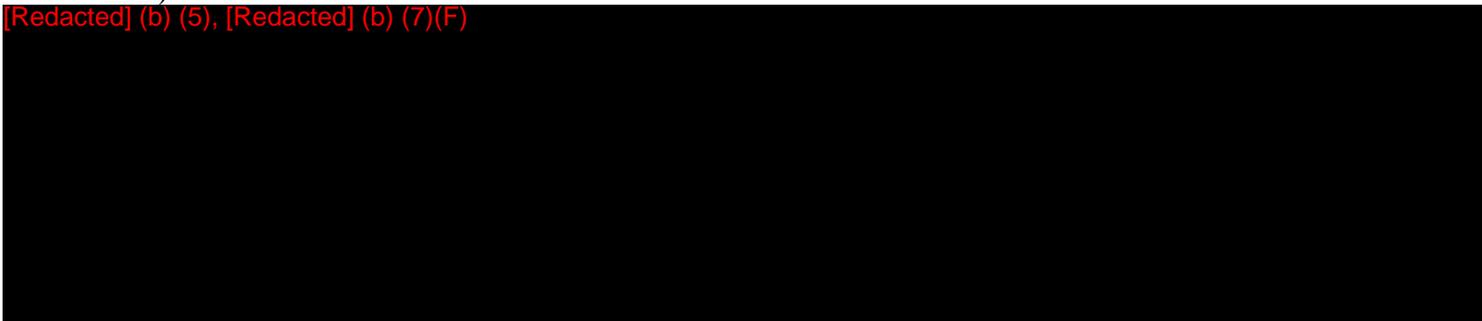
[Redacted] (b) (5), [Redacted] (b) (7)(F)



**Recommendation 15:** The Office of Cuban Broadcasting should conduct and document routine fire and intruder drills and identify safe rooms. (Action: OCB)

**Recommendation 16:** The Office of Cuba Broadcasting, in coordination with the International Broadcasting Bureau, should replace the emergency intercom at Post One with a modern system that includes automated voice instructions and alert sounds. (Action: OCB, in coordination with IBB)

[Redacted] (b) (5), [Redacted] (b) (7)(F)



**Recommendation 19:** The Office of Cuba Broadcasting should establish a Facility Security Committee. (Action: OCB)

## Principal Officials

	<b>Name</b>	<b>Arrival Date</b>
Director	Carlos A. Garcia-Perez	11/10
General Manager (Acting)	John Lippman	04/13
Director for Administration	Irvin Rubenstein	05/85
Staff Director	Emilio Vasquez	11/10

## **Abbreviations**

AED	Automated external defibrillator
BAM	Broadcasting Administrative Manual
BPA	Blanket purchase agreement
COR	Contracting officer's representative
Department	U.S. Department of State
DVD	Digital video disk
EEO	Equal Employment Opportunity
FAR	Federal Acquisition Regulation
GAO	Government Accountability Office
IBB	International Broadcasting Bureau
OCB	Office of Cuba Broadcasting
OIG	Office of Inspector General
SMS	Short message service
TDY	Temporary duty
VOA	Voice of America



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