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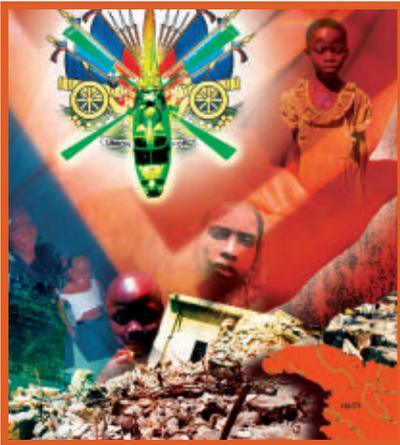
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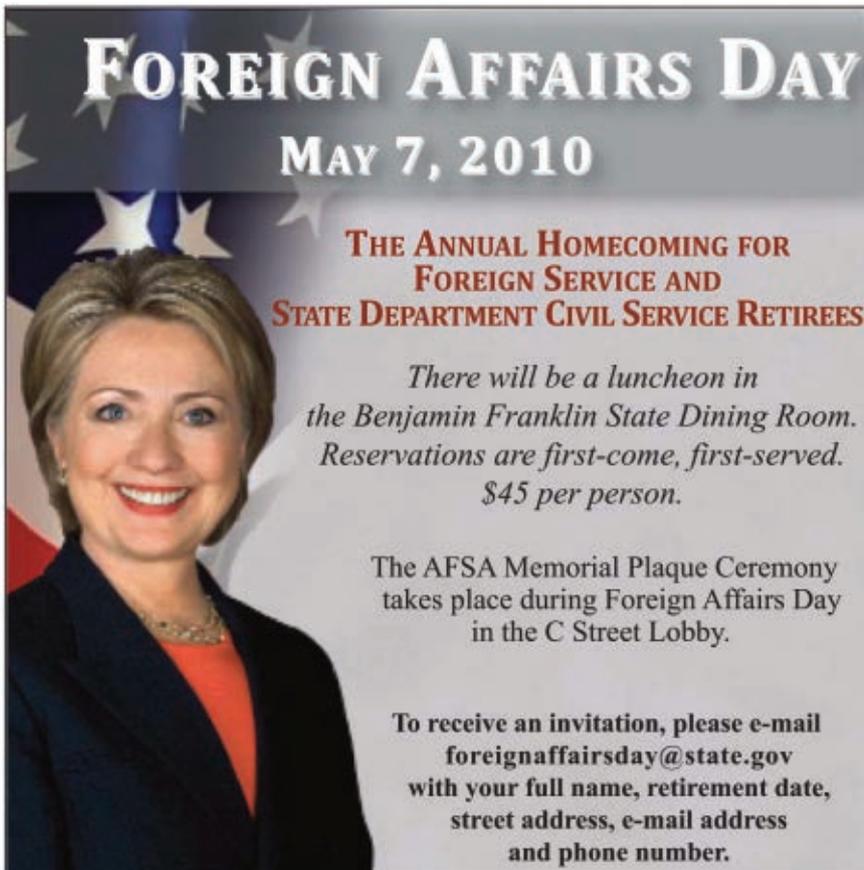
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PRESIDENT'S VIEWS

Two Important Blueprints for Labor-Management Collaboration

BY SUSAN R. JOHNSON

Two important sets of policy documents that deserve more attention than they've gotten have emerged from the Obama administration's first year. I spotlight them here not only because they reflect the administration's underlying strategic vision, but because they also focus on how it should be implemented. Taken together, they offer AFSA some real opportunities. Let me explain.



President Barack Obama's recent executive order on labor-management relations (E.O. 13522) establishes a National Council on Federal Labor-Management Relations co-chaired by John Berry, director of the Office of Personnel Management, and Jeffrey Zients, deputy director of the Office of Management & Budget. Its overarching goal is to support agency partnerships and cross-agency learning for productive labor-management relations.

The executive order requires all executive departments and agencies whose employees are represented by a labor organization to establish Labor-Management Forums. Among other things, the LMFs are tasked with developing "a limited number of mission linked or process-improving performance goals" and to support the changes needed to enable agencies to deliver

high-quality services. A follow-up memo from the co-chairs lays out guidelines for establishing the forums.

That brings me to the second set of blueprints, which are related to the Obama administration's international affairs budget request for Fiscal Year 2011, now on Capitol Hill. The details of that submission are certainly important, but Secretary of State Hillary Rodham Clinton's memo of June 1, 2009, in which she set forth guidance for preparation of the budget, is arguably just as significant.

In that document, the Secretary emphasizes that the budget request should be a blueprint for strategic vision, priorities and our means of achieving them. While we face a complex array of threats, we can meet them by using the "talent of our people, well-reasoned policies, strategic partnerships and the strength of our principles."

Deputy Secretary of State Jacob Lew's companion memo points out that tackling these challenges will require strong partnerships and institutions, as well as new thinking about how we develop and implement programs and operate at all levels. He identifies five elements that should characterize the budget: (1) goals and expected results; (2) a strategy to achieve these goals and how these align with other efforts under way; (3) the resources needed to imple-

ment the strategy and how these can be leveraged with existing resources; (4) a discussion of management reforms that could improve outcomes; and (5) metrics to assess outcomes.

The budget's number-one strategic goal is to build civilian institutional capacity — not just by seeking significant increases in Foreign Service personnel, but also in terms of getting and developing the right skills to meet the challenges we face. Lew calls for "judicious decisions regarding the ways in which security requirements impede our ability to facilitate diplomatic and assistance activities" and for improving management and oversight capacity.

Taken together, these two sets of policy documents offer real opportunities for AFSA to embrace the strategic vision underlying the executive order, by working with OPM and OMB to establish the forums and make them a more productive team effort.

In the process, we can build on the historically productive partnership between AFSA and the management of State and the other foreign affairs agencies to strengthen our institutional capacity, develop the professional skills required to meet the challenges before us, and balance our security requirements with the achievement of our mission.

I welcome your specific suggestions on how to use the Labor-Management Forum to achieve these goals; please send them to President@afsa.org. ■

Susan R. Johnson is the president of the American Foreign Service Association.

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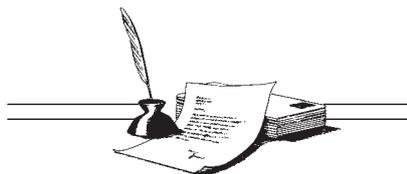
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LETTERS

Cover the Dissenters

Congratulations to AFSA President Susan Johnson on her editorial in the February *Journal* on the subject of dissent and how to make it meaningful again. I particularly agree that “taking dissent seriously is essential.”

While there are probably many ways to highlight the importance of constructive dissent, there is one obvious first step we can take: changing the way we handle the dissent awards in our own magazine.

Each year when the awards are given, we bury — yes, bury — the announcement in the blue pages of *AFSA News*. Why is this event not treated as the major story it is — at least for us? Why do we not make it the cover story for the *Journal*?

Upgrading our treatment of our very own awards for dissent could be accomplished quite easily. AFSA has only to decide to do so. After all, if we cannot be bothered to treat this event (unique in the U.S. government!) as significant, why should anyone else?

In other words, if we want people to take dissent seriously, we at AFSA have to do so ourselves. Respect, like charity, begins at home.

Edward Marks
Ambassador, retired
Washington, D.C.

Another Option for Retirees

The February issue, with its focus on “Exploring New Worlds: Life &

Work after the Foreign Service,” was particularly useful. I read it cover to cover.

I had to come to terms with life after the Foreign Service earlier than most, both because I was selected out after 18 years of service (1981-1999), and because I was only 43 years old — far from age 50, when I would have received an immediate annuity. (I will receive a “delayed annuity” at age 62.)

It seemed fruitless to file a grievance; I had already fought and won one several years earlier, and State would not allow me to fight this one from Bern, my last posting. If I had to leave that fabulous post, then I might as well look elsewhere for my next career.

Surprisingly, nobody in any of the articles, even the potpourri “Retirees Speak Up,” mentioned defense contracting in any detail. One did write about a counterterrorism-related contractor position with the U.S. Special Operations Command in Tampa, Fla. In fact, defense contracting is where I have found my second career — which seems a logical follow-up to my work on political-military issues.

It was tough finding a job as a “mediocre FSO” (not a former ambassador) in the Washington, D.C., area. But now I have worked as a defense contractor with the Air Force Office of Special Investigations, the Navy International Programs Office, the Defense Advanced Research Projects Agency and, most recently, the Joint Impro-

vised Explosive Device Defeat Organization. In the process, I have developed a rather unique expertise in foreign disclosure, technology transfer, munitions licenses, official and unofficial foreign visitor controls, antiterrorism/force protection, international agreements, liaison with foreign embassies, etc.

To me, this career direction was a logical choice for a political officer interested in the Department of Defense. Every position has had international involvement, something I insist on in my after-Foreign Service life.

And when I was suddenly launched into job-search mode again last August, it took a mere month to become securely ensconced in a better-paying, more responsible and interesting defense-contractor position that requires foreign travel. The travel is minimal, just enough to remind me of why I am relieved not to have to move every few years.

Mary Ann Singlaub
Former FSO
Vienna, Va.

More on Move Managers

Since submitting my February article — “Should We Move to a Senior Living Facility?” — in which I recommend retaining a consultant to assist in the process, I have learned of a nationwide organization of specialists in the field. It is called the National Association of Senior Move Managers, and can



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be found at www.nasmm.org. The Web site includes a directory to help you find local consultants. The existence of such an outfit underlines how rapidly demographics are shifting in the United States.

Many of these consultants apparently advise on how to remain in your own home in the golden years, as well as on how to downsize, dispose of excess possessions, select an independent living or assisted living location, and move there.

Bill Harrop
Ambassador, retired
Bethesda, Md.

Retirement Living Decisions

My compliments to Bill Harrop for his comprehensive and evocative answers to the question: "Should We Move to a Senior Living Facility?" Based on my experience moving to a senior living community in Bethesda, Md., almost four years ago, I'd like to add a few comments.

First and foremost, families should decide to move when they are still in good physical and mental health to make that decision — i.e., before they find that they must for one reason or another do so. They can then approach the issue with equanimity, deliberately and rationally, without the pressure that physical or mental circumstances might impose.

Since there are any number of options available in the Washington area, location for us became an important factor. My wife and I wanted to be close enough to downtown Washington's cultural facilities — the Kennedy Center, theaters, museums — to get there easily while we are still driving or, later, when we need to depend on public transportation.

We found to our surprise and relief

that we did not have to downsize, a major concern for many. Our apartment at Maplewood with its 1,600 square feet is larger than the living space we had in our two-level house. And being in good health, we managed the move ourselves as we had done while in the Foreign Service.

It also helped that we sought and received ample information and advice from the sales management team here regarding living options and costs, investment details and financial possibilities.

In my first Christmas card after moving, I wrote: "This is the near-paradise preparing us for the real thing to come!" Enough said.

Hans N. Tuch
FSO, retired
Bethesda, Md.

Population Matters

In "The Population Bomb Is Still Ticking" (January Speaking Out), Michael Fritz addressed a very serious issue: namely, that "the U.S. has (historically) conducted a strong population assistance program," but has not had "population reduction as an explicit goal."

He argued his case with reference to global warming but, given wide American popular resistance to "elitist" scientific theory, an even more arresting argument may be the intractable cycle of poverty and crime that accompanies overpopulation, absent "escape valves" like emigration.

Rightly or wrongly, during my Foreign Service career I never got the impression that population or family planning issues were particularly high on the U.S. agenda. Maybe my ignorance, if it was that, was a function of the countries in which I served: China (a target of U.S. opprobrium over its

early reliance on abortion to lower population growth), the Soviet Union (we had other fish to fry, and its successor state, Russia, faces a declining population) and Japan (also with a population that is likely to decline).

But, I also couldn't help noticing over the years that U.S. overseas family planning policy was inextricably linked to the domestic theological/political debate over access to legal abortion services and effective birth control vs. abstinence "education."

Some post-retirement months in Guatemala introduced me to a country that (along with Haiti) has some of the highest population growth, infant and maternal mortality, and malnutrition, poverty, unemployment, crime and murder rates in the Americas. The link between young populations, crippling underemployment and rampant criminality seemed evident in Guatemala. These factors also induce massive unsanctioned emigration. As a result, Mexico, itself overpopulated, regularly deports large numbers of undocumented Guatemalans.

Guatemala hosts scores of well-intentioned missionary and nongovernmental organizations, but few promote reproductive health and family planning. The missionary-oriented language school I attended included material on "the myth of overpopulation."

Almost alone in its efforts in Guatemala, WINGS, an NGO led by retired FSO Sue Patterson, is working to promote family planning and reproductive health among the disadvantaged.

Information on these issues in Guatemala and this NGO can be found at www.wingsguate.org.

Neil Silver
FSO, retired
McLean, Va. ■



CYBERNOTES

Chile and Haiti: What's In a Comparison?

Just six weeks after the Jan. 12 Haiti disaster, a powerful earthquake hit Chile. Though stronger in magnitude (8.8 compared to Haiti's 7.0), the earthquake in Chile wrecked far less havoc. In Haiti a reported 230,000 lives have been lost, an astounding number compared to Chile's current 800 death toll.

How is it that an earthquake whose energy at the epicenter was 500 times stronger than that of Haiti's failed to produce even a fraction of the devastation seen there? To be sure, there are some geological factors to take into consideration, such as the proximity of the Haiti earthquake's epicenter to its capital and other major cities, compared to the epicenter of the quake in Chile, which was centered some 20 miles offshore and roughly 200 miles southwest of Santiago.

In an effort to answer that question, the BBC compared the Haiti disaster with the recent quakes in Italy and China "Put simply, there are the technical elements of the earthquake and then the social elements on top of that," Pete Garratt, head of Red Cross Disaster Relief told the BBC.

As other analysts note, the radically different outcomes in the wake of the Haitian and Chilean earthquakes have revealed underlying social and economic disparities between the two

Defense and diplomacy are simply no longer discrete choices, one to be applied when the other one fails, but must, in fact, complement one another throughout the messy process of international relations. ... U.S. foreign policy is still too dominated by the military, too dependent upon the generals and admirals who lead our major overseas commands.

— Adm. Mike Mullen, Chairman of the Joint Chiefs of Staff, on March 4, www.jcs.mil/speech.aspx?ID=1336

countries. Haiti is currently the poorest nation in the Western Hemisphere, home to corrupt politics and a government which had failed to install appropriate countermeasures should an earthquake occur. (Admittedly, the country's last severe earthquake occurred 200 years ago, explaining in part its lack of investment in safety measures and earthquake-resistant infrastructure.)

Chile, by contrast, has a stable, honest government. Moreover, the country had prepared itself for possible natural disasters with rigid building codes, architecture designed to adapt to seismic waves, and world-renowned seismologists and earthquake engi-

neers working to provide the safest and most accommodating structures within a country regularly visited by earthquakes.

Oxfam America's Chris Hufstader underscores the extent to which comparisons of the damage inflicted by earthquakes depend on the country's level of development. He points to the recent study by the Belgium-based Centre for Research on the Epidemiology of Disasters showing that earthquakes have killed more people over the last decade than any other natural disaster.

"An increasing proportion of those affected are in developing countries," Hufstader says. "So if we can use the data and lessons learned from these comparisons, it is yet another fact we can use to mobilize people and resources to end poverty, because it will also save lives."

— Jennifer Thompson,
Editorial Intern and Susan Brady
Maitra, Senior Editor

Project to Take on Abuse of Law as a Weapon of War

In mid-March, The Lawfare Project was launched with a by-invitation-only conference in New York City co-sponsored by the New York County Lawyers Association Foreign & International Law Committee, the European Center for Law and Justice and the Lawfare Project. The term "law-



CYBERNOTES

fare” denotes the abuse of the law and legal systems for strategic ends or, more generally, use of the law as a weapon of war.

“It is vital to understand that the legal war can be just as perilous as the physical battle, and we must work across political and ideological lines to facilitate an adequate response,” says Brooke Goldstein, director of The Lawfare Project. “The goal is to educate the public about attempts to distort and misapply human rights law, to mobilize resources and bring interested parties from a broad spectrum of views together in a common forum.”

The first organization of its kind, The Lawfare Project’s focus is limited to three areas: legal efforts to thwart free speech relating to issues of national security and public concern; attempts to delegitimize and diminish the sovereignty of democratic states; and legal maneuvers that unduly frustrate the ability of democracies to defend against terrorism.

The March 11 conference was co-chaired by former Manhattan District Attorney Robert Morgenthau; Irwin Cotler, a member of Parliament and former Canadian minister of justice; and Dean of the Columbia Law School David Schizer. A bipartisan group of panelists from the political, legal, judicial and counterterrorism fields included Israeli Ambassador to the United Nations Gabriela Shalev, Utah Attorney General Mark Shurtleff, former Ambassador to the U.N. John Bolton, *New York Daily News* owner Mort Zuckerman and *Wall Street Journal* editorial board member James Taranto, among others.

The event kicked off an ongoing initiative to be followed by similar meetings in the U.S. and abroad. The organization’s Web site, www.thelawfareproject.org, tracks instances of lawfare and is an online resource for information on the subject.

— Jennifer Thompson and Susan Brady Maitra

Those Who Live in Glass Houses

Writing in *The Times of London* on Feb. 24, diplomatic correspondent Catherine Philp reports that the State Department has selected Philadelphia-based architecture firm Kieran Timberlake to build a new U.S. embassy in Britain. Construction will begin in 2013, with the ribbon-cutting ceremony set for 2017.

The current facility, which opened in 1960, was designed by Finnish-American architect Eero Saarinen. Located in central London’s Grosvenor Square, the embassy’s neighbors have long reviled it as a concrete behemoth. Washington’s decision to abandon the site came after more than 100 residents of the Mayfair neighborhood took out a full-page advertisement in *The Times* to oppose post-9/11 security restrictions, which they contended would leave the area more vulnerable to attack.

