

DECLARATION

I, PILAR F. O'LEARY, declare that I am employed by the Smithsonian Institution as the Director of the Smithsonian Latino Center. [REDACTED] from the Office of the Inspector General, advised me that a sworn statement is needed in a matter currently under investigation. I have acknowledged the Warnings and Assurances to Employees Required to Provide Information (Kalkines). This Declaration shall replace the Affidavit prepared by [REDACTED] and dated September 14, 2007.

Q: What is your title? Who is your immediate supervisor? How long have you been in the position?

A: I am the director of the Smithsonian Latino Center. I am a Trust employee. I work for [REDACTED] and [REDACTED] As of Monday, October 1, 2007, I will be reporting to [REDACTED] I have been at the Smithsonian since August 22, 2005. I note for the record that I was actually asked to begin work the week before my official start date, with a 24-hour trip to San Antonio related to a Smithsonian traveling exhibition about Latino role models and to meet with a funder. I was also required to start working on a 500-person event at the Smithsonian prior to my leaving my previous place of employment. When I joined the Smithsonian, I was seven months pregnant. I took a six-week maternity leave during which I worked the entire time. I have worked through every "vacation" I have taken at the Smithsonian. My average work day is 12 hours, and often it is much longer than that. I have never worked as a federal employee, nor for a federal or public institution prior to working for the Smithsonian.

When I first joined the Smithsonian Latino Center, there was an [REDACTED] who had serious performance issues, there was no development support, there were no performance plans for any of the staff, there were unfulfilled obligations to sponsors (indeed, in one case, there was a publication which had plagiarized text), there was a poor quality website, there was no core programs director, there was no public affairs manager, there was inadequate human resources support, there was no cohesive mission statement or organized slate of programmatic activities and there was no fundraising strategy. In short, there was no central direction. Few Latino organizations or individuals externally knew about the Smithsonian Latino Center and those who did, unfortunately, were wary of partnering with it. Most importantly, there was no direct administrative support for the Center's operations. This last point remains the case today.

Q: What are the general duties of your position?

A: My primary obligations are to promote Latino culture and heritage through Smithsonian public programs (exhibitions, lectures, concerts, family activities, film screenings, literature readings, etc.) and educational initiatives (fellowships, youth leadership programs, educational guides, web content, etc.) here in Washington, D.C., across the country and internationally; to engage in active public outreach and increase the participation and interest of Latino organizations and audiences in Smithsonian programs; to increase the public visibility of the Smithsonian Latino Center; to represent the Smithsonian at Latino events; to raise funds for programs and exhibitions related to Latino culture and heritage developed by the Smithsonian Latino Center and other units; to raise funds for the staff and operations of the Smithsonian Latino Center as well as other Smithsonian units; to administer the Latino Initiatives Pool, a federal allocation provided to the Center on an ad hoc basis to support Latino programming and

content across the Smithsonian, and to advise the Secretary and Deputy Secretary on matters related to the Latino community. When I joined the Smithsonian, I was asked to help fight the perception that the Smithsonian did not care about the Latino community.

As a matter of background, the Smithsonian Latino Center was established in 1997 due to recommendations by Latino community leaders and scholars that took the Institution to task for not having any Latino collections, programs, exhibitions or employees (these findings were reflected in a report called Willful Neglect: The Smithsonian and U.S. Latinos). The Center was created with very little funding for staff, operations and programming and unfortunately, that level of funding has remained abysmally low. The Center is expected to increase Latino content and participation across the entire Smithsonian network of museums—19 museums and 8 research centers—to raise funding for programs that it develops or are developed by other Smithsonian units, to ensure that Latino leaders, organizations and audiences support and participate in Smithsonian programs and events and yet, it has barely enough funding to support 5 permanent staff members, including the Director. The other 3 staff members- a virtual/web programs manager, an education programs manager and an exhibitions programs manager, are all on temporary funds which I must raise every year. Under my direction, the level of activity for the Center has increased in recent years commensurate with the Smithsonian's stated objectives to increase diversity and the Latino population's growth and impact on U.S. culture and society, yet funding has not. Furthermore, the Center has no direct administrative help on matters related to contracting, accounting and other financial matters. Previously, the Center did have a dedicated administrative officer but in the last several years has not had one—rather, those functions have been outsourced to the central administration of the Institution. This condition has led staff to handle heavy administrative workloads in addition to their core responsibilities