The new mission’s estimated billion-dollar price tag would make it one of our most expensive, exceeding even Embassy Baghdad. And that figure does not include the 17.5-percent value added tax that the United Kingdom levies on all buildings — which Washington, claiming diplomatic exemption, has refused to pay. In the process, it has racked up some 32 million pounds (nearly \$50 million) in unpaid congestion charges and other fees, prompting Ken Livingston, the

50 Years Ago...

It is encouraging to note that, despite the temptation to feel that the same [bureaucratic] battles are being fought over and over again, some progress is actually made. Today, for instance, there is general acceptance of the principle that the ambassador is the leader and coordinator of all official activities in the country to which he is accredited.

— From “Ancient History” (editorial), *FSJ*, April 1960.





Site of the Month: MobileActive.org

Mobileactive.org, “A Global Network of People Using Mobile Technology for Social Impact,” is an impressive and useful forum. The site not only hosts an array of information regarding the newest mobile potentials, but it supports the idea of social activism through an unlikely medium: our cell phones.

In an age of increasing technological capabilities, organizations now have the power to utilize mobile phones as a means of communication and social advancement. This site is home to a broad range of features, including a comprehensive database on the mobile capabilities of virtually every country in the world, a directory highlighting available mobile tools, case studies, how-to-guides and further research (named the mDirectory). In addition, a blog center is the venue for discussion of the most recent news and a variety of issues concerning mobile technology.

Mobileactive.org focuses on seven fields: Advocacy, Citizen Media, Democratic Participation, Disaster and Humanitarian Relief, Environment, Health, and Livelihoods and Economic Development. Registered users of *Mobileactive.org* can add a mobile tool, blog post, strategic advice or a case study to the site, updating it constantly with the most current and relevant mobile knowledge.

The *Mobileactive.org* community consists of a medley of nongovernmental staff, intermediary organizations, content and service providers, organizations funding various mobile projects and grassroots activists. The site is a project of the Nonprofit Technology Network (*www.nten.org*), a membership organization of technology professionals devoted to increasing nonprofits’ use of technology to address and provide for community needs. The *Mobileactive.org* mission is to help NGOs to employ mobile technology, build partnerships through an overarching framework, and expand organizational knowledge of mobile capabilities.

This site reminds us of the breadth of current media such as Facebook, Twitter, and Youtube, and points the way for mobile technology to become a contender as one of the leading technological agents of shared knowledge and progressive change in the near future.

— Jennifer Thompson, Editorial Intern

outspoken former mayor of London, to call former U.S. Ambassador Robert Tuttle a “chiseling little crook.”

Louis Susman, the current ambassador, has assured Londoners that “We intend to do what’s appropriate and we are working with the Treasury on that.” Acknowledging past difficulties, Susman has pledged to be “a good neighbor in our new home” and said that the eco-friendly building would generate enough power to contribute to Britain’s national grid.

The new embassy — a towering glass cube covered with a thin sheath

of photovoltaic cells — is expected to be comparatively airy and accessible, and less likely to clash with the surrounding Wandsworth community on the south side of the Thames River. In State’s view, the design “met the goal of creating a modern, welcoming, timeless, safe and energy-efficient embassy for the 21st century.”

The structure will be surrounded by a green expanse “honoring the English tradition of urban parks and gardens as the context for many civic buildings,” as well as a semicircular, 100 foot-wide moat.

Blogging for the *Los Angeles Times*, architecture critic Christopher Hawthorne praises the design as a break with the bunker mentality that has marked so many recent U.S. embassies. But he warns: “Whether the new embassy seems open to the city around it may be a matter of perspective. For Londoners who are accustomed to the accessibility of Saarinen’s building and who may even remember the days when it was possible to walk almost effortlessly inside, the new facility may appear hardened against attack. But compared with recent U.S. embassies in other cities — Beijing and Baghdad, to name two — this one makes a noticeable effort not to turn away from urban life.”

Washington Post commentator Philip Kennicott laments the break with the tradition of American presence in Grosvenor Square, which dates to John Adams’ appointment as the first U.S. minister to the Court of St. James’s in 1785. But he approves of the design, quoting architectural historian Jane Loeffler: “Very fashion-forward, but it’s not just trendy; it has rationale and science behind it.”

— Steven Alan Honley, Editor

Indonesia: Back on the Map?

President Barack Obama’s upcoming second trip to Asia has brought Indonesia into focus on the American foreign policy radar screen once again. Hopefully, the president’s visit to the land he called “home” for four years during his childhood will prove to be not simply a sentimental journey, but the beginning of a serious strengthening of relations between Washington and Jakarta.

A working relationship between the U.S. and Indonesia could be very beneficial, both bilaterally and for the rest



of the world. The sprawling archipelago is the world's fourth-most populous nation, with the largest Muslim population. It is also a major voice within the 10-nation Association of Southeast Asian Nations. Strategically situated adjacent to China, its waterways include the world's busiest shipping lanes.

President Obama and President Susilo Bambang Yudhoyono are expected to sign a comprehensive agreement including more cooperation on security, education, infrastructure development and climate change. For Indonesia, trade, military sales, and the opportunity for civilians and military officers to pursue higher education in America top the agenda.

For the U.S., stronger ties with Jakarta, which has made significant democratic gains in the past decade, would help facilitate the Obama administration's promise of greater diplomatic engagement with ASEAN and help balance Japan, India and China in the region. It would also help greatly to assure freedom of passage through the strategic Malacca Strait.

But as some analysts point out, enhancing relations with Indonesia requires overcoming a series of sticking points. The skepticism with which Jakarta greeted the U.S. identification of Southeast Asia as a "second front in the war on terror" following the 2002 Bali bombing and its effort to deploy counterterrorism forces in the region gave Washington pause. Since then, however, Indonesia has burnished its anti-terror credentials, taking serious steps against al-Qaida-linked cells.

The perceived role of U.S. investors in bringing on the 1997-1998 financial crisis that effectively bankrupted Indonesia and the region still resonates there. Widespread mistrust over the U.S. agenda in promoting democracy,

economic development and public health persists, as well. This resistance is, in part, a legacy of CIA covert activities in the country to fight communism in the 1960s.

"A new and deep U.S.-Indonesian partnership must be given time to develop and remain focused on the big picture," states Heritage Foundation Asia expert Walter Lohman in a backgrounder.

"To fully realize American interests, the Obama administration should advance the relationship slowly, keep expectations low, and focus on broad areas of common interests, such as counterterrorism and counter-extremism, economic freedom, the geopolitical shape of the Asia-Pacific, democracy promotion and the efficacy of ASEAN," Lohman argues. "Small, concrete 'deliverables' are useful, but it is more important to have the president's stamp on big ideas."

Though it is a democracy with a strong constitutional foundation, Indonesia's vast island expanse and huge population with rich ethnic intermixtures makes for a very complex society that does not lend itself to easy interpretation. But there are several useful online resources on Indonesia and its relationship with Washington.

To follow news developments, see the BBC's country profile at <http://news.bbc.co.uk/>.

The State Department's country background notes (www.state.gov) fill in geography, demographics and history. And the role of radical Islam and and violent extremism in Indonesia is watched closely by the International Crisis Group (www.crisisgroup.org). The ICG's most recent report focuses on the easternmost province of Papua. ■

— Susan Brady Maitra



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SPEAKING OUT

DNA: The Future of Immigrant Visa Processing

BY SIMON HANKINSON

In a recent cable, the Department of State tightened up its regulations on the use of DNA (deoxyribonucleic acid) testing in immigrant visa processing, specifically by addressing security weaknesses in the chain of custody of samples. These improvements are necessary, though they will exact a cost in scarce staff and time.

However, merely changing the process obscures the more basic problem, which is that DNA tests are seen as a last resort rather than the foundation of a 21st-century system. This attitude needs to change. To better fight fraud and adjudicate cases, we need to re-examine the reason, and re-imagine the way, we use DNA testing to adjudicate immigrant visas.

How does DNA evidence speed processing, and why is it used?

Getting the Benefit of the Doubt

When American citizens petition for spouses and relatives, Department of Homeland Security adjudicators and State Department consular officers need to be able to determine the validity of the claimed relationships. For the purpose of validating a marriage, DNA evidence is useless, of course; officers must rely chiefly on interviews and documents. For parental or sibling relationships, however, it is increasingly conclusive.

In many developed countries, ap-

Attempting due diligence in all cases diverts resources from cases where they could make a difference to ones where they are not needed.



plicants can adduce reliable, generally truthful, contemporaneous civil documents (for instance marriage, adoption, birth or death certificates) in support of their cases.

But in poor or corrupt societies, a high percentage of applicants lack any credible documentary evidence to back up their claimed relationship to the petitioner. Sometimes this is due to poor infrastructure or record-keeping, in which case it is no fault of the applicant. But often it is due to efforts to hide the truth to obtain an unearned benefit.

In high-fraud countries, it is common for IV applicants to claim to have lost all their documents and photos in a theft, fire or flood. When documents are available, they are often issued many years after the event requiring proof, thus casting serious doubt on their legitimacy.

Furthermore, evidentiary docu-

ments can easily be forged — or genuinely issued, but on the basis of false information — or purchased cheaply. To get such “genuine fakes,” applicants submit affidavits to the local authorities, from friends or relatives, swearing to the claimed fact or relationship. Applicants routinely submit equally unverifiable affidavits of their own to consular officers.

Such circumstances create a massive workload for consular fraud prevention units, which cannot possibly investigate every case in the field. Though split interviews and other techniques can be effective, they are very time-consuming and don’t always produce actionable results.

Triage therefore has to be done. While egregious cases might be stopped, most dubious visas are eventually issued because of a lack of hard evidence that the relationship is invalid or fraudulent. Even though the interview and the officer’s experience indicate fraud, pressure to issue (or make an unchallengeable refusal) from petitioners, applicants and congressional offices is relentless.

By attempting due diligence in all cases, FPU resources are diverted to cases where they are not needed — e.g., blood relationships where DNA evidence could be conclusive — and away from those where they could make a difference, such as spousal or fiancé relationships.



Make DNA Testing a First Resort

For various reasons, State and DHS have always stressed that DNA comes into play only once all other credible evidentiary avenues are exhausted. This approach makes sense in low-fraud environments and when DNA testing is very expensive or technically difficult. But it makes no sense in high-fraud countries. Nor does it take into account the downward trend in prices for such services.

DNA ancestry testing, for example, can now be done for less than \$70, compared with more than \$500 just a few years ago. Prices for relationship-testing services, now less than \$200, are also moving relentlessly downward. (Most of the roughly \$600 charged to immigrant visa applicants for a relationship test seems to be due to chain-of-custody and security costs, so it could be lowered substantially through a uniform U.S. government approach.) That amount is not an undue burden given that what's at stake is American citizenship.

To take full advantage of the relative certainty of DNA testing, we need to realign our system to deal with reality. No country has a monopoly on honesty; lying and fraud to obtain benefits stem from economic and cultural factors, not race, religion or geography. Where the stakes are high enough, even normally honest people may lie. And when there is the chance to escape a poor country with no opportunities, we are naive to expect total honesty from an applicant's friends and family.

Basing our immigrant petition and visa application system on the assumption that all people tell the truth and that documents can be assumed to be genuine — without building in verification such as DNA testing — cripples

***Sooner or later, DNA
testing for visa cases will
seem as normal as using
paper relationship
documents, only more
secure and verifiable.***

our efforts to adjudicate cases.

The determination of some consular managers to clear IV processing backlogs by ignoring the prevalence of fraud essentially means directing officers to “just hold your nose and issue.” Efficiency, meaning speed of processing, becomes the all-consuming goal.

This approach makes the manager look good and possibly leads to promotion and better jobs. However, it is legally, morally and managerially wrong, and it saps staff morale. Furthermore, word of lax adjudication standards spreads quickly through a host country, encouraging more fraudulent petitions and increasing the consular staff's workload — the precise opposite of what was intended.

How It Would Work

A better solution would be to take the easy cases off officers' backs by integrating DNA testing into the process from the start. How might this work?

When petitioning for blood relatives and paying the fees, a U.S. citizen would have two processing options: regular and expedited. Expedited processing (the voluntary nature of which could preclude any Fourth Amend-

ment/compulsion issues) would require each petitioner to give a DNA sample (via cheek swab, for example) for inclusion in the case file. The applicant would pay a fee for this service, but in return would jump ahead of non-expedited cases.

Alternatively, a fee could be charged for *refusing* DNA testing; this would cover the cost of more time-consuming verification methods. The chance to save months of processing time, both in Washington and overseas, would be a huge incentive to pay.

DHS would place the petitioner's sample in an envelope, seal it, scan a bar code to associate it with the electronic case file, and send the sample to a contracted lab. (The number of approved labs could be drastically reduced; or better yet, contracts for bulk processing could be negotiated with just a few. Massive demand would rapidly cause testing laboratories to improve methods, technology and speed, and bring down per-sample costs.) The lab would then electronically send the petitioner's DNA signature results to Homeland Security to be automatically loaded to the petition.

When the beneficiaries showed up for the interview at the foreign post, they, too, would submit cheek swabs, placing them in envelopes in front of the interviewing officer and handing them under the window. If necessary, a local medical professional could assist with the procedure, and DNA appointments could be grouped together at the same time. The officer would seal the samples, associate them with the petitioner's case using a bar code on the sample envelope, place this in an outer envelope, and send it back to the U.S. for testing at the same lab.

There would be no local lab involved, and the officer could oversee



the entire chain of custody right up to the mail room. (The few additional minutes this process would take would be more than saved by the officer or fraud prevention unit not having to interview so many applicants at length.)

On receipt of the post sample, the lab in the U.S. would generate a result and send it electronically back to the post, where an officer would open it and associate it with the petition and the petitioner's sample. The DNA matching process could either be done remotely by the lab or be automated. Automated comparison of DNA results might seem unimaginable today, but not that long ago, fingerprints used to be compared manually. Now we have the Integrated Automated Fingerprint Identification System.

DNA results, with all their unique variables, could certainly be reduced to a digital format that would allow automated electronic comparison. Off-the-shelf software already exists to do this and, with the kind of caseload DHS and State would bring, proprietary software linked to existing systems could soon be affordable and feasible. For appeals where samples didn't match, results could be manually reviewed by the lab's expert or new samples could be sent to a different lab, with an additional fee, refundable if the applicant is proven right.

Such a system would take some money and programming to set up, but it would be worth it. The benefits would be: (a) lowering the routine workload for officers and fraud prevention units, allowing them to clear backlogs and concentrate on IV cases where their time would get actionable results; (b) reducing the cost of DNA testing significantly and speeding it up; (c) establishing a secure electronic baseline record for any future applications from

Split interviews and other techniques can be effective, but are time-consuming and don't always provide actionable results.

the same petitioner or beneficiary, at no extra cost; and (d) lowering the number of fraudulent applications.

It would accomplish the latter by eliminating loopholes for fraud in the DNA sample chain of custody, and by making petitioners pay in money and time for falsely claiming blood relationships. In the present process, there are no penalties for claiming as many false beneficiaries as a petitioner chooses.

A Reality-Based System

A system incorporating DNA from the outset would deal with the world as it is, instead of as we wish it were. The truth is that if any of us were the one family member to have achieved U.S. citizenship, we'd be sorely tempted to claim as many non-blood relatives as possible. Not surprisingly, a 2008 State Department/DHS study of refugee processing in Kenya was "able to confirm all claimed biological relationships in fewer than 20 percent of cases (family units)" out of a 500-person sample.

Incentivizing DNA testing in all blood-based IV cases, and requiring a fee for it, would eliminate the free ride for false claims. Petitioners or applicants who refused testing would have

to wait until the FPU had time to properly investigate their cases. Another variation could be to charge \$1,000 for an entire DNA series (e.g., parents, siblings or unlimited children) but refund half of the amount in cases where the claims are true. That way petitioners would have to accept financial consequences for any false claims, and the fraudulent would subsidize the honest.

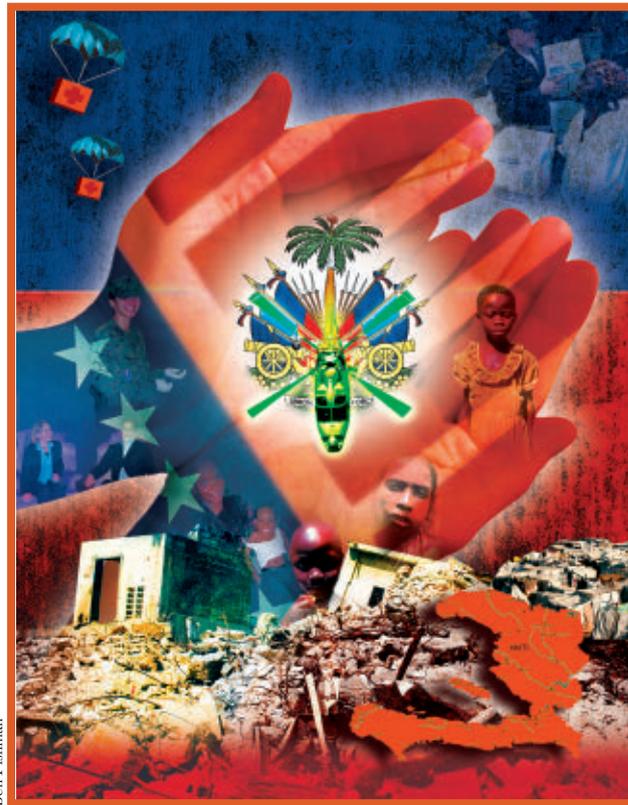
Given demographic, political, economic and environmental trends, the world is not going to run out of eager potential emigrants any time soon. If America wants to have a lawful, orderly and fair immigrant flow into the country mainly based on family reunification, we need to accept that many applicants will continue to commit fraud, and process cases accordingly.

Just as biometrics clearly represents the future of identity documents, so DNA must become the standard operating procedure in the service of our consular customers. Not long ago, the idea of using printed visa foils instead of ink stamps, adding photos to the applicant record, or electronically recording and comparing fingerprints or facial scans, seemed technically infeasible, cost-prohibitive or unduly intrusive to many people. All those innovations long ago proved their worth.

Sooner or later, DNA testing for visa cases, perhaps by non-invasive, instant scan much like today's fingerprints and retinal scans, will seem as normal as using paper documents, only more secure and verifiable. Moving to such a system would enable CA and DHS to lead the field. ■

Simon Hankinson joined the Foreign Service in 1999. Currently the U.S. consul in Bratislava, he previously served in India, Fiji and Ghana.

A COMPASSIONATE AND COMPETENT RESPONSE



Ben Fishman

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THE WORK USAID AND STATE HAVE DONE IN HAITI AFTER THE JAN. 12 EARTHQUAKE SHOWS WHY THEY SHOULD TAKE THE LEAD IN DISASTER RESPONSE.

By J. BRIAN ATWOOD

he American people's humanitarian instincts rise to the occasion whenever disasters strike, whether here or anywhere in the world. Americans expect their government to act with dispatch, efficiency and compassion. When that happens, as it did in the response to the earthquake in Haiti, there is an added bonus: the world gains an appreciation for our values and for the competence of our government.

A high-ranking official of the last administration recently described an encounter with a long-serving foreign minister

from a Middle Eastern country. Told that the minister wanted to convey a serious concern, the diplomat assumed that it must be related to a difference over policy. “No,” the minister said, “whatever policy differences we have had with the United States, there always was a presumption of competence. Your mishandling of the Katrina tragedy has badly tarnished your reputation in this part of the world.”

The challenge our government and the international community faced in Port-au-Prince on Jan. 12 was even greater than that of Hurricane Katrina. Haiti, the poorest nation in our hemisphere, did not possess the support systems of the city of New Orleans, the state of Louisiana or the United States. While 1,863 Americans died in the Katrina disaster, the latest death toll in Haiti is 230,000, and the crisis is not yet over.

The government of Haiti nearly collapsed along with its ministry buildings. The United Nations building came down on its 140 occupants; its director, deputy director and many others were killed. Nongovernmental groups that might have aided in the response were devastated, their staffers and families killed or badly wounded. The new U.S. embassy remained intact, but the staff mourned the loss of one of its own, FSO Victoria DeLong, a cultural affairs officer who died when her home collapsed.

DART-ing to the Rescue

President Barack Obama immediately ordered an “all-government” response and named USAID Administrator Rajiv Shah, confirmed only the week before, coordinator of the effort. Dr. Shah and the entire U.S. government were well served by USAID’s Disaster Assistance Response Team, which immediately deployed to Haiti. Its key elements were in place within 24 hours.

The DART was led by an experienced veteran, Tim Callaghan, director of USAID’s Office of U.S. Foreign Disaster Assistance’s Regional Office for Latin America and the Caribbean. Callaghan and his Costa Rica-based staff

J. Brian Atwood served as Administrator of the U.S. Agency for International Development from 1993 to 1999. A former FSO, Atwood also served as under secretary for management and assistant secretary for congressional relations. He was the U.S. government coordinator during the Bosnia, Rwanda and Kosovo crises, and for the federal responses to Hurricanes Mitch and Charles. He is now dean of the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota.

have helped governments in the region develop strategies to mitigate the worst effects of natural disasters. He has also advised the United Nations on the development of a search-and-rescue protocol and a certification system for relief units that are deployed by the international community.

Callaghan “pulled in” the two search-and-rescue teams that regularly work with USAID — and are certified by the United Nations as international search teams — from Los Angeles, Calif., and Fairfax, Va. The 17-member DART and 72-member search-and-rescue team (with six canines and 48 tons of equipment) arrived in Port-au-Prince at 4:15 p.m. on Jan. 13. They were saving lives and assessing the desperate needs of Haitians that same evening. A day later, they “called forward” another certified team from Miami-Dade County, Fla.

A disaster of this magnitude, affecting some three million people, is as complex a challenge as any the DART has seen. Moving supplies was nearly impossible until debris-strewn roads could be cleared. The airport, not the most efficient facility even in normal times, had to be repaired and equipped to handle much more traffic. The port was in ruins, which made the import of heavy equipment a challenge. Movement from across the Dominican Republic border was the best option, but this had to be handled sensitively.

The U.S. Southern Command provided crucial logistical support, responding to needs determined by the DART. U.S. Ambassador to Haiti Ken Merten, who immediately declared the situation an emergency, and General Ken Keene of SOUTHCOM comprised the leadership team, along with Callaghan.

Secretary of State Hillary Rodham Clinton, USAID Administrator Shah and Cheryl Mills, Sec. Clinton’s chief of staff, were soon on the ground, Sec. Clinton having returned early from a visit to Asia. She personified the level of attention the tragedy was receiving from the U.S. government.

In such disasters, the media play an important role: that of the messenger/critic. Graphic accounts both encourage generosity and keep pressure on governments to respond. In Haiti, the media presented a special challenge, however; part of their mandate was to report all that was going wrong. And in the early days of a disaster response, there is no shortage of bad news.

The initial news from Haiti focused on inadequate medical facilities, where doctors performed difficult operations

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with no modern equipment or anesthesia. The removal of thousands of bodies, a major sanitation/health risk, was vividly reported, as well. Amid the din of these emotional reports, the underlying question was, “Why can’t the United States and the international community do more?”

Soon the media began to focus on isolated incidents of violence. Store windows broken by marauding, hungry, teenagers, and crowds clamoring behind food trucks were captured by television networks. The images misrepresented the bravery and resolution of the Haitian people, but they constituted news. The Haitian government and the U.S. military soon began to deter the violence, both by being present and by setting up controls at food distribution sites.

Mistakes were made. Some search-and-rescue teams that deployed were not certified for international disaster relief and came without adequate supplies and training.

USAID’s Disaster Assistance Response Team began operating in Haiti within 24 hours.

Some teams wandered outside the carefully planned grid system set up by the United Nations to provide help. Others disregarded local authorities and ignored important cultural signals. These teams were well-motivated and they worked very hard in difficult circumstances, but more often than not, they made co-

ordination more challenging.

Thinking Outside the Tent

In contrast, the embassy and DART were highly sensitive to the plight of the Haitian government and respectful of local authority. Dumping food off the back of a truck was a recipe for chaos, and they knew that food distribution would be more orderly if they worked with local leaders. They realized that they had to “think outside the tent,” providing temporary shelters for the displaced, reuniting families or finding stable structures in which to house people.

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Mindful that the next big threat would come from sanitation-related causes, the team is using skilled sanitation and shelter experts to prepare the community for the coming rainy season.

USAID's Office of Transition Initiatives, established during the Clinton administration to find ways to reconcile disrupted, traumatized societies, also went to work in Haiti early on to help the government re-establish itself. For instance, OTI set up a facility where President Rene Preval could hold press conferences and address his traumatized population. And it continues to play that role in Haiti.

Embassy Port-au-Prince was augmented by consular officers from around the world who worked tirelessly to process the evacuation of American citizens back to the States. Consular officer Paul Mayer, on loan from Montreal, described the lines of thousands who stood outside the U.S. embassy, and the sad duty to say "no" to the unqualified cases. Writing in the State Department blog, he said, "The Foreign Affairs Manual explains things in precise detail. The FAM, however, doesn't prepare you for the feeling you get from saying 'No,' and 'I'm sorry,' over and over."

Mayer and his colleagues also tried to ease the discomfort of people standing for hours in the tropical heat. They distributed bottles of water and candy bars, and aided those who fell ill. They did all they could, but will no doubt long be haunted by what they witnessed.

The embassy also had to tend to American groups who came to "do good" by taking children back to the United States. One group of 10 from Idaho made international news when they were arrested trying to cross into the Dominican Republic with Haitian children. This, and other acts by seemingly well-intentioned people, cost time and effort that should have been devoted to providing relief.

The outpouring of emotion and resources from the American population was a reflection of our nation's humanitarian impulse. Ideally, this translates into useful support for mainstream aid organizations through the fungible commodity the professionals can make the best use of: money. There may still be warehouses full of clothing and dated medicines from past disasters that never did find their way to people in distress. Heading off this misplaced assistance becomes part of the government's public relations challenge.

*The "3Ds" — diplomacy,
development and defense,
shorthand for State,
USAID and DOD —
worked well and in concert.*

Lessons to Be Learned

The Haiti story retreated from the front pages, succeeded by news of the even more severe Feb. 28 earthquake in Chile. The story is far from over, however. There are still lives to save and a nation to rebuild.

When the full story is told, there will be individual heroes and heroines in addition to effective, highly professional teams — as well as groups of well-intentioned, but unprepared people. So there are lessons to be learned from this "all-government response."

Perhaps the most positive lesson is that the "3Ds" — diplomacy, development and defense, shorthand for State, USAID and DOD — worked well and in concert. This was a good test for a more integrated effort in post-conflict environments where each of the departments has a vital role to play.

USAID's Office of U.S. Foreign Disaster Assistance had the lead in Haiti, as was appropriate, and performed well. The embassy and USAID mission supported the team with local knowledge and dedication. When the DART leaves the scene, our State Department and USAID Foreign Service officers will carry forward the effort to help Haiti rebuild its government, its civil society and its infrastructure.

In the early days of the crisis, critical voices asked why USAID was put in charge of the response. Why not the military? Or the Federal Emergency Management Agency? The answer should be clear to anyone who studies this crisis carefully. An objective analysis will lead to the conclusion that future "all-government responses" should be limited to those organizations trained and certified to do this work internationally.

State and USAID demonstrated in Haiti why they should take the lead in disaster response. Military units are essential, but they operate best under broad direction from trained humanitarian professionals. In this case, they received that guidance from an exceptional USAID Disaster Assistance Response Team.

Above all, despite daunting challenges, our government will emerge from the Haiti crisis having made a vital humanitarian contribution. The compassion of our people and the competence of our government were on display for the entire world to see. ■

RELIEF EFFORTS RESONATE IN WEST AFRICA

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NAVAL PERSONNEL FROM THREE WEST AFRICAN NATIONS JOINED THE HAITI RELIEF EFFORT AS PART OF A U.S.–AFRICAN MILITARY PROGRAM.

By BENJAMIN EAST

When Lieutenant Commander Samuel Ayelazono of the Ghana Armed Forces was selected to participate in Africa Partnership Station's 2010 mission to West Africa, he had no idea he would wind up providing disaster relief to earthquake victims in Haiti instead. And because Ghana's early coverage of the earthquake consisted largely of international wire stories, Ayelazono's countrymen also had no idea that one of their own was playing a direct role in the relief efforts.

But by linking Ayelazono, on board a U.S. navy vessel in Haiti, with Sammy Darko of Joy FM, Accra's largest FM radio station, Embassy Accra's public affairs section ensured that Ghanaians received a first-hand account of their countryman's role in Operation Unified Response, the joint U.S. military operation providing humanitarian assistance and disaster relief in Haiti.

Embassy Accra had been preparing for the arrival in Sekondi of the USS *Gunston Hall*, an amphibious dock landing ship, as part of Africa Partnership Station, the annual program of U.S. and multinational visits that began in 2007. The ships travel to the Gulf of Guinea to provide a mobile platform for training activities; maintenance workshops; humanitarian assistance projects like the con-

struction and restoration of medical clinics; and workshops on maritime environmental protection, illegal and unreported fishing, counternarcotics training and other security issues.

Local Reports from the Scene

Upon learning that the *Gunston Hall* was instead headed to Haiti as part of Operation Unified Response, Joy FM was eager to report on the relief effort from a local angle. The station's reporters have a deep appreciation and understanding of APS activities from past visits, and were anxious to give their listeners the scoop. Sammy Darko phoned the ship on Jan. 27 and spoke with Captain Cindy Thebaud and Lt. Cdr. Ayelazono.

By then the ship had been docked at Haitian Coast Guard Base Killick for 10 days, with Ayelazono helping in the transfer of patients. "We had a lot of people with various medical conditions coming to the hospital and being medevaced to the hospital ship anchored offshore," Ayelazono told his fellow Ghanaians. "We recorded 200 patients a day. The situation is coming down now, so we are switching our efforts to food distribution."

Ayelazono's job was to keep track of patients as they were evacuated to distant hospitals or to offshore medical facilities such as the U.S. Navy hospital ship USNS *Comfort*.

Ayelazono also reflected on how his work in Haiti would

Benjamin East is information officer in Accra. Embassies Dakar, Accra and Abuja collaborated on this article.

provide lessons for assisting with disaster relief operations in the future. “This has served as practical experience for me. It was well organized, and any situations like this that I happen to find myself in, I will bring the experience to bear,” he told Joy FM listeners.

Ghana and Beyond

The FM station’s audience, which numbers approximately three million thanks to partnerships with other stations around the country, also heard from Capt. Thebaud, who had visited Ghana the previous year as commander of Africa Partnership Station 2009.

“People like Samuel [Ayelazono] are able to develop a very good bond and help build the confidence of the people who have been devastated by this earthquake,” says Capt. Thebaud. “It really has been my APS international staff that has gotten this program going and has allowed the people in the local area to come in and help their brothers and sisters.”

Joy aired the interview four times throughout the day on Jan. 28 and posted an article to its Web site, Myjoyon-

Accra’s largest FM radio station was eager to report on the Haiti earthquake from a local angle.

line.com, which reaches a broad audience of Ghanaian expatriates in addition to local listeners.

Officers from Nigeria and Senegal were also on board the *Gunston Hall*, and U.S. missions there helped bring the Haiti relief operation story to their compatriots. The public affairs sections in Abuja and Lagos connected local audiences with Nigerian Navy Capt.

A.A. Osinowo, who was serving as the ship’s deputy commodore. In addition, Lagos Public Affairs Officer Jennifer DeWitt Walsh hosted an event for about 20 Lagos-based local journalists framing the otherwise distant story in a local and personal context.

Embassy Dakar’s public affairs staff organized a telephone interview between Senegalese Navy Officer Lieutenant Assane Seye, embedded on the *Gunston Hall*, and journalists from a variety of news outlets. For more than an hour, the Senegalese journalists quizzed Lt. Seye on a variety of topics. “Being from a poor country, I understand how the Haitian people feel,” Lt. Seye says. “I know that I would be very happy to receive help if I needed it, which



U.S. Navy photo by Mass Communication Specialist 1st Class Martine Cuaron

Lt. Cmdr. Samuel Ayelazono (left), an officer from Ghana assigned to Africa Partnership Station West staff aboard the USS Gunston Hall, and Lt. Rafael Solis Martinez (center), from Mexico, help deliver food contributed by the Mexican Navy to a community in Haiti. The Gunston Hall was diverted from its Africa Partnership Station mission to assist with relief efforts for Operation Unified Response following the Jan. 12 earthquake.

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is why I am very proud and grateful to be part of this mission.” The Jan. 22 interview was widely covered in the Senegalese media.

Three Weeks of Aid

The *Gunston Hall* departed Haitian waters on Feb. 11, after three weeks at Killick. In that time, they transported crew members ashore, manned the flight deck for 50 helicopter refuelings, used cranes to load humanitarian and relief supplies onto the embarked landing-craft mechanized units, and ran well-deck operations to make sure the units were on-loaded and offloaded safely.

They moved a total of 355 tons of food, water and supplies, including 4,820 gallons of fuel, 218 tons of food and 10 tons of water. The embarked Maritime Civil Affairs Team 203 distributed aid to areas affected by the earth-

*They moved a total of
355 tons of food, water and
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gallons of fuel,
218 tons of food and
10 tons of water.*

quake for countless hours. They delivered or arranged delivery of mattresses, tents, relief supplies and food, including more than 900 packages of high-nutrition meals. A total of 325,603 meals were provided.

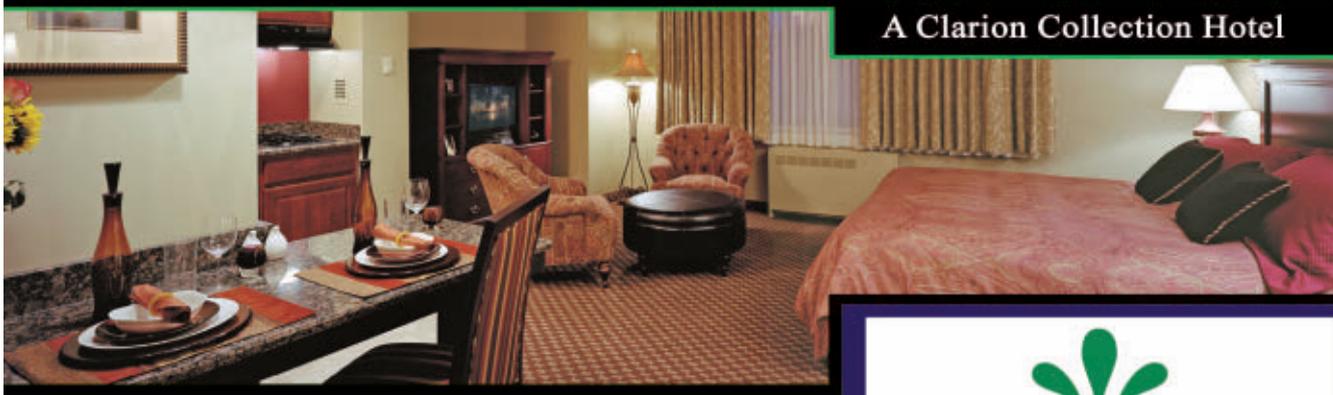
Some sailors served as stretcher bearers, carrying 409 patients onto 127 helicopter flights out from the base landing zone to either the USNS *Comfort* or other locations.