related to programming and in some instances has led to situations where the Center has not been able to process all administrative functions on a timely basis. The Center is also asked to provide many reports to central Smithsonian management on a weekly, monthly, and quarterly basis which are extremely time consuming and again, with no direct administrative support for any contracting, financial or event management. I have raised the staffing issues countless times with the Office of the Deputy Secretary and the Office of the Secretary and we have made requests for additional staff through both the federal and trust budget allocation processes. Unfortunately, all of our requests for additional staff have been denied.

The small, understaffed Smithsonian Latino Center is the only entity at the Smithsonian which is solely focused on Latino content at the Institution—as compared to the fact that the Smithsonian has a National Museum of the American Indian, the Freer-Sackler Gallery for Asian art and culture, an African Art Museum, a National Museum of African-American Heritage and Culture and an Anacostia Museum that focuses primarily on African-American contributions and heritage in the local Washington, D.C. community. This continues to be the situation despite the fact that the Latino population is now the largest minority group in the United States and that an expanded presence in the form of a museum and more staffing (curatorial and otherwise) have been requested or advocated for by many community leaders for years.

Despite its funding and administrative challenges, in the past two years, under my direction, the Smithsonian Latino Center has some great successes thanks to a great deal of hard work and focus. In the two years that I have served as director, the Center has provided over \$3 million in federal funding to close to one hundred programs across the Smithsonian — including research on the bio-diversity of the US-Mexico border, exhibitions such as “The Spirit of Ancient Colombian Gold” at the National Museum of Natural History; “Azucar! The Life and Music of

Celia Cruz" at the National Museum of American History; "Retratos: 2000 Years of Latin American Portraits" at the National Portrait Gallery; Smithsonian Folkways Recording's Traditions/Tradiciones Latino/Latin American roots music series and many more. In the last two years, under my leadership, the Smithsonian Latino Center has created an award-winning website that is rich with educational content and has tripled its virtual visitorship, has spearheaded or played a pivotal role in the development of many public programs and exhibitions at the Smithsonian, such as lectures with award-winning Latino author Julia Alvarez, an oversubscribed concert and children's workshop regarding Andean music by the Washington, DC Choral Arts Society, the highly successful exhibitions, "Myth, Mortals and Immortality: Works from Museo Soumaya de Mexico" (Dillon S. Ripley Center) and "Legacy: Spain and the United States, 1763-1848" (National Portrait Gallery); and the "Mexico at the Smithsonian" program series, consisting of more than 20 public programs, exhibitions, film screenings, family activities and cultural events highlighting Mexican and Mexican-American culture and heritage, to name only a very few. In the last two years only, the Center has increased its visibility with Latino and mainstream media (reaching over 6 million people), created a highly successful program for high school students regarding Latino culture and heritage (the Young Ambassadors Program), established an annual fundraiser, ¡Smithsonian Con Sabor! which grossed over \$600,000 in 2006 and over \$1 million in 2007 (each time surpassing target fundraising goals and netting nearly half of the gross totals for each event) to support the Center's staff and operations, raised over \$4 million for Smithsonian Latino programs, established partnerships with well over 20 Latino organizations, established an advisory board of corporate executives and scholars who have lent much needed financial support and guidance to the Center, created teachers/educational guides for every Smithsonian Latino Center-supported exhibition, established a quarterly

newsletter (Culturaviva), and helped many Smithsonian museums with fundraising, bilingual tours and outreach. In the last two years, individuals such as First Lady Laura Bush, Infanta Elena of Spain, members of Congress (both House and Senate), members of the diplomatic community, national Latino community leaders, and sponsors have started supporting and attending the Center's events and programs. This Fall, the Center established a Legacy Awards Program to honor Latinos for their commitment to their heritage and their contribution to American culture. At this year's gala, the Center launched its Legacy Award program and honored individuals such as Latino civil rights leader, Raul Yzaguirre, visual artist Carmen Lomas Garza, photographer Graciela Iturbide, reknown architect Enrique Norten, National Endowment for the Arts President, Dana Gioia, author Laura Esquivel (Like Water for Chocolate), award-winning film maker Moctesuma Esparza ("Selena", "The Milagro Beanfield War", "Gettysburg", "Dorothy Dandridge", "The Ballad of Gregorio Cortez"), playwright and screenplay writer Luis Valdez ("Zoot Suit", "La Bamba"), the daughter of illustrious Mexican painter Diego Rivera, scholar Guadalupe Rivera Marin and other distinguished artists and scholars. Under my leadership, the Smithsonian Latino Center has developed a relationship with [REDACTED] a [REDACTED] established by [REDACTED] the [REDACTED] [REDACTED] and I am currently negotiating a partnership with the [REDACTED] to provide long-term funding to the Smithsonian Latino Center's programs. In the words of a Smithsonian Regent, the Center has finally been put "on the map". My performance evaluations have consistently been rated "outstanding".

Q: In your organization, who do you directly supervise?

A: I directly supervise [REDACTED] and [REDACTED] [REDACTED] and [REDACTED]. Prior to [REDACTED] joining the Center one and one half years ago, I supervised all of the staff at the Smithsonian Latino Center. Upon hiring [REDACTED] we reorganized the reporting in Center so that [REDACTED] would be the first-line supervisor for the Center's [REDACTED] [REDACTED] and [REDACTED]. I became the second-line supervisor for those employees. The Center's [REDACTED] [REDACTED] has always reported to [REDACTED] [REDACTED] and I am the second-line supervisor for that employee.

Q: When you started with Smithsonian, what orientation or training did you receive regarding Government/Institution policies and procedures?

A: None. I did not attend nor was I asked to attend any formal employee orientation or training. I remember I thought it was odd that Directors didn't go through the same orientation as other employees.

Q: Who did you meet with when you started?

A: To the best of my recollection, in addition to my staff, I met with the [REDACTED] and [REDACTED]. I also recall that, at the suggestion of [REDACTED] I did a general "meet and greet" series of meetings across the Institution, meeting briefly with many directors of various Smithsonian museums and units and with senior management. I recall that I did have one longer meeting with [REDACTED] on the Smithsonian and discussed, at a very general level, issues regarding administrative procedures and problems that the Center had experienced in the past and the administration of the Latino Initiatives Pool, among other items.

Q: Did you meet with the Institution's [REDACTED] in [REDACTED]?

A: I believe that I did meet with [REDACTED] as part of the general "meet and greet" introductions at the Smithsonian. It was not a long or formal, sit-down meeting. We did not go over the rules of the Smithsonian Institution.

Q: As a manager/supervisor and new employee, have you familiarized yourself with Smithsonian Directives, travel policies and other such policies? Are you familiar with SD 103, the Standards of Conduct?

A: From time to time I have reviewed Smithsonian policies. I can not say with any degree of certainty that I have read all of the policies or remember them in detail. As I received no formal training or orientation, I have relied on the guidance of the Office of the Deputy Secretary regarding many of the policies you cited during my interview, some of which have changed considerably over the past year, and some of the provisions have been difficult to understand. I recall that when I joined the Smithsonian I did receive many papers related to my employment, benefits and other administrative matters. I am aware of the Standards of Conduct but can not recall whether the Standards of Conduct document was included in the set of documents I received upon joining the Smithsonian. When I joined the Smithsonian Latino Center, as previously described, I had many managerial and funding challenges to handle which were my primary focus and priority.

Q: Have you had any problems understanding the new requirements and restrictions related to contracting, purchasing, travel, etc?

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A: Yes, I have and again, as I did not go through a formal orientation process, my staff members and I have had many questions over the last couple of years. When we have had questions, my staff and I have sought out the assistance of people who we believe to have a good understanding of the requirements and restrictions. Specifically, I have relied heavily on guidance from [REDACTED] and [REDACTED] who serves as [REDACTED] for the Deputy Secretary's Office to our office. [REDACTED] also works for the Office of the Deputy Secretary, not for the Smithsonian Latino Center, and serves as [REDACTED] for many Smithsonian units in addition to the Smithsonian Latino Center.