Others, such as *Gunston Hall's* Visit, Board, Search and Seizure team, provided security for the landing zone during flight operations.

The three public affairs offices effectively publicized the participation of West African officers in the Haiti relief effort, ensuring that these local heroes will receive a warm welcome when they return to the Gulf of Guinea later this year. ■

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ECHOES OF GRACE

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oon after being crushed in the collapse of his home, a tragedy that killed his wife and two of his children, an Embassy Port-au-Prince bodyguard crawled out of the rubble with his only surviving child. Despite a dislocated shoulder, broken hand and broken arm, he managed, with the help of another FSO, to get his 7-year-old son four miles to the embassy's gate.

Once the decision was made to admit the bodyguard and his son into the building for treatment by the sole doctor on duty, I went to meet them. After the man had traversed the 300 or so paces to Post 1, a wheelchair finally arrived and he collapsed into it with an enormous groan.

The bodyguard kept one eye open and on his son at all times despite pain and exhaustion — while his broken hand was set with a makeshift rubber brace, and while we kept his son awake to see if he showed any signs of internal bleeding or concussion. Later that night, father and son were out of danger and slept in the embassy's only two beds.

Michael Henning, a U.S. Agency for International Development Foreign Service officer since 1995, was in Haiti during the Jan. 12 earthquake and stayed for two weeks to assist the mission. He has served in the Philippines, Bosnia and Herzegovina, and Washington, D.C. He is a member of the Governing Board of the American Foreign Service Association.

THE LOCAL STAFF WHO FORM THE BACKBONE OF EMBASSY PORT-AU-PRINCE SAW THEIR SOCIETY LITERALLY DISINTEGRATE IN SECONDS.

BY MICHAEL HENNING

The next morning, I was told that I could go feed the hungry boy. His father was being tended to in a separate room, and the little boy was scared and didn't know what was happening. He wouldn't speak a word, even when I spoke to him in French. But he ate voraciously and silently as I held a banana to his mouth.

In between bites, I kept asking and motioning to see if he wanted to drink some water or juice, but he just stared at me, steadily eating the banana I held. I didn't know if he could understand me at all.

After he swallowed the last morsel, I suggested nonchalantly, as I got up to leave, that perhaps he'd like some chocolate. He nodded his head yes, so I asked, "How many chocolates do you need, two or three?" "Trois," he said, softly, but clearly, with an earnest stare.

Later I found some children's books and greatly enjoyed reading *Max et les Maximonstres* to the boy. I'd read my own son (about the same age) the same story in the original English (*Where the Wild Things Are*) from a copy my mother had given me when I was that age.

Pitching In

In hindsight, this bodyguard and his young son received relatively grand treatment. Other Haitians not affiliated with the embassy came to the gate with mortal wounds and likely died right outside or nearby.

No embassy is equipped or staffed for handling serious medical trauma, of course. But as one of the only safe structures in Port-au-Prince, the U.S. mission was pressed into service. Soon a complete surgical unit was set up in a conference room, and hundreds of doctors and other medical and technical personnel came from the U.S. to help with relief efforts.

Care for American staff that survived the earthquake was a major problem. Several Foreign Service members, including those there on temporary duty, and dependents were injured in homes or hotels. Many American staff and all dependents were evacuated within 24 hours. Others were evacuated later, complaining of chest pains, stress and other medical ailments.

The American staff that remained and those that are in Haiti now on TDY confront the effects of indescribable suffering and loss on a daily basis. Yet we are the lucky ones, for the local staff that make up the backbone of our embassies have seen their lives, their families, friends, city and government literally disintegrate in seconds. As the U.S. government confronted this tragedy, caring for embassy employees evolved into a complex and comprehensive set of interventions. I witnessed the initial phases of this process during the two weeks I spent in Haiti after the quake. I am proud to have helped where I could.

Before the assigned USAID team was able to staff up, I supported relief efforts, including search-and-rescue operations. Using my onsite knowledge of the airport to explain critical consular security issues to a military planner, I spurred the decision to deploy additional military assets for air evacuations.

I also found and handed out extra milk and diapers to four parents of American babies for their long and arduous evacuation journey. As an early riser, three times I relieved embassy staff in the control room before 4 a.m., just as the nightly barrage of Washington taskers would roll in. And I assisted a couple of visiting members of Congress who were not on official delegations.

Although the first Monday after the quake, Jan. 18, was the Martin Luther King Jr. holiday, the local staff started coming back to work that day. While it was wonderful to see with our own eyes that nearly all of them had survived, the gathering was still bittersweet.

*Whatever the future holds,
we must always think and
act broadly, creatively and
aggressively, to care for
all of our staff.*

That morning, I helped the Navy chaplain publicize the first memorial service held since the earthquake. The embassy was a beehive of activity, and persuading folks to stop working even for 15 minutes, especially on short notice, was a major challenge. But we got the word out via the PA system, an e-mail from the ambassador's office, the posting and circulation of flyers,

and the all-important word-of-mouth. All those voices joining to sing "Amazing Grace" echoed throughout the embassy, and still echoes today.

"From the American People"

Food rations were provided early on to the neediest employees, and potable water was available from embassy taps. The local staff still faced grave challenges, however. Milk was not available in the markets. Though the embassy had boxes upon boxes of baby formula and diapers, access was initially restricted due to concerns about running out. By the time I left, however, those supplies were being handed out in an orderly fashion to all employees who needed them.

Shelter was the greatest unmet need. There were not enough tents or even plastic sheeting to be had anywhere, for the aftermath of the quake had created a worldwide shortage. Our most critical work constraint was often drivers, and as the lowest-paid staff after guards, their housing was already marginal. One absolutely mission-critical motor pool dispatcher smiled as he told me that 10 days after the quake, full of stress from life and work and extremely long hours, he'd just had his first restful night under plastic sheeting bearing the ubiquitous USAID logo and tagline, "From the American People."

More could always be done, and there are some promising efforts under way. Spurred by the difficulties faced by our staff and our nongovernmental organization partners in the world's toughest places, USAID has worked to improve staff care. For Haiti, the agency will put in place its first mission-specific staff care plan that will bring together the various strands of existing and expanded efforts.

These range from extra time off, enhanced salary and other benefits, to critical quality-of-life improvements such as provision of food and shelter to staff and depend-

F O C U S

ents, on up to crisis response counseling. Expanded efforts will include organized offsite programs for counseling, recuperation and team-building. These services benefit all staff, American and local.

The idea for such a plan, specific to USAID's staff in Haiti, is driven by the sudden and devastating impact of the earthquake. Perhaps such plans will be created and implemented for other missions as needed, and broadened to include the other foreign affairs agencies.

Whatever the future holds, we must always think and act broadly, creatively and aggressively, to care for all of our staff. That care is critical to the success of our mission and, more importantly, to our humanity.

For the Future

As I write this, the bodyguard and his young child sleep on a street somewhere under the stars. The father has re-

All those voices joining to sing "Amazing Grace" echoed throughout the embassy, and still echo today in my heart.

turned to work, somehow carrying on despite the devastating loss of his wife and two children. His surviving son stays on the street during workdays (there is no school in Port-au-Prince now, and won't be for months) while his 15-year-old aunt looks after him.

The last I saw his father, I gave him two Coast Guard sleeping bags I had acquired, a Spiderman blanket a fellow USAID officer had given me as they were evacuating that first day, and the last \$100 I had. I also advised him to carry home water from the embassy taps because it is potable.

He lacked a tent or plastic sheeting for his now-small family. Hopefully he will have it before the rains come.

But what I really want to send him is some books. The way his little boy refused to turn each page of *Where the Wild Things Are* leads me to suspect he had never held such a book up close. ■

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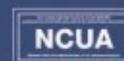
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‘THE EXPERIENCE OF A LIFETIME’

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mbassy Santo Domingo has been a key participant in the U.S. response following the Haitian earthquake — both in the Dominican Republic, where embassy staff and volunteers have been providing critical backup, and in Haiti, where they were among the first TDYers on the scene. We have assembled their sketches here. — Susan Maitra, Senior Editor

ALL HANDS ON DECK

I am a first-tour officer, assigned to the consular section in Santo Domingo as vice consul. My proximity to Haiti, along with the fact that I speak basic French and some Creole, put me in a position to help. Three days after the earthquake, I was escorted to a C-130 airplane at the San Isidro airport, and headed to Haiti. It was the experience of a lifetime.

For much of the time, I determined who was eligible for a seat on the evacuation plane — standing at the head of a line of thousands of potential evacuees for 12 hours at a time in the hot sun, either at the airport or outside the embassy. It was heart-wrenching to witness families making difficult decisions to leave members behind in order to evacuate themselves to safety. I also adjudicated evacuation visas and made parole recommendations in French and Creole on “the line.”

Late at night, I walked around in stocking feet inside

EMBASSY SANTO DOMINGO HAS PLAYED
A SPECIAL ROLE IN THE DISASTER RELIEF
EFFORTS IN NEIGHBORING HAITI.

the dimly lit consulate checking records to create sealed travel packets for American citizens who had lost their passports and validating parents’ names of escorted American-citizen children.

The team did whatever was necessary at any given moment. We created flight manifests and sent them to the appropriate agencies; educated evacuees about promissory notes; and provided basic needs such as water, food, baby formula and diapers. We also interacted with national and international media, escorted families to planes and maintained communication with Embassy Port-au-Prince, Washington, D.C., and other agencies. All the while, we mourned the loss of fellow Foreign Service member Victoria DeLong.

And all of us picked up trash, swept, mopped and scrubbed toilets to maintain sanitary conditions for American citizens and their families camped out for days in the embassy courtyard. In the few precious hours of downtime, we squirreled away in sleeping bags in the most isolated cubicle or darkest storage closet we could find.

In Haiti I learned that my brother, a member of the Navy Judge Advocate General’s Corps, had arrived offshore on the aircraft carrier USS *Carl Vinson*. We did not see each other, but regular e-mail contact helped us both endure the challenges of serving there.

In the two short weeks “Team Santo Domingo” was in

Haiti, we helped evacuate over 12,000 people. While serving the evacuation effort in both countries, I was impressed by how much entry-level officers' initiative, leadership and teamwork contributed. During this crisis, all hands were essential to success, and the newest officers rose to the occasion. I was honored to be among them.

J. Brett Hernandez
Vice Consul



THE TALE OF THE TARMAC

I was talking on the phone with my mother, who lives in Germany, when the earthquake hit, and my building started shaking. Just 36 hours later, I arrived in Port-au-Prince as part of the first wave of TDYers from Santo Domingo.

Our job was to help evacuate people at the airport. We were greeted there by three or four consular officers, a small Air Force ground crew and about 8,000 Haitian-Americans seeking evacuation.



Mark Hernandez

TDYers from Santo Domingo set up a makeshift consular "base camp" on the Port-au-Prince Airport tarmac with a couple of boxes of food rations and some water, where they processed thousands of American-citizen evacuees. They started with nothing: no power, computers, radio or BlackBerrys — not even earplugs! Crowd control was a major issue.

*In the two short weeks
"Team Santo Domingo"
was in Haiti, we successfully
evacuated over 12,000 people.*



Though still standing, the terminal was completely destroyed, so we created a small "base camp" for the consular officers on the tarmac where the planes arrived hourly. At first, it was nothing more than a designated spot on the landing strip with a few boxes of food rations and cases of water. We constructed crude restraining barriers to instill some order and salvaged a few chairs to mark our territory.

There were still kinks in the evacuation process, so for the first few days we approached the pilots personally and literally begged them to carry passengers back to their destinations. Some agreed; others refused.

The process was chaotic and the noise was deafening. We had nothing in the beginning — no power, computers, radios or BlackBerrys; not even earplugs. We entered manifests by hand in a notebook — "Name. Passport number. Date of birth. Next?" — 1,500 times a day. At

night, we took the manifests to the embassy, entered them into a spreadsheet and sent them off.

The more than 20-hour days were long, hot and arduous. Despite eating three 3,000-calorie Meals-Ready-to-Eat per day, we all lost weight. Due to the limited amount of food and water, we were not allowed to hand out supplies, and it broke our hearts to say no.

Crowd control was a major issue; it was exhausting trying to care for the young, elderly and injured, while readying people for evacuation.

We were on our feet for hours and quickly became hoarse from trying to direct traffic above the noise of the planes. If you skipped a meal or forgot to drink a bottle of water, you quickly found yourself at the medical unit for dehydration or dizziness.

F O C U S

Outside the airport, it was even more grueling. We had to make split-second decisions on who was permitted to be evacuated. You would think that this would be simple. However, after seeing families pass their American-citizen children down the line in an attempt to have ineligible relatives evacuated, it quickly became clear that we had no choice but to block out the emotional pain and be firm with them.

When a typical family of four arrived, the conversation would go like this:

Conoff: *Monsieur, you have two American-citizen children. Only one of the parents may accompany the children. You must decide now who is going and who will be left behind.*

Parent: *But we all have to go! We have nowhere to go. Our house is destroyed. We have no food, no water, nothing. We will die here.*

We had to make split-second decisions on who was permitted to be evacuated.

Conoff: *I'm sorry, but we are only allowed to permit one escort per group. You must decide now because there are thousands more waiting to be evacuated behind you.*

Then they cry, yell and quickly separate. You would look past their shoulder and see 3,000 more families waiting to have the same 10-second

conversation. It was a horrible feeling to break up families like that.

Fed up with the mass chaos on the tarmac, one night we entered the defunct terminal (ducking through the hole where the baggage conveyor belt exited) and gathered all of the stanchions, chairs, tables and podiums we could find to set up a system of waiting isles and a few more checkpoints.

Meanwhile, reinforcements were arriving daily. The communications team set up laptops with iridium satellites, allowing us to e-mail the manifests instead of writing

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F O C U S

them by hand. Then some radios arrived. Next came a new crew of TDYers, followed by more military help. Then a generator came. Someone donated a baggage screener. Finally Haitian immigration showed up and started to stamp passports.

A few days later, another communications team arrived with desktop computers, printers and scanners. A passport swiper was a gift from above, as it probably tripled our manifesting speed.

At night, we returned to the embassy and slept on cots, the floor or wherever we found a spot. I had the good fortune of upgrading to a storage closet after a few days.

The days went by quickly, and we tried to take in all of the sights, sounds and smells. I remember one Haitian-American who had to be carried onto the aircraft because he had never been so close to one. Then there was the imposter who abducted a wheelchair-bound girl with cerebral palsy and tried to act as her escort to get into the U.S. Luckily, her mother showed up out of nowhere to save

the day. The various smells of Port-au-Prince are also seared into my memory — from fresh coffee in the morning to the stench of destruction. Everyone who worked on disaster relief has unique memories and anecdotes.



Rebecca K. Fell Ramshaw

Volunteers from the Embassy Santo Domingo community (top) gave unstintingly of their time and resources to welcomes evacuees (left) at Dominican airports.

Several tense hours and many phone calls later, we managed to get the search and rescue team on a flight to Haiti.

Then, seemingly without warning, the wild dream ended. It was like blowing out a candle. We packed up and left, passing the torch to the next wave of TDYers.

*Mark Hernandez
Consular Officer*



PROVIDING BACKUP

I was part of a three-person crew manning Las Americas International Airport in Santo Domingo, helping evacuees get repatriated and assisting them with their onward travel. Though relentless, the work was rewarding.

As we worked, I noticed a large group of people milling about nearby. My curiosity got the better of me, and I went to talk to them, learning that they were a 65-man search-and-rescue team from Costa Rica bound for Haiti. To my surprise, however, they confessed that they had no plan for getting there.

As I considered the absurdity of 65 people, 12 dogs and four tons of equipment idling just 12 hours away from Haiti, a light bulb went off: Who was flying back to Port-au-Prince on the military planes that were bringing us our evacuees? The answer was encouraging: nobody.

I quickly started calling around to determine who was in charge and how we could get the SAR teams into those returning planes. Several tense hours and many phone calls later, we managed to get them aboard a U.S. Coast Guard flight to Haiti. After that, we secured transport for dozens of other international travelers, rescue dogs and equipment.

Days later on CNN, I caught the story of the Costa Rican SAR team that had found and saved three people who had been buried under a building for four days. My heart was filled with joy as I saw my amigos getting the job done.

*Glenn Tosten
Immigrant Visa Section*



HELPING EVACUEES REACH SAFETY

For several nights, I was manager of consular operations at the military base at San Isidro, which served as a landing point for military evacuations of Americans from

FOCUS

Port-au-Prince. We greeted and assisted hundreds of evacuees throughout the day and night.

Our most important job was to let evacuees know that they were now safe. Some of them still had debris from the earthquake on their clothes, and many had not eaten in days. But once on the ground, their transformation was amazing — from a look of fright and bewilderment when they got off the plane to smiles and kids chasing each other in play around the airport hangar a half-hour later. It was the source of my energy to keep going.

One incident gives a graphic idea of the kind of exhausting work involved in trying to deal with such a fluid situation. On the third day after the earthquake, there were rumors about a group of missionaries stranded on a beach in Haiti who were due to be evacuated to San Isidro. They were supposedly arranging a charter flight on to Orlando that would have some empty seats. We were welcome to fill the empty seats at no cost, but anyone wanting to go had to be at the airport in just a few hours. Considerable confusion ensued, during which the missionary

flight time kept changing, and we made and remade plans to get evacuees lodged in local hotels on it.

Finally, after we had decided that the 69 evacuees who had just arrived should be taken to that flight, we discovered that they had already boarded buses headed for the hotels! I had to rush outside, stop the buses and inform the passengers that they were going to Orlando that night. Some said they did not want to go.