Given all of the ambiguities and questions that both my staff and I have had regarding policies and procedures, last year, at the beginning of the new fiscal year, I organized a meeting with [REDACTED] and my staff to review certain policies and procedures. We have asked for a similar meeting this year.

Q: Do you ensure that you and your staff comply with the Directives and policies?

A: Yes, I try to ensure that they do. I can not monitor them at every step but from time to time I will circulate or re-circulate emails we receive about certain policies or bring them up during our weekly staff meetings. Again, we rely on the authorizations and guidance of the Office of the Deputy Secretary for compliance with many of the Institution's directives and policies. We also have sought opportunities to meet with Office of the Deputy Secretary to get clarification on certain policies and procedures.

Q: Are you aware of the mandatory training for all employees and supervisors and have you and your staff completed it? For example – Prevention of Workplace Harassment and Use of Computers.

A: I am aware that there is training offered for employees and supervisor but to date, I am not clear on which training is mandatory. I do encourage my staff to get as much training as they can. For example, I sent staff members to FAWG administrative training last year, and I have sent them to training on travel and COTR contracting training. As previously stated, I am not clear on which training is mandatory, particularly as I did not attend a formal orientation at the Smithsonian, nor do I believe that anyone has communicated this to me, to the best of my recollection. I believe I did try to attend some kind of training related to diversity last year but was obligated to cancel because of our workload. I can not say for sure if every single staff person at the Smithsonian Latino Center has completed the training you reference. To the best of my recollection, I have not completed Prevention of Workplace Harassment. I have recently completed the Use of Computers training and have asked all staff members that they do so as well. I believe that both my staff and I completed this same training last year.

Q: Are you aware of the regulations regarding Government travel cards?

A: I am aware that there are regulations regarding the Government travel cards and am generally aware of their provisions but both I and my staff have had questions on them from time to time. We have asked [REDACTED] for guidance on these issues.

Q: Do you ensure that you and your staff comply with the Government travel card regulations and policies?

A: I try to ensure that they do. I recently forwarded the recent, general Smithsonian email message on Government travel card regulations and policies to my staff with a note asking everyone to familiarize themselves with their provisions as we had several questions on usage in the past. As previously stated, because the Smithsonian Latino Center is so short-staffed and has no dedicated administrative officer, all of our travel-related administrative actions must go through the Office of the Deputy Secretary, namely through [REDACTED] and [REDACTED]. [REDACTED] The Center does not have the ability to authorize travel. All of our travel requests, including my own, are reviewed and approved by the Office of the Deputy Secretary. In terms of compliance with Government travel card regulations, policies and travel procedures in general, we rely on the guidance, approval and authorizations of the Office of the Deputy Secretary.

Q: *Are you aware of any violations of the travel card regulations or policies?*

A: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] My card was also recently suspended because my travel vouchers had not been processed by [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] As [REDACTED] had not processed several months of travel vouchers, I had not been reimbursed (I am only just receiving

those reimbursements now) and the card was suspended. I believe this is not an uncommon situation at the Smithsonian given how long it takes to process reimbursements.

[REDACTED]

[REDACTED] asked me whether I use my travel card for personal use. I said I did not recall doing so. [REDACTED] said there were charges on it for local taxis, a local restaurant, and salon services while on travel. To the best of my recollection, while I previously may have used my card to pay for such miscellaneous services while on travel, I have never asked to be reimbursed for any personal expenses while on travel. As far as charges on my Government credit card to

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take local taxis, I will use a taxi to get to the airport when I am about to go on travel, but I am not aware of any times I would have used a taxi locally and charged it to my Government card. I do not recall an incident where I have used my card for a local restaurant; indeed, as I recollect, the only time I have ever been asked to reimbursed for a local meal was lunch for a staff program planning retreat. I was not shown any documents or receipts by the Office of the Inspector General. I would have to review documents related to these matters, including credit card statements, to answer this question completely.

Q: [REDACTED]

[REDACTED]

A: [REDACTED]

Q: Have you [REDACTED] had any problems with credit card suspensions?

A: Yes, as previously stated, [REDACTED] my travel card is currently suspended due to a backlog of travel vouchers that haven't been processed by the Institution and indeed, I am still waiting to get reimbursed for many of these trips. I have given all of the receipts to [REDACTED] directly after my trips to process them. In order to try to reinstate

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the account [REDACTED] recently paid one thousand dollars to the travel card account out of [REDACTED] personal funds. To the best of my recollection, this is the second time the card has been suspended, for exactly the same reasons (i.e., backlog of processing and reimbursement by the Smithsonian).

In answering this question, I stated that my credit card had been suspended two times. [REDACTED] reminded me that it had been three times. Although I answered this question to the best of my recollection, I was not shown any documentation by the Office of the Inspector General, and I would have to review documents related to my use of my travel card to answer this question completely.

Q: How many months worth of vouchers are you behind?

A: I believe I am a couple of months behind, again it is because the vouchers have not been processed even though I submitted the corresponding bills and receipts to [REDACTED] to be processed directly after my trips. When [REDACTED] [REDACTED] left in March, it took the Center six months to get a replacement, who, to date, is still not authorized to process travel. A loss of even one staff member, especially one who is responsible for administrative support, is not easily absorbed in an organization as small as ours. Accordingly, it has been extremely difficult to submit my travel vouchers on a timely basis and given the amount of travel I do, this has caused a great deal of backlog.

After I answered this question, [REDACTED] stated that my travel vouchers were behind since May (i.e., four months instead of two). The delay in this processing is due to the severe shortage of staff at the Center. I have not had a full-time assistant until this month, having been without dedicated support since March. [REDACTED] has been responsible for

preparing and submitting my vouchers and has not been able to process them in a timely manner because of [REDACTED] workload. I have turned in my receipts to [REDACTED] shortly after returning from my trips.

Q: Has there been any discussion about the suspensions with anyone?

A: Yes, I have discussed the suspensions with [REDACTED] and the credit card company and have also had email communications with [REDACTED]

Q: Have there been any problems with lost credit cards?

A: To the best of my recollection, I recall having lost at least one other card previously for which I have had to get a replacement (i.e., twice). I was advised by [REDACTED] I had lost my card three times. One of these three instances was related to my purse and wallet having been stolen, the other two times were because I misplaced the cards (once locating a card after I had called to get new one, which I felt was the most prudent course of action when I discovered it was missing).

Q: Was it immediately reported and were there any unauthorized charges on it?

A: Yes, it was immediately reported. No, there were no unauthorized charges on it as I can recall.

Q: Are you aware of travel regulations and policies?

A: Yes, I am generally aware of them.

Q: Why do you travel?

A: All Smithsonian directors with programmatic and funding responsibilities travel. In the case of the Smithsonian Latino Center, travel is part of our core outreach and fundraising strategy and critical to the Center's success. Among the primary obligations of my role are to promote Latino culture and heritage through public programs and educational initiatives here in Washington, D.C., across the country and internationally; to raise funds for programs and exhibitions related to Latino culture and heritage developed by the Smithsonian Latino Center and other units; to raise funds for the staff and operations of the Smithsonian Latino Center as well as other Smithsonian units; to engage in active public outreach and increase the participation of Latino organizations in Smithsonian programs; to increase the public visibility of the Smithsonian Latino Center; and to represent the Smithsonian at Latino events across the United States and internationally. In addition, several of the major exhibitions that the Smithsonian Latino Center has supported are traveling exhibitions (e.g., "Azucar! The Life and Music of Celia Cruz, Our Journeys", "Our Stories, Portraits of Latino Achievement", "2000 Years of Latin American Portraiture") and I am asked to speak at different venues where the exhibition is being shown. I have also been asked to serve as a Smithsonian representative at events involving our national Latino affiliates, including the Museo Alameda in San Antonio, Texas and the Museum of Latin American Art in Long Beach, California. Many of the major Latino outreach events and conferences that we attend take place outside of Washington, D.C. Most of our primary funders [REDACTED] and many others) are located outside of Washington. Our Young Ambassadors youth program includes partnerships with cultural organizations in ten different markets across the United States. Some of our key initiatives, such as the "Mexico at the

Smithsonian" program series and the Smithsonian On Demand documentary on Colombian "vallenato" music are organized, developed or funded in Latin America or Spain.