It was now 7:30 p.m., and it was at least a half-hour drive to the airport. We managed to convince everyone to get on the plane, and I dispatched two colleagues to accompany them to the flight. Then I went home to get some sleep, happy I'd helped another group reach safety.

Among the many thanks I received, one stands out: A self-described libertarian who normally thinks very negatively about bureaucrats doing anything said he was impressed by our setup and wished that all government functions could work so well.

Manav Jain

Deputy Immigrant Visa Chief



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F O C U S

THE HUMAN SPIRIT WILL SHINE

Every emergency action plan, evacuation protocol handout and safe-haven instruction booklet contains essential information. But we must be sure not to overlook the most important component in these situations: the human spirit.

After working with Operation Safe Return at San Isidro Air Base in Santo Domingo, I can attest to the fact that every single person who survived the earthquake has an incredible story.

The evacuees were tired, hungry and, in some cases, hurt and homeless, but there were still smiles on their faces. They thanked us for little things like water, a clean shirt, a cot to sleep in for a few minutes. It was amazing to see what survival really looks like. This spirit is what made serving them, in the wee hours of the morning, when we, ourselves, hadn't slept in three days, a pleasure.

When we called for volunteers, employees, locally engaged staff and family members all answered in ways we

*When it's needed,
the human spirit will
show up, and it will shine.*

never imagined. They brought clothes, toiletries, toys, coloring books, diapers, formula, sandwiches, apples, coffee, pillows and so much more — all from their own homes or purchased out of their own budget.

They gave of their time to transform an empty hanger into a welcome center in less than 12 hours. They worked all day and night, and still managed to stop by the hospital to visit an injured evacuee for a few minutes, even with huge language barriers. They greeted busloads of evacuees at hotels to make sure they got checked into their rooms in the middle of the night.

This community did so many things that are not in any standard contingency plan. The human spirit can never be placed into a list of steps to follow when an emergency occurs. But it is such a grand feeling to know that, no matter what, when it's needed, this spirit will show up, and it will shine.

Rebecca K. Fell Ranshaw

Community Liaison Officer ■

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TALES FROM THE FIELD

HUNDREDS OF AFSA MEMBERS FROM AROUND THE WORLD ARE RESPONDING TO THE CRISIS IN HAITI. HERE ARE SOME OF THEIR STORIES.

Dozens of AFSA members from around the world responded to the AFSAnet solicitation the Journal sent out asking Foreign Service personnel from all agencies to share their stories of participating in the U.S. response to the Jan. 12 earthquake in Haiti — whether on site, at their own posts or in Washington, D.C. Our thanks to all who contributed to this compilation.

— Steven Alan Honley, Editor



A BEACON OF HOPE

I am an Eligible Family Member Professional Associate in Beijing who had worked for the United Nations in 2005 as part of the Asian tsunami relief operation. Shortly after the Jan. 12 earthquake, they asked me to go to Haiti to do similar work.

When I spoke to my supervisor, he immediately said I should go. I then spoke with the embassy human resources section, which was also supportive. Within a day, the department had authorized me to take leave for two months to assist the United Nations. Wow!

EFM employment is tough to come by as it is, but having such flexibility and quick decision-making by the State

Department is worthy of praise. Its recognition that my skills could be better used elsewhere for the moment clearly demonstrates that State deserves its reputation as one of the best places to work in the U.S. government — even for spouses!

My particular job in Haiti is running the largest U.N. staff camp in the world. I work from 4 a.m. until 10 or 11 p.m. every day, and am in touch with my counterparts in other U.S. government agencies performing similar tasks at Embassy Port-au-Prince.

The embassy is a beacon of hope in the rubble of collapsed buildings surrounding it. As the largest and strongest structure still standing in the city, it symbolizes the strength of the United States in this time of need and provides a strong sense of stability for all who pass by it.

Its interior is also remarkable. Compared with my own experience of sleeping in tents and working outside, it is a paradise! Real office space, air conditioning, clean drinking water and a cafeteria may seem like small things in normal times, but they are luxuries compared to anything outside.

However, that doesn't mean the job is easy there! The high expectations everyone has of the American response adds a pressure that is unlike that of any normal working

day. Staff work long hours and sleep in their offices because they can't go home. At the same time, they have a good attitude and, considering the lack of sleep, they look like the happiest zombies in the world! My hat's off to everyone in that embassy.

I do think it is important to emphasize, however, that even though the embassy is intact, it will be a long time before things are back to normal again there.

If you want to know more about what I am doing, I have started a blog to keep friends and colleagues informed: <http://onthegroundinhaiti.squarespace.com/>

Joey Renert

Eligible Family Member

ESTH Professional Associate, Beijing

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A RETURN TO HAITI

Though I'm a first-tour officer in Caracas, I volunteered for temporary duty in Port-au-Prince because I speak Haitian Creole, having been a Peace Corps volunteer there 10 years ago. I'm grateful to my colleagues in the American Citizen Services section for putting up with my unplanned absence without complaint and, most especially, to the ACS chief, who didn't hesitate to tell me, in the midst of a very busy time of year for us: "We all work for the same government, and you have skills that make you valuable in Haiti right now. We'll be fine here. Go."

I flew into Port-au-Prince on a Department of Homeland Security helicopter from Santo Domingo. As we got closer to the U.S. embassy, there were more and more piles of rubble. I couldn't help imagining what building used to stand on each pile. Had it been someone's home, a business or a school? I hoped there had not been any people in the buildings when they collapsed.

We landed a short walk from the embassy, which is in absolutely perfect condition. There's not a crack, not a scratch on it, because it was built according to American codes. They say it could have withstood a 9.0 quake. And the American flag is flying proudly out front, an unforgettable image.

As a member of the evacuation team, I talked with countless Haitians and Haitian-Americans every day. Many Haitian-American children came to the embassy with grandparents, aunts or older siblings, and I asked

them all, "Where's your mom? Your dad?" The answer — which I heard all too often every day, and will never get out of my mind — was "I don't know."

"When's the last time you saw your mom?" And calmly, looking me straight in the eye, with a mixture of confusion and denial, the kids would say, "She went to work the day of the earthquake, but she didn't come home. I don't know where my mom is."

Even having lived in Haiti before, I still find it difficult to comprehend the magnitude of the loss that befell the country on Jan. 12. Much more apparent to me, spending time on the embassy compound and at the airport, is how simply incredible all of our colleagues are.

The few Foreign Service employees whose homes were undamaged invited us TDYers, and less fortunate Haitian colleagues, over for meals and to sleep there at night. And more than a few FSOs hosted 10 to 12 guests in their two-bedroom homes. The consular officers from our sister embassy in Santo Domingo who came to work in Port-au-Prince carried bags of fresh produce to share with all of us. One Coast Guard flight even unloaded a half-dozen pizzas for the airport team.

Then there were the Diplomatic Security agents and the military, without whom we wouldn't have been able to do our jobs. And our team leaders seemed not to need any sleep, but continuously updated us on State Department guidance and just kept the team together and moving ahead.

After spending eight days on the ground in Haiti in mid-January, I boarded a Coast Guard C-130 — the same plane I'd been putting evacuees on all week — that took me to Miami.

My sincere thanks and unending respect to all the fine people I was privileged to work with in Port-au-Prince last January.

Amanda J. Cauldwell

Vice Consul

Embassy Caracas



PULLING TOGETHER

Although I am not serving in Haiti or working directly on the relief effort, I see the response as an example of the entire Foreign Service pulling together. I am a consular officer at a post where our American Citizen Services chief was pulled for temporary duty in Port-au-Prince and our

visa chief served a TDY in Santo Domingo. Those of us who remain at our various posts feel that our work in maintaining normal operations here in their absence is very much a part of the department's overall support for Haiti.

*Wendy Stancer
Consul
Embassy Buenos Aires*



‘THE REFLECTION OF A COMMUNITY’

One of our Marines here in Rangoon, Corporal Kerby Telemaque, lost his mother in the Haiti earthquake. Thanks to instant action by the embassy management section, he flew out the day he received the news to be with his family. The embassy community, through the Community Liaison Office, collected over \$2,200 in cash within a few hours for Kerby to take along to Haiti to use for funeral costs and to help his family get back on their feet.

The wife of our chargé d'affaires, Paula, and her son, William, happened to be on the same flight. They added a bed to their Bangkok hotel room so Kerby would not spend a lonely night in the airport. The outpouring of support and donations from everyone, including local employees, was a reflection of our community. We are a small embassy in a very poor country, one which was rocked by Cyclone Nargis in 2008, yet almost every person who could give something in Kerby's time of need did so.

*Tamar S. Weisert, Community
Liaison Office Coordinator, and
Staff Sergeant Nicolas Carranza
Embassy Rangoon*



“GOT AGOROT?”

Inspired by an overflowing jar of loose change, the Embassy Tel Aviv New Professional Association proposed a cash drive to benefit the Locally Employed Staff Emergency Fund for Haiti.

NPA Board Co-Chair Leah George immediately began to help coordinate and pro-

*The outpouring of support
and donations from
everyone, including local
employees, was a reflection
of our community.*

mote the effort. The NPA sought and obtained the support of the Financial Management Office to convert the coins to U.S. dollars.

After obtaining approval from the front office to hold the fundraiser, the organizers swung into action. NPA member and LES Sahar Kalifa located ideal coin collection jars at the local market and spearheaded USAID's contribution to

the effort. The jars and flyers were soon distributed throughout the chancery, to satellite offices and to other mission agencies.

Some members of the mission dropped in large bills as well, including a \$100 bill in the consular section jar. Both U.S. and Israeli currencies were accepted. A week later, NPA members gathered to sort the money into denominations to ease FMO's task of converting it, with help from several locally employed staff and one of our Marines.

In just one week, the campaign raised more than \$2,180 to support locally employed staff and their families in Haiti. Embassy Tel Aviv also assisted the relief effort by facilitating the Israeli Defense Force's Field Hospital's entry into Haiti via U.S. military trans-



Ruben Harutunian

Embassy staff in Tel Aviv raise money for FSNs at Embassy Port-au-Prince.

port. And two embassy employees — FSO Shaila Manyam and Locally Employed Staff nurse Tammy Dolgin — volunteered to travel to Haiti to assist with the relief effort.

*Kristi Roberts
Staff Aide to the Ambassador
Embassy Tel Aviv*



“THEY HAD SEEN SO MUCH MISERY”

I was a member of the first team to arrive in Port-au-Prince to evacuate U.S. citizens after the Jan. 12 earthquake. As an Eligible Family Member, I was extremely honored to be allowed to assist in the evacuation.

We took the stairs up to the roof of the embassy to survey the throng of people trying to get a chance to get out of Haiti. Coming out of the darkness of the staircase into the light and then seeing the sheer numbers of people was blinding and shocking: It looked like all 45,000 Haitian-Americans and their families had decided to visit the embassy at the same time. I was reminded of the ubiquitous Haitian market-scene paintings, with faceless heads and multiple colors covering the entire canvas.

Working hours on end to interview hopeful visa applicants at the embassy and seeing the never-ending line of resigned evacuees at the airport had a similar effect: often we could no longer see the individual for the crowd. It was easier that way; looking at individuals produced aftershocks too powerful for our emotions at times. Nevertheless, it was the connections with the human beings we'd come to assist that made this job the most meaningful and powerful of my life.

Here are some of the e-mails I sent to my husband:

“There was just a man at my interview window who lived on Canape Vert. He was here with his Ameit son. I asked if Hospital du Canape Vert was still there. He told me that it was totally pancaked. His son's school in Keskea is gone, too. I remember that name. He also thinks our house is gone. [We lived in Port-au-Prince from 1998 to 2000. Two days later, I saw the rubble of my old house with my own eyes. Indescribably shocking.] ...

“It is the little things that remind me of the personal tragedies of this disaster. A woman had this cute, pink J.C. Penney file with dots for all her documents. This makes you realize again that she is not just an anonymous victim of the earthquake. The same with the guy who had the

same birthday as my dad, a person named “Nelson” almost like my old cat, and a girl with a cute belt and big, old, brown eyes. ...

“An American citizen who arrived yesterday at the airport turned out to be off his bipolar medication. When he first arrived, he had four guys with guns around him because he flailed and talked erratically. His eyes looked mad. He told us that he had to focus on familiar faces; first he picked David, and then me. He felt elated that he was still alive. The military finally came to bring him to the medical tent, sedated him and flew him to the *USNS Comfort*. Very intense after an already intense day of saying no to people more often than not. ...

“Yesterday, I met the cutest little girl. An Immigration and Citizenship Enforcement official brought a U.S. soldier over to our manifest table. The soldier told us his story: he is originally from Haiti and was on staff duty when his commander told him to call home. ... He arrived in Port-au-Prince and went to find his family. He heard pretty quickly that his sister and husband had died, but did not know what had happened to his little niece. He showed her picture to everyone and finally found her at some woman's house. He was so happy! ICE will get her humanitarian parole once she gets off the plane in Florida, all pre-arranged.

“I had to bring the little girl to the port-a-potties, and when we walked back she gave me a big hug. That made me cry, and she grabbed my face with both her hands and had her nose touch mine. OMG! And the soldier felt blessed that all of us helped him through this. But I was thinking, ‘Where were the blessings when your sister and brother-in-law died in the rubble?’ ...

“A group of doctors came in the day before yesterday, the first ones to rotate back to the U.S. Evacuees who walk up and get the promissory note presented to them ask us if they have to pay because they are missionaries or doctors or whatever. “Everybody is special,” has become our motto. One of the doctors asked if they had to sign the note, too. I affirmed, “Just like everybody else who is evacuated.” He said, “You don't even know what we have been through.” And he just started crying really hard. They had amputated so many limbs that they did not have a place to dispose of them. They had seen so much misery.”

*Judith van Zalen
Eligible Family Member
Narcotics Affairs Section
Embassy Nassau*

THE FRENCH CONNECTION

All three American embassies in Paris gathered on Feb. 12 to remember the victims of the Haitian earthquake and raise money for the Locally Employed Staff Emergency Relief Fund. With a substantial number of staff who are from Haiti, have worked there or are currently volunteering there, those of us at the American embassies feel particularly close to our colleagues coping with the aftermath of this natural disaster. A silent auction of Haitian art and rum raised \$2,200 for the relief fund. Embassy Paris's public affairs section also organized a moving musical tribute to the victims.

*Andrew Young
Political Counselor
Embassy Paris*



KINGSTON AND HAITI

As fate would have it, I was not originally assigned to be the duty officer for the week that began on Jan. 12. I had switched with another officer to accommodate leave plans.

My week was already off to an unusual start because Bureau of Western Hemisphere Affairs Deputy Assistant Secretary Julissa Reynoso was visiting Jamaica. As duty officer, I was asked to sit in for the week's country team meeting.

Due to several agency briefings for DAS Reynoso, the meeting ran past the normal 4 p.m. close of business. I returned to the consular section to retrieve my bags and shut off the lights. As I reached for the light switch, I felt the earth move. Was I worn out from the long day or the excitement of the official visit? Or did the entire building really just shake? I was uncertain, but headed for my car.

As soon as I got home, I turned on the TV to hear CNN blare: "7.0-magnitude earthquake hits Haiti; tremors felt in Cuba and Jamaica." I immediately thought, "If I could feel tremors all the way here, how frightening and devastating are things in Haiti?"

A few minutes later, at 6:12 p.m., the duty phone rang. It was the consul general calling to inform me that there had been an earthquake in the region and I might be called upon as duty officer for follow-up. He also asked me to check on our colleague Régine René, who has close relatives and a significant other in Haiti.

I immediately contacted local airports to see whether

any flights had been affected, and inquired as to the status of any American citizens who may have been traveling between Kingston and Haiti.

Next, I ventured to Régine's apartment, where she was already on a conference call with the Operations Center. We both listened in on situation briefings. I helped her try to contact Haitian relatives until midnight, when phone lines began to resume functionality there. And I provided the chargé d'affaires with contact numbers for Haitian embassy counterparts.

The next two days were filled with news and stories about the hardships colleagues and friends were facing in Port-au-Prince and Santo Domingo. Kingston quickly became involved in the evacuation planning, as well.

That Saturday, Jan. 16, the chargé called an Emergency Action Committee meeting, which I attended in my capacity as duty officer. We were informed that Sec. Clinton would come to Jamaica that evening on a C-130 military aircraft that also carried 53 American evacuees. The Secretary would disembark the military plane and board the State Department jet, carrying approximately half of the evacuees back to the States with her.

Foreign Service personnel, eligible family members and locally employed staff all joined forces as we formed teams and set up shifts for work ranging from answering correspondence to logistical planning for evacuee overnight lodging, health care and onward travel. Staff set up a press conference and prepped for the Secretary's arrival.

As duty officer, I had only slept about two hours the night before, fielding calls from the Operations Center, the U.S. military, Jamaica air traffic control, interested pilots and aspiring volunteers. But I felt no fatigue. I thought only of the hungry and scared children we would be greeting in a few hours as they left the only home most of them knew; the displaced adults who lost family and friends, who were leaving Haiti for a destination many had never traveled to; and Régine, who would be departing the next day for temporary duty in Haiti, where she would do her best to assist relatives and loved ones who had lost everything.

Sec. Clinton arrived that evening. Evacuees were accounted for, their documentation and eligibility for onward travel reviewed, and some departed with her. The remaining evacuees were shuttled by embassy-provided vehicles to a nearby Hilton, where consular officers staffed an all-night command center in the hotel's conference

room. And for the next 24 hours, embassy staff from every section did all that was necessary to ensure their safe departure to the United States.

That night was just one component of our efforts. Our part in the crisis is ongoing, and we may continue to be a stopping point for evacuees.

In the coming days, our thoughts will be with everyone there, and our hopes will be set on the healing and rebuilding of Haiti.

Kelia E. Cummins
Vice Consul
Embassy Kingston



STRENGTH IN THE MIDST OF CRISIS

A significant turning point of my young, yet eventful, FSO career is undoubtedly my TDY experience in Port-au-Prince following the Jan. 12 earthquake. All of my consular and cultural expertise rose to the surface and allowed me to maintain a pleasant demeanor even while coping with tremendous stress. I felt valuable to the State Department and was proud to serve my country during this time of need.

Many memories come to mind: 16-hour shifts, the blazing sun, loud Air Force engines, random stench, never-ending thirst, sleeping under a desk, and “Meals Ready to Eat.” Of course, we TDYers only had to face those challenges for a short period. And relatively speaking, such adjustments are a piece of cake when compared to the bigger picture: the fact that a country like Haiti, already facing so many challenges to its infrastructure, crumbled in less than a minute. American citizens and many other people turned to the U.S. government for assistance.

In addition to performing their many duties, Foreign Service personnel in Haiti, whether assigned there or on TDY, served as counselors, entertainers, first-aid assistants, janitors and much more. I operated purely on adrenaline. I could not sit down, but constantly kept moving. Not only did we improve the situation we were facing, but we managed to bring a smile to the devastated

*In addition to performing
their many duties, Foreign
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faces before us.

What was most rewarding to me was seeing people through the entire process. I pre-screened evacuees outside the embassy walls, translated and processed paperwork in the courtyard, distributed food and water inside the lobby, motivated people to contribute to maintaining a sanitary area, conducted interviews behind the lines, used a megaphone to redistribute travel documents, loaded people onto buses, assisted in boarding them on the airplanes, and explained our

consular efforts in Creole at a press conference for local journalists.

It was rewarding to be thanked for my dedication even by those I sternly turned away for presenting fraudulent information. They appreciated the fact that my colleagues and I were doing our best to carry out a fair and transparent adjudication process.

I learned that the Haitian people are among the strongest in the world. They will make the best of whatever challenge faces them. They will not give up hope until they find solutions to their problem. During this extremely stressful situation, what kept me going was the random smiles and jokes I was able to share with the evacuees. Many of them had lost just about everything, yet they were still able to share a smile with me.

I am grateful that the long hours I had put in at the visa interview window in Kingston trained me to reach decisions in a short amount of time. I even appreciate the demanding American citizens who came to my window there, training me to handle difficult situations and reach solutions.

I now see the value of the French and Haitian Creole classes that my parents forced me to attend as a child. And I am grateful for the strength I gained as a Hurricane Katrina survivor. All of these previous challenges gave me the strength to be an effective officer during this emergency evacuation.

Still, when I returned to my post in Jamaica, I was most grateful for my comfortable bed!

Régine René
Vice Consul
Embassy Kingston

THERE, EVEN AT 3 A.M.

I am an entry-level officer in Washington, D.C., who volunteered for multiple shifts with Task Force 2 and 8 (the Haiti Adoptions Task Force). While working at TF-2 one night, I received a call from a gentleman seeking updated information on his unaccompanied American child. I checked our database and updated the man.

He responded: "You all are doing a great job. I imagine not many folks say that to you. The other night I had insomnia because I was worrying about my son in Haiti. It was 3 a.m. or so, and I wondered whom I could talk to about this, so I decided to call the State Department and get an update. To my surprise, State Department employees were there, answering phones. It felt wonderful to be able to talk with someone about my son and his situation. Thank you for the work you do."

Nice work, everyone!

Danette Sullivan

147th A-100

Washington, D.C.



LIVELINES VOLUNTEERS OFFER LIFELINES TO FAMILY EVACUEES

On Jan. 14, just two days after the earthquake hit Haiti, Naomi Ritchie, crisis officer for the Family Liaison Office, was on the telephone to Faye Barnes, president of the Associates of the Foreign Service Worldwide, asking if AAFSW might help the embassy families being evacuated from Haiti. Perhaps its volunteers could meet planes or provide them with warm clothes.

I volunteered to coordinate the effort by sending a plea for help out through Livelines, the AAFSW-sponsored Yahoo group for Foreign Service families and employees. Within 24 hours, 60 people had volunteered — Foreign Service officers and spouses, their parents and their siblings, new recruits in the A-100 course, those in language training and those who teach at FSI, specialists and those from other agencies, Red Cross volunteers and even someone who works at the Pentagon. We had identified members ready to drive to all area airports; arranged donations of warm clothes from infant through adult sizes; and lined up toys, cars, extra rooms to lend, and driving and babysitting services.

Soon the calls began to come in.

"I ran out of my house in my T-shirt and shorts with my purse and my cat. Can someone help me shop and find a place to live?"

"I'm arriving at Reagan [National] Airport tonight with no papers. By the way, do you know how my friend is doing? I helped to dig her out of the rubble."

"I just picked up my adopted Haitian daughter, and she's sick. Can someone take us to the pediatrician if she's not better by tomorrow?"

Volunteers are actively supporting families with clothes, toys, strollers and car seats, babysitting, rides to the pediatrician and playtimes with other Foreign Service kids. One volunteer, Meg, said it best:

"Helping is truly the easy part. Each of us was likely moved by the fact that we all know too well in the Foreign Service that life can change in an instant. Having been evacuated from post within 11 hours after a death threat against my husband was substantiated in 2003, I wanted to give to the families in any way I could. I will never forget what it is like to arrive in the United States wondering what in the world had just happened to my life."

Ann La Porta

AAFSW

Washington, D.C.



At this "Breakfast for Haiti," and other events, the American Institute in Taiwan community raised more than \$8,000 for the relief effort.

**SMALL NUMBERS,
BIG HEARTS**

Despite being half a world away, the staff of the American Institute in Taiwan pulled together to help raise funds for disaster and emergency relief in Haiti.

Taiwan itself is still recovering from the effects of Typhoon Morakot, which washed away roads, homes, and an entire village in August 2009, causing more than 460 deaths and hundreds of millions of dollars in agricultural losses.

Perhaps because of this, members of the AIT community dug deep, hosting Breakfasts for Haiti, Super Bowl parties, and other events. These raised more than \$8,000 for Haiti relief, including more than \$5,400 for the FSN Emergency Relief Fund (approximately 5 percent of the funds that were raised worldwide in 2009).

*Dianna G. Kim
Community Outreach Group
American Institute in Taiwan*



AT THE “EPICENTER” OF RELIEF EFFORTS

Within minutes of the earthquake that rocked the Haitian capital of Port-au-Prince, the United States government sprang into action. While high-level deliberations took place in Washington, D.C., the U.S. Southern Command quickly engaged in what is likely the largest humanitarian assistance and disaster relief mission in the command's history. Operation Unified Response is now the highest priority for the U.S. military in the region. Joint Task Force Haiti was swiftly established to support the efforts of the U.S. Agency for International Development — the lead federal agency for providing humanitarian assistance and disaster relief to the Haitian people.

SOUTHCOM is the joint U.S. military geographic combatant command tasked with conducting military operations in Latin America and the Caribbean and promoting security cooperation to achieve U.S. strategic objectives. But it is more than a military command — it's truly an interagency-oriented organization.

Because of SOUTHCOM's outward focus, there were already many representatives aboard from various federal organizations, and we quickly drew on each other's

“We all work for the same government, and you have skills that make you valuable in Haiti right now.

We'll be fine here. Go.”

strengths and expertise.

The State Department is one of the many external agencies involved in this crisis with a permanent presence in the command. And, as SOUTHCOM liaisons migrated to other U.S. government agencies, representatives from outside military and civilian organizations rushed to join our team in this whole-of-government response.

Within days the number of staff at the command swelled considerably.

Initially the command's priorities centered on coordinating search-and-rescue operations, providing emergency medical care and delivering supplies. Within hours, U.S. Coast Guard personnel were conducting medical evacuations and airlifts of injured Americans — including a military colleague I had served with on a previous tour abroad. I found myself, along with fellow Foreign Service and interagency colleagues assigned to SOUTHCOM, at the “epicenter” for the coordination of these relief efforts. We established timely and effective communication among military staff, leadership in Washington and Embassy Port-au-Prince.

As SOUTHCOM provided critical theater logistics support to deployed forces, the interagency and multinational partners, State personnel at the command, the Bureau of Diplomatic Security's Miami Field Office, the U.S. Passport Agency and the Florida Regional Center all worked diligently to coordinate operations. Our combined efforts successfully enabled the immediate deployment of DS agents, consular officers, equipment and supplies to Haiti. All this provided much needed support to Embassy Port-au-Prince and facilitated the safe and expedited repatriation of thousands of American citizens on military aircraft to designated safe-haven locations in the States.

Concurrent with these efforts, Foreign Service colleagues from various agencies are collaborating to refine objectives and desired outcomes as operations transition from emergency response functions, to providing broader relief to earthquake victims and, eventually, to reconstruction efforts.

*Joseph I. Nieto
Supervisory Special Agent
Diplomatic Security Service
Liaison Officer to SOUTHCOM*

“AIDE AYITI”

On Jan. 27, the 148th A-100 class teamed up with Tony and Abigail Opare, owners of a Washington, D.C. restaurant, to host a fundraiser for two different charities: Doctors Without Borders and the Foreign Service National Emergency Relief Fund. The “Aide Ayiti” event at the Ghana Café, raised more than \$3,600 in just one night; more than 300 people attended the benefit.

“This event was wildly successful and we are so happy we were able to come together as a Foreign Service community to help bring financial support to our FSN colleagues and to two very worthy organizations,” said Justin Davis, one of the event’s organizers.

The Oparens agreed to donate 20 percent of the profits from all alcoholic beverages sold during the night to the Haiti relief fund. The A-100 class also collected donations at the door, ran a coatcheck and operated its own bar in the restaurant. All the tips from that also went to the Haiti support fund.

Lauren Dunn, one of the event’s organizers, said the 148th A-100 class was glad to be able to increase the profits and support a small, local business in addition to raising funds for Haiti.

*Natalie Laber
148th A-100 Class
Consulate General Hermosillo*



THOSE WHO MOST NEEDED OUR HELP

Our house in Port-au-Prince had not even stopped shaking when my wife and I made it out onto the street. The instinct to act kicked in immediately: we ran from door to door, checking on our neighbors and guards, and shutting off broken water pipes. Our neighborhood sustained remarkably little damage, and only one colleague was injured. Within an hour, we traveled to the embassy, hoping to communicate the events to Washington.

The earthquake destroyed many of the major hospitals throughout the capital. Without a place to turn to, American citizens began arriving at the embassy seeking treatment. We ransacked the medical unit and, with the expertise of Dr. Steve Harris, our courageous Centers for Disease Control country chief, treated many people in the parking lot.

By the next morning, all of the chancery’s cafeteria tables had become stretchers holding patients awaiting med-

ical evacuation. One very memorable patient arrived with two broken legs and was in shock. Another survived the collapse of a five-story building, but lost three friends who had been standing at her side. Their lives and those of several others were saved that night by the efforts of our embassy team.

Some of what I experienced continues to haunt me. While driving to the airport to check if it was operational, my driver and I came across an embassy bodyguard standing next to his broken-down car. Crying violently, he told me that his concrete house had collapsed with his family inside, killing his wife and two of his children. Sitting in the car was his only surviving son, his chest covered in blood. I helped the man push his vehicle more than half a mile to one of the few hospitals still standing, only to find out that it refused to take patients.

The scene was something from a nightmare: dozens of bleeding victims lying at the hospital’s gates, pleading with the doctors on the other side of the fence to treat them. Knowing that the guard and his son would not receive treatment there, we quickly returned to the embassy, where I watched my wife scrub the open wounds on the bodyguard’s broken hand with a brush. While he and his son both survived, I am unable to drive past the hospital without thinking of those who lost their lives that night, just feet away from medical care.

I never ended up participating in the phone calls with Washington. But I know that what we did that night made a real difference in the lives of many of those who most needed our help.

*Dominic Randazzo
Vice Consul
Embassy Port-au-Prince*



**PARTNERSHIPS AND TECHNOLOGY
HELP SAVE LIVES**

In a development speech at the Peterson Institute for International Economics on Jan. 6, Secretary of State Hillary Rodham Clinton invited the world to assist developing nations not only with material contributions, but also with talent and ideas. Less than a week later, the earthquake hit Haiti, and the world’s response vividly demonstrated this new paradigm.

One of those who answered the Secretary’s call was 23-year-old Josh Nesbit. The head of a sub-Saharan nonprofit

organization, Nesbit specializes in providing health care via mobile phones. He thought a short messaging service (aka texting) system could be crucial in Haiti. Joined by a Caribbean cell phone company and Google, he launched **4636** — a number Haitians could use to text information about the injured and people trapped under rubble. The State Department also joined the effort and helped route messages to the U.S. Coast Guard and Red Cross responders.

More than 20,000 texts were received, translated and forwarded to rescuers on the ground. But the numbers only tell part of the story. Some text messages helped rescue personnel find and free victims trapped in collapsed buildings. One text even helped get care to a woman giving birth. “4636” saved lives.

Mobilizing Manpower

Because Haiti is multilingual, most of the text messages were not in English, the primary language for many of the emergency personnel. So State is using another information technology initiative, the Virtual Student Foreign Service, to recruit U.S. college student volunteers via Facebook and other social networking tools for translation and mapping services.

Helaina Stein of Tufts University was one of the students who used the Ushahidi Web site (<http://haiti.usahidi.com>) to map the locations of injured people. The Ushahidi volunteers received SMS messages from those

*What we did that night
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in Haiti, translated them from Creole into English, and then geo-coded and reported the messages for use by rescue personnel. The Ushahidi group also reached out to the Haitian diaspora to participate and take over ownership of the process.

“Wiki” means fast, and the department has learned to use Web-based wiki software to organize and disseminate information and mobilize people working on common projects. State’s Crisis Management Center has long used the interagency Intelipedia wiki as a focal point for crisis management information, and it did so effectively in the aftermath of the Haiti earthquake. Intelipedia is available worldwide to share information among the U.S. government’s foreign affairs and national security communities that provide support for relief efforts.

Internally, the Bureau of Consular Affairs and the Information Resource Management Bureau’s Office of eDiplomacy used the Diplopedia wiki, which is hosted on State’s internal network, to mobilize an outpouring of volunteers — from desk officers to lawyers, contractors and other support staff — representing every bureau in the department to staff the round-the-clock Haiti earthquake consular task force.

Person Finder:

A Tool for Welfare and Whereabouts

After the Jan. 12 earthquake, a number of organizations quickly offered Web sites aimed at helping people report or search for information about the welfare and whereabouts of missing people. Recognizing that a fragmented effort would impede efforts to find information, State initiated a conference call to interested organizations — public, private and non-governmental — to coordinate a central service and to share the data.

Within hours Google.org, the nonprofit arm of Google, helped to build Person Finder. The system is available in English, French, Spanish and Creole, and includes an option for other organizations to embed it on their own Web sites. At one point, the service handled about 70 requests a second, and within weeks had accumulated more than 58,000 records.



Public Affairs Office, Embassy Kingston

Sec. Hillary Clinton discusses Haiti relief with Jamaican Prime Minister Bruce Golding in Kingston on Jan. 16.

Text HAITI: Coordinating Contributions

State played a key role in another very successful effort to help Haiti. Immediately after the Jan. 12 earthquake, people and organizations called and e-mailed the State Department in a rush to donate to relief efforts. Within hours of the quake, department personnel coordinated with cell-phone companies to develop “Text HAITI,” by which cell-phone users could make immediate donations via text message. “Text HAITI” generated \$400,000 the first day and more than \$32 million in the first month.

Katie Stanton, a special adviser to Sec. Clinton, helped develop another system to coordinate specific needs with the extensive level of donations. She explains: “WeHaveWeNeed is basically a Craigslist for Haiti. The problem we’re trying to solve right after the earthquake was that all of our e-mail inboxes exploded” because people from the private sector were so generous. The challenge was to get those contributions to the people who needed them. WeHaveWeNeed coordinated the donations from more than 100 organizations, offering everything from medical supplies to tents.

**In the Future:
The Power of Partnership**

A natural disaster on the scale of Haiti’s stretches all resources very thin — especially communications, logistics, organizational manpower and supplies of basic needs such as food, shelter and medicine. The response demonstrates the power of partnership and technology to marshal the resources of the international community; to link rescuers to victims; to connect individual donors to relief organizations; and to connect families to their relatives in the disaster zone.

“We are lucky,” says Stanton. “Technology is already in the hands of so many. There are roughly 4.6 billion mobile phones out there. The challenge for us is how do we tap into it and help make that more useful?”

The 21st-century technologies and partnerships employed in response to the catastrophe in Haiti provide an early model not only for effective, collective response in a major crisis, but also an example of more proactive

Within hours of the quake, State personnel coordinated with cell-phone companies to develop “Text HAITI,” by which individuals could make immediate donations via text message.

American engagement across a wide spectrum of diplomatic issues. The U.S. and the State Department will continue to expand the use of such statecraft partnerships and technologies.

*Office of eDiplomacy
Department of State
Washington, D.C.*



LESSONS FROM ACEH

The Jan. 12 earthquake that devastated the Haitian capital of Port-au-Prince occurred less than a month after the fifth anniversary of the Dec. 26, 2004, Indian Ocean tsunami. Sec. Clinton, immediately recognizing the parallels between the two disasters, drew upon the knowledge the U.S. had attained during the tsunami relief and reconstruction efforts to formulate an initial strategy for international response to the Haitian earthquake.

An estimated 225,000 people died in the 2004 tsunami. The hardest-hit area was Aceh, Indonesia, the closest area to the epicenter of the earthquake, where an estimated 165,000 people lost their lives and 500,000 survivors were left homeless. The outpouring of international relief assistance was unprecedented. Over 100 countries provided an estimated \$6.7 billion in funding for recovery and reconstruction activities, \$400 million from the U.S. government alone.