In addition, the Smithsonian Latino Center's advisory board is comprised of 12 members from different areas of the United States, only one of whom is located in Washington, D.C. The Center also has an advisory council and the majority of its members are also located outside of Washington. In an effort to support the Center and to increase its visibility with key funders and partners, Board and council members often request that I accompany them to events or meetings in different parts of the country. Board meetings are held three times a year both here in Washington and in other locations. Two of the board meetings this year were held in Miami to coincide with the national conference of the National Council of La Raza, the largest Latino civil rights organization, and the opening of the Smithsonian exhibition "Azucar! The Life and Music of Celia Cruz" at the Bass Museum of Art in Miami. All of these activities require travel.

Q: Do you ensure you and your staff comply with travel regulations and policies?

A: I try to ensure that they do and that I do.

Q: Are you aware of any violations of the travel regulations?

A: No, not to the best of my recollection.

Q: What have your travel guidelines or processes been?

A: As soon as I have made a decision to travel I notify [REDACTED] or the staff member responsible for organizing my travel, who then researches travel options and prepares the required paperwork. The paperwork with all of the details of the trip, including the reason for

travel, is then submitted to the Office of the Deputy Secretary [REDACTED] and/or [REDACTED] [REDACTED] for authorization. When I return from a trip, I submit my bills and receipts to the staff person responsible for preparing my travel, who then prepares a voucher which I sign and submit again to [REDACTED] for authorization.

Q: Has anyone discussed these guidelines with you?

A: [REDACTED] has discussed travel guidelines generally with me.

Q: Have you ever been questioned about your travel?

A: No, not as a general matter. [REDACTED] has encouraged me to travel in order to accomplish our fundraising and outreach goals. I have had discussions with [REDACTED] about last minute travel authorizations. [REDACTED] has asked that to the extent possible, I submit travel requests as quickly as possible. Accordingly, we have tried to submit our requests at least 72 hours in advance as per [REDACTED] request, although it has not always been possible given last minute requests to travel and burdens on staff required to submit all of the paperwork required prior to being submitted to [REDACTED] for approval.

Q: Do you try to get Government rate for hotels or are many trips done on actual expenses?

A: The hotels we use for travel are a combination of both government rates and actual expenses. Actual expenses are used for a number of reasons including being able to stay at a hotel where a meeting or a series of meetings may be scheduled, the request of a board member, advisory council member, funder or partner to stay at a particular hotel, the location of an event or conference is at a particular hotel, there is a lack of availability of government rate hotels in

the particular city to which I am traveling, or there is a lack of proximity of government rate hotels to the meetings or events my staff or I may be attending. This occurs frequently. In every instance where I have stayed at non-government rate hotels, we have asked for their best available rate which in several instances has been close to the government rate. Furthermore, to save money, in some instances, staff and I have doubled up in accommodations when we are staying at actual expense hotels.

Q: How often do you travel on actual expenses?

A: I am not sure. I would say perhaps 20-40% of the time.

After I answered this question, I was advised by [REDACTED] that a review of my vouchers showed that approximately 90% of my travel is done at actual expenses and that I primarily stay at 4 and 5 star hotels. I was not given the opportunity to verify this statement. Although I answered this question to the best of my recollection, I would like the opportunity to review my travel vouchers and any other related documents that are in the possession of the Inspector General so that I may verify this statement and perhaps provide a more complete answer.

I referred [REDACTED] to my previous statements regarding my reasons for staying at certain hotels. Justifications for staying at these hotels have been provided to the Office of the Deputy Secretary and authorized in advance by that office.

Q: Why are authorizations frequently done at the last minute?