Why were subsequent Aceh reconstruction efforts successful? USAID Jakarta cites three key factors that helped ensure this success: local Indonesian leadership and responsibility for leading reconstruction efforts; broad-based sectoral assistance to repair the damage and simultaneously address sources of administrative, financial and civil conflict; and the fact that the structures of the Indonesian central government continued to function.

What should the United States focus on as international recovery assistance to Haiti proceeds? Mission Jakarta suggests the following:

- Support government priorities and efforts.
- Start by building the infrastructures that support basic human needs.
- Use local resources and involve the community to support social, logistical and rebuilding efforts.

F O C U S

- Emphasize the need for constant dialogue and open and transparent communications.

- Remain mindful that all citizens must perceive they are benefiting in some manner. This underscores the importance of public awareness campaigns; public emphasis on positive changes; provision of mechanisms and activities in which all can participate; and provision of tools whereby individuals can regain control over their lives and personal decisions.

- Regenerate community and family-level livelihoods to instill self-sufficiency and self-confidence, and give back control to the individual and family.

- Ensure equitable distribution of relief, recovery and economic growth. Social violence is often linked to per-

What should the United States focus on as international recovery assistance to Haiti proceeds?

ceived inequities in distribution of national finances and foreign aid in reconstruction efforts, as well to differences of opinion in the allocation of jobs and government-supported projects.

As Sec. Clinton noted in her Jan. 25 remarks on Haiti, "It is critical that the same energy and generosity that is being put into the humanitarian effort is maintained over the long term."

Aceh's emergence over the past five years from the depths of the tsunami's devastation reminds us that, while the road to recovery will be long for Haiti, there is great potential for positive, long-term results. ■

Brigid Reilly Weiller

*Political Officer and AFSA Representative
Embassy Jakarta*

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REMEMBERING THOSE WE HAVE LOST

T

ONE FOREIGN SERVICE OFFICER, THE WIFE AND TWO CHILDREN OF AN FSO AND AT LEAST SIX FOREIGN SERVICE NATIONALS WERE AMONG THE CASUALTIES.

BY SUSAN BRADY MAITRA

The devastating January earthquake in Haiti took the lives of at least 230,000 individuals and decimated the country's physical and institutional infrastructure. Among the casualties were a long-time Foreign Service officer, the wife and two children of an FSO and at least six dedicated Foreign Service Nationals.

Victoria DeLong, 57, a veteran of the Foreign Service and an AFSA member who served as the cultural affairs officer at Embassy Port-au-Prince, was killed on Jan. 12 when her home collapsed. Posted in Haiti since February 2009, she had fallen in love with the country's people and culture and called this tour the highlight of her 27-year diplomatic career.

"Victoria was a veteran Foreign Service officer who worked tirelessly to build bridges of understanding and respect between the people of the United States and the people of Haiti," Secretary of State Hillary Rodham Clinton said on Jan. 15, after speaking with the DeLong family. "She served her country with distinction and honor, and she will be sorely missed."

Born and raised in Southern California, Victoria DeLong joined the Navy in 1973. After completing her tour, she served at the naval station in San Diego while working on her bachelor's degree at National University. It was

a fellow student, Dorothy Ledger, then on a educational break from her own diplomatic career, who introduced Ms. DeLong to the Foreign Service. She joined the FS in 1983, shortly after completing her degree. According to Ledger, who remained a lifelong friend, it was a career choice that Victoria DeLong never regretted. "She absolutely loved it," Ledger told the *Washington Post* from her home in Kentucky. "She loved the travel. She loved her job. She just loved all of it."

'She Loved Her Job'

In addition to Haiti, Ms. DeLong served in El Salvador, Costa Rica, Papua New Guinea, Germany, Australia, Kuala Lumpur, the Philippines, the Democratic Republic of the Congo and Mauritius. In Mauritius, as part of a small embassy staff, she worked closely with then-Ambassador Cesar B. Cabrera on issues such as terrorism and piracy, accompanying him on a trip to Djibouti to meet with U.S. military officials stationed there soon after his arrival. Foreign Service work is "a vocation," Amb. Cabrera explained in an interview with the *Washington Post* on his work with DeLong. "It's a calling," he said. "She had the calling."

The intelligence and determination Ms. DeLong brought to her work were impressive, former U.S. Ambassador to Haiti Janet A. Sanderson told the *Post*. But it

Susan Brady Maitra is the Journal's senior editor.

wasn't just that. "She had a wonderful sense of humor, which you have to have in Haiti, even in the best of times," Sanderson recalled.

"Victoria is deeply missed by those who worked with or near her," says training classmate and fellow Africa public affairs officer Kristin M. Kane. "Her professionalism, poise and public diplomacy skills were an example to us all.

May her loved ones know what a great service she did for our nation." Lois L. Bozilov, a colleague who served with her in Kuala Lumpur, concurs: "She was a valued co-worker and friend who will be missed by all her Foreign Service colleagues."

"We served together in Bonn. She was remarkably talented and dedicated. Together we traveled over much of Europe, and she especially enjoyed visiting the myriad of Christmas markets," recalls FSO Frances Parish. "She enjoyed all of her assignments but particularly those as a public diplomacy officer, where she was able to meet many new friends and mingle with the local cultures," Parish adds. "Victoria was a wonderful person, and I will miss her warmth and friendship."

An avid reader with a special liking for historical fiction, Ms. DeLong also loved to travel. Apart from the work that took her round the world, she made a trip to Ireland to kiss the Blarney Stone and, in 2007, went on a Zambezi River safari. A serious photographer, she took many pictures of her travels and her friends.

She also had a passion for scuba diving, a sport she took up during her assignment to Papua New Guinea. Family members recall her enthusiastic reports of dives in that area and the exquisite beauty of diving on the Great Barrier Reef. Later, she took up golf with equal relish.

On Jan. 30, at a Memorial Service in Whittier, Calif., family and friends gathered to celebrate her life and to say good-bye. "Victoria cared deeply for her family and friends," her family said. "She was a wonderful sister,

She had fallen in love with the country's people and culture and called this tour the highlight of her 27-year diplomatic career.

friend and humanitarian. She was cheerful and full of life in all her endeavors and accomplishments." AFSA President Susan Johnson presented the DeLong family with a U.S. flag on the occasion.

She is survived by her mother, Sheila DeLong of Rancho Cucamonga, Calif.; two sisters, Rita Gima of Temple City, Calif., and Pamela Watson of Alta Loma,

Calif.; a brother-in-law Michael Gima; two nieces, Jennifer and Amanda; and a nephew, Kyle.

To honor Victoria's memory, donations can be made to the Little Flower/Rosa Mina Orphanage in Haiti where she volunteered. Online donations can be made through the Partners in Progress Web site (www.piphaiti.org/).



Victoria DeLong

AN 'UNIMAGINABLE' TRAGEDY

At Sec. Clinton's Jan. 26 town meeting for State Department and USAID employees, there was a moment of silence in honor of all those who lost their lives or were still missing in the Haiti disaster. In addition to Victoria DeLong, Sec. Clinton paid tribute to Laurence, Evan and Baptiste Wyllie. The wife and two young children of FSO Andrew Wyllie also perished in the earthquake.

Heartfelt support has gone out from colleagues to Wyllie, an officer in the Bureau of Population, Refugees and Migration on assignment in Haiti, who "inconceivably, unimaginably" — as Sec. Clinton put it in her emotional acknowledgment — lost his wife on her birthday and his 7- and 5-year-old children.



FSO Andrew Wyllie with his family in happier times.

"Laurence was a lovely foil to Andy, a soulful artist and a patient friend," FSO Chase Beamer, who considers Wyllie a close friend and mentor, wrote in tribute from

F O C U S

Embassy Bratislava. “Their children combined the best in both of them. Baptiste had an impish streak and loved spraying my dog with the hose in the backyard while also flirting with the ladies.”

“Throughout the entire tragedy, it has been Evan’s words that ring most often in my ears,” Beamer continued. “When Evan was young and Andy and Laurence would visit, they would typically put him down in our bedroom after dinner. I have never witnessed anyone with such an unbridled joy for bedtime. ‘Le lit, le lit, j’adore le lit (I love bed!)’ he would squeal as he rolled himself up in the covers. If all of us had just a tenth of that joy for the

things in our daily routine, the world would be a better place.

“Rest in peace and joy, friends,” he concluded.



As part of honoring the memory of those we have lost, AFSA opened an online condolence and remembrance page at www.afsa.org/haiti.cfm.

Please share your thoughts on those who gave their lives with an e-mail to member@afsa.org. They will be posted each day. ■

At least six Embassy Port-au-Prince Foreign Service National employees lost their lives in the earthquake, and many are still missing. All have suffered grievous losses in terms of homes and extended family members.

The Foreign Service National Emergency Relief Fund enables the Department of State to respond to crises affecting locally employed staff overseas. To donate, send a check to the department’s Gift Fund Coordinator Donna Bordley, RM/CFO, Rm. 7427, 2201 C Street NW, Washington DC 20520. Make checks payable to the U.S. Department of State, designated for the “FSN Emergency Relief Fund.”

State and USAID employees may also check their intranet for guidance on donation by cash or credit card.



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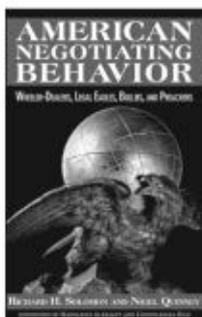
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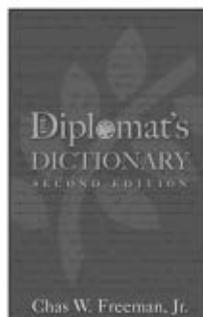
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AFSA NEWS

American Foreign Service Association • April 2010

Iran and the Ghosts of History Limbert Draws Capacity Crowd at Book Signing

BY FRANCESCA KELLY

What do you do when you and your colleagues are barricaded behind steel gates, with a mob of several hundred agitated and possibly armed students threatening you?

If you're John Limbert, you go out and try to reason with them. When that fails, you spend 444 days as a hostage and live to tell the tale.

The year was 1979, the students were Iranian, and the workplace-turned-prison was Embassy Tehran. And the tale that Ambassador John Limbert has told, 30 years later, is detailed in his book, *Negotiating with Iran: Wrestling the Ghosts of History*, newly published by the United States Institute of Peace.

On Jan. 26, Limbert, who recently returned to



Amb. John Limbert speaks at AFSA HQ on Jan. 26.

the State Department as deputy assistant secretary for Iran, was the featured author at a book-signing hosted by AFSA. As a former ambassador to Mauritania and a past AFSA president, Limbert believes deeply in the importance of AFSA's mission.

AFSA Executive Director Ian Houston gave a warm welcome to the large and diverse audience, followed by AFSA President Susan Johnson, who introduced Amb. Limbert. Limbert spoke candidly of both a policy failure (bringing the deposed shah to the U.S. for medical treatment, which greatly increased anti-American sentiment in Iran), and what he calls a personal failure: not being able to successfully "talk down" the student

Continued on page 59

USAID AFSA Members Survey Results Morale and Independence Are Key Concerns

BY USAID VP FRANCISCO ZAMORA

The fourth annual survey of USAID membership has yielded valuable information not only for AFSA but for USAID management and others involved in international development. We hope that our new Administrator, Dr. Rajiv Shah, will use these results to make well-informed decisions about our organizational and personnel needs.

More Washington-based officers responded this year: 32 percent, compared to 21 percent in 2007 and 28 percent in 2008. This is most likely the result of the employment surge of incoming Development Leadership Initiative officers.

The largest response rate (36 percent) was from officers at the FS-4 rank and below.

Equalizing benefits among all foreign affairs agencies is the top priority favored by 59 percent of respondents (see p. 56). While the gap between State and USAID benefits is closing, we realize there are still areas that need attention and will continue our negotiations with the agency. This includes such things as the Difficult to Staff Differential and language training for spouses.

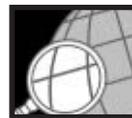
The top priority in previous surveys was always overseas comparability pay. As you know, AFSA was successful in helping convince Congress to phase in this benefit over a three-year period, starting with a 7.7-percent increase that is showing up in your paychecks this fiscal year. Currently, 58 percent of members surveyed request that AFSA continue lobbying for full implementation of overseas comparability pay.

After a long battle by AFSA and other organizations, same-sex partners of FSOs are now receiving key benefits. Still, 60 percent of respondents want AFSA to continue to lobby for additional same-sex partner benefits. (Predictably, we also heard from unmarried opposite-sex couples who want us to help them obtain benefits, as well.) We also received comments expressing a great need for improved maternity/paternity benefits. The regulations currently in use force many FS employees into financial hardships unique to overseas service.

Regarding agency management, the Human Resources Office continues its downward spiral. In the 2007 survey, 24 per-

Continued on page 56

AFSA NEWS BRIEFS



Financial Aid Scholarship Established

Upon the death of its president, James F. Smith, in December, the Foreign Service Retirees of Southern Arizona organization has disbanded. The group's remaining funds of \$1,400 have been donated to the AFSA Scholarship Fund and will be bestowed as a need-based Financial Aid Scholarship in FRSRA's name for the 2010-2011 academic year. For more information on AFSA's Scholarship Program, please contact Scholarship Director Lori Dec at dec@afsa.org or by phone at (202) 944-5504.



Life in the Foreign Service

■ BY BRIAN AGGELER

Ambassador Moresby Makes His Guidance Clearer



Rivkin Award Winner Featured in *Washington Post*

FSO Jeffrey Collins, who won AFSA's Rivkin Award for constructive dissent in 2009, was featured as a "Federal Player of the Week" in the Feb. 16 *Washington Post*.

Collins' work with activists in Turkey, as well as his ideas for streamlining human rights reporting, led to his nomination for the Rivkin Award. Now posted in La Paz, Collins is focusing on drug trafficking, working with the Bolivian government for solutions.

You can read the article at this online link:

www.washingtonpost.com/wp-dyn/content/article/2010/02/16/AR2010021601335.html

Clements Expat Youth Scholarship Applications Due May 13

Clements International is now accepting applications for its second annual Expat Youth Scholarship program. Scholarships totaling \$10,000 will be awarded to six individuals. The contest is open to students ages 12 to 18, of any nationality, who have lived outside of their home country for more than two consecutive years. Applicants must submit an essay and creative media (photos, illustrations, etc.) in which they discuss and illustrate their lives as expatriate kids.

For more information on this year's essay theme, please go to www.expatyouthscholarship.com/. The deadline for entries is May 13.

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Own Your Future

Several years ago, I met an FS member who did not want to be promoted. He enjoyed working at his current grade and knew that he was good at it. He had many positions to choose from, and he saw no reason to rise to a higher level that would offer fewer options and less of the hands-on work he loved.

I found his position refreshing and healthy. But for many of the rest of us, promotion concerns are a major source of stress and discontent, and AFSA sees many complaints and grievances related to Employee Evaluation Reports. This being EER season, I offer the following advice:

- **Own your future.** There are many aspects of the department's rating system that are beyond your control. But your chances for promotion are better if you act as if your future were entirely in your hands. To the degree possible, take charge of your own EER, ensuring that it goes where it needs to go, says what it needs to say and is submitted on time.

- **Keep track, throughout the year, of significant accomplishments and dates.** In particular, document counseling sessions, and note any negative comments.

- **Don't wait for counseling sessions, or EER time, to solicit feedback from your boss or others concerning your performance.** Without overdoing it, regularly show your boss and others that you want to give them the product they are seeking.

- **Sell yourself.** It is folly to believe, as many of us do, that your actions will speak for themselves. Make sure that you provide input both before the EER is written and after you receive a draft. Remind your rater not only what you did but how you did it, and why it is important. Make sure your EER reflects the full range and difficulty level of your duties.

- **Explain everything involved in your accomplishments.** If your rater or reviewer is of a different cone or specialty than your own, make sure that he or she knows those skills that should be emphasized for promotion in your skill code, as well as the buzzwords that flag certain traits to reviewers. Make sure the good ones are used in your EER (include them in your own input) and the bad

ones are not there.

- **Highlight accomplishments, not duties.** This is particularly important for people whose duties involve long-term tasks. "Continued to monitor the activities of the Sangria Party" is not an accomplishment. "Provided Washington a pre-publication copy of the Sangria Manifesto" is.

- **Think of your own portion of the EER as a personal appearance before the board, who will see your statement as the best window into what sort of person you are.** Display only those traits that you want the board to see. Dispute negative statements objectively and respectfully, and, where you were at fault, own up to it and explain why it won't happen again. Double-check your grammar and spelling, and obtain at least one objective third-party opinion.

- **Ensure that your relationship with your rater is accurately portrayed by the reviewer.** A "collegial" relationship is a different level of closeness than a "professional" relationship, for example.

- **Ensure that your area for improvement does not recur in any of your last five EERs.** Be mindful of the requirements of your own cone. Again, what might be harmless in one cone might be detrimental in another.

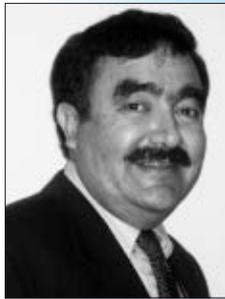
- **Solicit recognition.** If you objectively believe that you deserve an award, and none seems to be forthcoming, ask for one — without cash if money is an issue. It may appear unseemly, but having that award may distinguish you from your competitors.

- **Choose assignments to advance your career.** Promotion boards want to see progressively greater responsibility and increasing breadth of knowledge. Staying in the same country or type of job for too long (especially in Washington) will not help you. In particular, those whose duties vary little from post to post should look for larger embassies, more visible posts and any duties that can distinguish them from others in the same field.

Ultimately, your advancement in the Service comes down to you. If you want to advance, you must make a constant effort — not a last-minute foray — to ensure that what is in your file is accurate and competitive. □

Your chances for promotion are better if you act as if your future were entirely in your hands.