A: We try to get travel authorizations submitted as soon as I (or my staff) have decided to travel but the authorization process, especially under the new system (GovTrip) is cumbersome. In addition, many requests for travel are made by board members, partners or funders and are

made at the last minute. Furthermore, many of our invitations are received very late or close to events due to the lack of efficiency of the Smithsonian internal and external mail system. As just three recent examples, on September 14, 2007, I received an invitation for a Latino Leaders luncheon that had already taken place the previous Tuesday, I also just received an invitation for a farewell dinner for [REDACTED] the [REDACTED] [REDACTED] after the event had taken place and I have yet to receive an invitation for an annual awards event for MANA, a national Latina women's community organization, which is taking place next week and was sent by certified mail according to the host organization.

In addition, individuals from the corporate sector who request that I attend certain meetings or events often don't realize that we aren't as flexible in making our travel arrangements as they are and our constituency, which is predominantly Latino, doesn't operate in the same timeframes everyone else is used to—in many Latin cultures, arrangements are made at the last minute. We have experienced this numerous times working with museums and cultural organizations in Latin America on various exhibitions and programs as well as with Latin American embassies and even U.S. Latino organizations where deadlines are not set (or met) as far in advance as we expect them to be, and where invitations to participate in forums, events, meetings and conferences are made close to the date that they are occurring.

Q: Why is there last minute travel? Have there been occasions when you have anticipated a trip but waited until just prior to the trip to do the authorizations and make hotel arrangements?

A: As previously stated, we do hear about certain events in advance, but many requests for our attendance at events are made at the last minute. Furthermore, even though we may hear about an event in advance, I may not decide to attend until closer to the date for a variety of

reasons, including balancing other work or travel priorities, whether we can maximize our time with other meetings during the trip with potential funders and partners or, in my personal case, being able to balance my family obligations, [REDACTED]

[REDACTED]

There also may be other situational reasons why travel is requested at the last minute or close to the date of a meeting. For example, currently the Smithsonian Latino Center is working with Smithsonian Folkways Recordings on a Smithsonian on Demand documentary regarding Colombian vallenato music. One of the key elements in the film is a major festival in Colombia of this type of music. Up until a week before the festival, Smithsonian Networks had not approved the filming of the festival due to budgetary and insurance concerns. At the last minute, due to an arrangement with an independent documentary film-maker, the network approved the filming, and only then was I able to make travel arrangements. I could not justify going on the trip until I knew that the filming was going to take place. Indeed, currently I am aware of different Latino events that I would like to participate in but will not make the decision to attend until slightly closer to the date, given all of our current activities and obligations. If you have any specific situations in mind, I would like to review any related documentation in the Inspector General's possession so that I may provide you a more complete answer to this question.

Q: Are you aware of the Federal Tax Exemption form and do you utilize it when you travel?

A: Yes, and I believe the staff uses the form, but I have not personally checked to see if every employee has submitted the form for every trip they have taken. I have personally used the form, but there have been times when I have forgotten to use it or, as is more often the case, it has not been included in my travel documents which I generally do not check until I have left for

my trip. [REDACTED] [REDACTED] used to include the form in my travel documents but, as I have previously stated, I have not had a permanent assistant for over six months, and [REDACTED] replacement, [REDACTED] is still not authorized to process travel. To the best of my recollection, [REDACTED] has not included the form in the travel folders for any of the trips [REDACTED] has processed or prepared for me.

Q: What direction has your staff been given with regard to travel expenditures, hotels, Government rate, etc?

A: We have general discussions about travel expenditures in staff meetings and the need to get favorable rates at hotels. I have forwarded the recent Smithsonian email announcements on travel on to the staff.

Q: Do you ever use travel as a reward or a perk of sorts for staff?

A: No, not unless it has to do with their activities or responsibilities for the Center in some way. I do want my staff to be fully engaged in what they're doing and I do encourage or invite them to attend events, meetings or conferences that are interesting to them and in line with what they are doing for the Smithsonian Latino Center. I want my staff to be able to participate in activities that are stimulating and enjoyable for them but the events or trips must be in line with our programmatic, fundraising, outreach and cultivation objectives.

Q: Does [REDACTED] ever travel with you? How often?

A: Yes, they have in the past, although, [REDACTED] does not travel with me as a general matter.

[REDACTED] have a vacation home in the Miami area and as I travel to Miami frequently for