V.P. VOICE: USAID ■ BY FRANCISCO ZAMORA



The True Challenges for the New Administrator

Almost immediately after Rajiv Shah assumed his new post as USAID Administrator, he was faced with a challenge of epic proportions: the Jan. 12 earthquake in Haiti. While this was a great test of his crisis management ability, it will not be his most important trial. Due to disastrous decisions made over the last 15 years by several administrations and Congress, a much more vital undertaking for him is to rebuild USAID to its former standing — and beyond.

A much more vital undertaking for Dr. Shah is to rebuild USAID to its former standing — and beyond

On Jan. 29, I had an opportunity to brief Dr. Shah about AFSA and our role at USAID. I explained that over the previous three years, AFSA has surveyed its members in an effort to find out directly what concerns them most. I presented him with a copy of the latest survey and highlighted the main results.

Prime among them was that employee morale has sunk precipitously over the last three surveys to the point where 54 percent of Foreign Service officers believe things are getting worse. This is an unsustainable situation, one which the Administrator must address. Our people are USAID's most important asset, without which our mission will never be fully realized.

The meeting was cordial but frank. We discussed what is not working, and what is. No topic was avoided. The proof, as they say, is in the pudding: let us see what Dr. Shah does with the information I gave him.

My parting recommendations to him were that he:

1. Seek more control over budget, policy and planning within USAID.
2. Return certain administrative functions and services to USAID mission executive officers overseas.
3. Improve operations at the Human Resources Office by adequately staffing and training employees to be more client-centered. Additionally, he should abandon plans to move the office to a separate building in Washington (State Annex-44 at the Federal Center Building). Such a move will create serious service disruptions.
4. Strengthen the career Foreign Service by judicious and limited use of mid-level and Foreign Service Limited hiring. Hire additional Civil Service employees and reduce the number of contractors doing inherently governmental work.
5. Continue aggressive intake and training of new employees.

Forty-five minutes was inadequate to discuss — not to mention resolve — such important issues. However, Dr. Shah seemed attentive and stated that he would arrange additional meetings with AFSA. I am satisfied that, at least, he is aware of the challenges before him. □

Legislative Update: The Federal Budget

BY CASEY FRARY,
LEGISLATIVE DIRECTOR

On Feb. 1, President Barack Obama released his Fiscal Year 2011 budget request. AFSA is pleased to report that the president's FY 2011 request for the international affairs budget (Function 150), which includes funding for the State Department, USAID and the International Broadcasting Bureau, was extremely strong. Specifically, the administration requested \$58.5 billion for international affairs, which is \$6.1 billion above FY 2010 actual spending, or an 11.6-percent increase. The international affairs budget accounts for less than 1.5 percent of the federal budget.

This crucial increase will give our diplomatic and developmental corps the resources to face the challenges of the 21st century as part of an expanding commitment to global security.

This crucial increase will give our diplomatic and developmental corps the resources to face the challenges of the 21st century as part of an expanding commitment to global security. The FY 2011 budget calls for important increases in personnel, over 400 new Foreign Service officers at the State Department and another 200 for USAID. Additionally, this budget provides the resources for the FS community to meet its expanding missions in Iraq, Afghanistan and other "frontline" nations.

The Foreign Commercial Service and Foreign Agricultural Service, which are not funded through the international affairs budget, also received increases in the FY 2011 budget proposal. AFSA will be working hard over the next few months, encouraging members of Con-

Continued on page 54

V.P. VOICE: **FCS** ■ BY KEITH CURTIS

Good News for FCS

There is good news from this corner. Much of our hard work is paying off, and things are finally looking up for the Foreign Commercial Service. While Washington continues to dig out of one storm after another, we can see some clear skies in our effort to restore FCS to strength.

I reported last month that Congress approved an extra \$9.5 million above the president's request for our Fiscal Year 2010 budget, which was already a solid increase over FY 2009. Nevertheless, we are still facing a significant budget shortfall to cover costs this year.

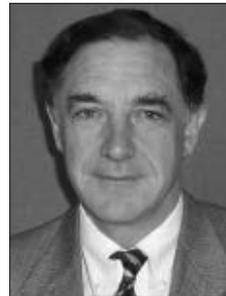
Far more significant is the substantial increase in the president's budget request for FY 2011. He has asked for the largest increase for the International Trade Association and the Commercial Service in our budget history. ITA would get some \$90 million, roughly two-thirds of which would go to the Commercial Service. This would not only make us whole again, with a manageable budget, but would also allow us to begin to rebuild.

As I mentioned in an e-mail to the field, these two important successes were brought about by a team effort. First among those to thank for the success of the FY 2011 budget proposal

are Commerce Secretary Gary Locke and our management team. Sec. Locke went to bat for us with the Office of Management and Budget, making a special appeal for increased resources. This push from management included a refreshingly proactive Congressional Liaison Office.

However, just as important were our friends in business, including the National Association of Manufacturers, the U.S. Chamber of Commerce and several of the in-country American Chambers of Commerce, the District Export Councils and the Business Council for International Understanding. AFSA's labor management office also proved very effective. But in the end, congratulations go to those of you in the field, both on the domestic side and overseas, for demonstrating our value in key encounters with our senior management and with members of Congress.

Substantial challenges lie ahead with the congressional process. We may not see the results of this effort until after a new Congress convenes next year. In the meantime, we must continue to demonstrate our vital role in keeping the U.S. economy strong. □

V.P. VOICE: **RETIREE** ■ BY ROBERT G. HOUDEK

Connecting with Colleagues

When I ran for this office, I was not overjoyed at the prospect of campaigning, and felt somewhat embarrassed composing letters and e-mails to colleagues with whom I had not been in touch for years.

But the response to my outreach was incredibly satisfying for reasons that had nothing to do with the election result. I heard from a host of former colleagues, learning of their accomplishments in retirement, rekindling friendships and fostering connections on similar interests.

You should all have received a copy of the *2010 AFSA Directory of Retired Members*: use it well to reconnect with old friends.

The 2010 directory is an improvement on last year's directory not only in information contained, but also in layout and presentation. It is more than a phone and address book; it is a valuable resource.

In the first 25 pages, spouses will learn how to report the death of a FS annuitant. The directory goes on to elaborate the mechanics of survivor annuities and elections. Although facing this can be difficult, you do need to know this critical information and should alert your spouse to its location.

This year's directory also provides a wealth of information on topics like Medicare B, long-term care insurance and When Actually Employed work.

I've already received several suggestions for improvements to the 2011 edition, such as including the names of spouses. This is easily accomplished: start sending us those spousal identifications, and we will ensure their inclusion in the next edition.

Another suggestion is to put the directory on a compact disc. It would be cheaper to produce, maintain and update, but it probably would require us to abandon the printed edition, as we could not afford to produce both. The recent retiree survey showed that over 90 percent of our retirees are technologically literate.

But my bottom line, until otherwise persuaded, is not to go the CD route if it cuts off our oldest and most loyal AFSA members, who are totally reliant on the print copy of the directory. So while you're busy connecting with your retired colleagues, also reach out to AFSA and let us know which you prefer. □



Up or Out: The Five-Stars (Part One)



Despite the efforts of an active foundation, a space flight center and one nearby high school, George Catlett Marshall could very well be the most unknown famous soldier of the 20th century. When asked to name famous generals and admirals of the World War II era, MacArthur, Eisenhower, Bradley, Nimitz and Patton all come to mind before the very first five-star general — George C. Marshall.

Marshall, as many biographers have documented, was an unusual soldier. He fought his battles around conference tables, commanded the logistical buildup of the U.S. armed forces and supplies during World War I and World War II, but never led troops into battle. Although a hard-core soldier, he received the 1953 Nobel Peace Prize. Marshall's name is most frequently mentioned in the sense of the need for a new "Marshall Plan" to address the problem of the day (disaster, continued underdevelopment, soaring food prices, etc.). After his long service in the Army and a brief stint as a special envoy to China, Marshall served as the 50th Secretary of State from 1947 to 1949.

Among the many changes Sec. Marshall instituted was extension of the armed forces "up or out" personnel system to the Foreign Service. Marshall's interest in the "up or out" system developed out of his own career path, and that of his mentor, General John J. Pershing.

Despite being known as an able officer, Pershing was denied promotion to colonel. The Army based promotions on seniority rather than an evaluation of personal accomplishments or merit. To be promoted you had to know the right people and you had to have been waiting a sufficiently long period (a similar statement would have applied to the Foreign Service, and most of the U.S. government, at that time). In 1905, President Theodore Roosevelt promoted Pershing to brigadier general (skipping three ranks and upsetting all the officers passed over). In short, the existing personnel system did not work for Pershing.

Marshall served as one of the top assistants to Pershing in World War I. During his tenure, the U.S. Army grew from roughly 27,000 to more than three million soldiers. Throughout Marshall's career, Pershing acted as a sounding board for his attempts to reform the military system. Like Pershing, Marshall suffered long periods of no advancement in his career before being selected by President Franklin D. Roosevelt to oversee the expansion of the U.S. armed forces to over 10 million soldiers by the end of World War II. In short, the existing personnel system did not work for Marshall either.

Marshall and his fellow service chiefs were behind the 1946-1947 Officer Personnel Act, which brought the "up or out" system to all the armed services. The related 1946 Foreign Service Reform Act brought the same system to the Foreign Service.

To close, we should note that the only "double" five-star general was General H. H. Arnold (Army, 1944 and Air Force, 1949). Upon his retirement from the Air Force, Arnold was one of the founders of the RAND Corporation, which has provided many of the academic reviews of the "up or out" system. In Part Two we will skim the historical record on why Marshall, Eisenhower and other key leaders thought "up or out" was the appropriate personnel system to bring "youth and vigor" to their officer corps. □

Please look for Part Two of this article in the May AFSA News.

gress to support Pres. Obama's FY 2011 international affairs budget request.

On Jan. 29, the Senate Foreign Relations Committee announced the introduction of its version of the Foreign Relations Authorization Act for Fiscal Years 2010 and 2011. This is the main piece of legislation providing authorization language for spending, as well as the mechanism for changing policies at State and amending the Foreign Service Act (Title 22).

Most importantly, this bill includes the critical Overseas Comparability Pay language that AFSA has long fought for. The House passed its version, H.R. 2410, on June 10, 2009. AFSA will closely monitor the progress of this key legislation, and urge the Senate Foreign Relations Committee to move swiftly on this bill. □

AFSA NEWS BRIEFS

Welcome to Two New AFSA Staff Members

Jonathan Crawford has joined the AFSA staff as a scholarship program assistant, supporting Scholarship Director Lori Dec with an expanding scholarship and financial aid program. Born and raised in Yonkers, N.Y., Jonathan moved to Alexandria, Va., in 2002. He is currently attending classes at George Mason University, pursuing a degree in geography.

Patrick Bradley is the new staff assistant supporting both our labor management and USAID offices. He is working on grievance and member issues, among other duties. Originally from Syracuse, N.Y., Patrick holds a degree in business administration from Drexel University and worked at Hormel Foods before becoming a self-employed investor. A self-proclaimed "fan of efficiency and analysis," Patrick has a long history of volunteering for such organizations as Special Olympics and Habitat for Humanity.

The Secretary of State's Outstanding Volunteers

BY FRANCESCA KELLY

On Dec. 8, the Associates of the American Foreign Service Worldwide held their annual awards ceremony, which includes the Secretary of State Award for Outstanding Volunteerism Abroad. This award recognizes outstanding volunteer service performed overseas by employees, family members, domestic partners and members of household in the following areas: remarkable service to the American community; outstanding activities directed toward the host country; and exceptional service in emergencies.

This year, Secretary of State Hillary Rodham Clinton was present to bestow awards on six individuals.

Erin P. Sweeney, a consular officer in Lagos who helped establish the Consulate Community Program, recruited both American and Nigerian staff to keep the program sustainable. The group has assisted the Pacelli School for the Blind, the Ife Oluwa Maternity Clinic and the Nigerian Anti-Trafficking in Persons Shelter.

JanMarie Flattum-Riemers, the regional medical officer in Jakarta, provided medical services at the Baktir Luhur Orphanage and established an embassy recycling program offering employment opportunities for the mentally disadvantaged adults of the orphanage. She also trained Indonesian caseworkers to help treat neglected children in scavenger communities.

Family Member **Lara L. Center**, who holds a master's degree in museum studies, launched a strategic plan for Luxembourg's National Military History Museum, expanding outreach, creating a mobile museum service, mentoring university interns, upgrading the museum Web page and liaising with the U.S. National World War II Museum in New Orleans.

Joseph A. Taylor is an FSO in Bagh-



Award recipients at the State Dept., Dec. 8. From left: Jan Irene Miller, Mette Beecroft, Bernadetta Ruch, Sec. Clinton, Jay Taylor, Erin Sweeney, Lara Center, former AAFSW President Lesley Dorman, JanMarie Flattum-Riemers and Sheila Switzer.

dad who teaches popular adult swimming classes. Class participants include combat military troops, translators and senior Foreign Service officers, as well as women from Ethiopia, the Palestinian territories and Iraq — countries where physical activity for females is highly discouraged. Taylor also helps those with a lifelong fear of swimming and those with disabilities.

Marine Sergeant **Bernadetta Ruch** expanded and directed several important community projects in Dushanbe despite working in an understaffed detachment at post with a 35-percent hardship differential. She served Thanksgiving dinner to more than 100 people and brought 140 children to the embassy for the annual Marine "Toys for Tots" drive.

Jan Irene Miller, a family member in Panama City, brought 20 years of experience in global technology to the Panama Chamber of Commerce project to resolve metropolitan transportation issues. She coordinated hundreds of research reports and manuals from global expert sources, constructing a Web site to serve as a central repository. Her analysis made its way to the incoming government, which established a Cabinet-level position to lead a multi-billion-dollar, five-year mass transit solution.

AAFSW also presented the Eleanor

Dodson Tragen Award (for efforts to enhance the global rights and benefits provided to Foreign Service family members) to Mette Beecroft. Sheila Switzer, spouse of AFSA Communications Director Tom Switzer, received the Lesley Dorman Award, given to an AAFSW member who has performed outstanding service in all aspects of the organization.

For full coverage of the SOSA awards and to learn how to nominate a colleague, please visit the AAFSW Web site at

www.aafsw.org. □

Foreign Affairs Day

Foreign Affairs Day, including AFSA's annual Memorial Plaque ceremony, will take place on May 7 at the Department of State. We are sad to announce that three names will be added to the plaque: Victoria J. DeLong, who died in the earthquake in Haiti; Dale J. Gredler, who died en route to the U.S. from Kazakhstan; and Terrence L. Barnich, who was killed in Iraq. The plaque ceremony will begin at 10:25 a.m. in the C Street lobby, and Secretary of State Hillary Rodham Clinton is expected to preside. We invite all members of the Foreign Service community to join us for this solemn occasion. (Please note that the ceremony will also be broadcast by BNet.) For more information, please e-mail AFSA's Coordinator for Special Awards and Outreach Perri Green at green@afsa.org.

On a more cheerful note, that same afternoon AFSA will host its traditional reception for all members, from 3:00 to 5:00 pm. During that time we will also present our high school merit and art awards to local winning students. We look forward to seeing you here at AFSA headquarters (2101 E St. NW, Washington, D.C.). □

USAID AFSA Members Survey Results • Continued from page 49

cent of the respondents graded HR services as poor. In the 2008 survey, this figure increased to 33 percent. The 2009 survey shows a staggering 52 percent of the respondents making this assessment. While it is necessary to delve into the reasons for this, the accelerated Development Leadership Initiative and the high turnover at HR may be significant causes for the degrading of services. The office's employees will need additional mentoring, training and supervision to improve their performance and develop an improved "client service" mentality.

Poor HR support may be one of the principal reasons for poor agency morale. Respondents who believe morale is poor jumped from 22 percent in 2008 to 31 percent in 2009. In fact, more than half of the FSO survey respondents —

Poor HR support may be one of the principal reasons for poor agency morale.

54 percent — think that things are getting worse, not better. Clearly, raising morale will be a key challenge for Administrator Shah.

A slight change occurred regarding questions about service in the Critical Priority Countries of Iraq, Afghanistan, Pakistan and Sudan. In the last survey, some 60 percent of FSOs opposed directed assignments, compared to 48 percent in the current survey. While this is still high, it is possible that FSOs are beginning to accept the increased likelihood of a CPC assignment.

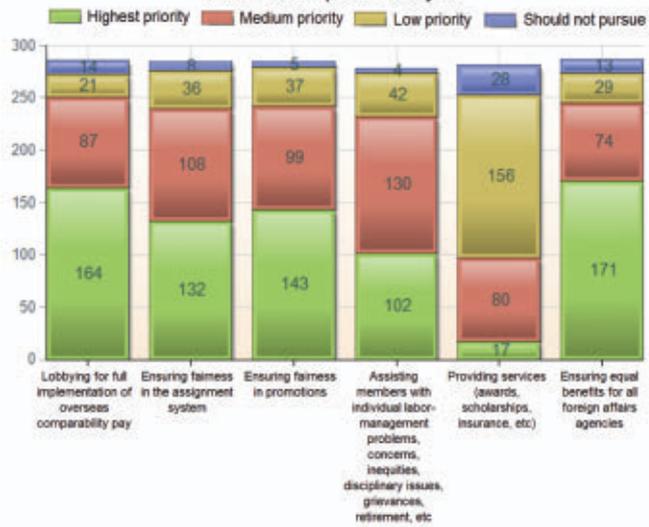
We rephrased the previous survey's

question on USAID's institutional status, providing more response options. Nevertheless, once again an overwhelming majority (81 percent) voted to have USAID obtain independent Cabinet-level status. Respondents seem to reject the increasing trend to merge the agency with the State Department and are concerned that the fragmentation of foreign assistance is detrimental to our mission.

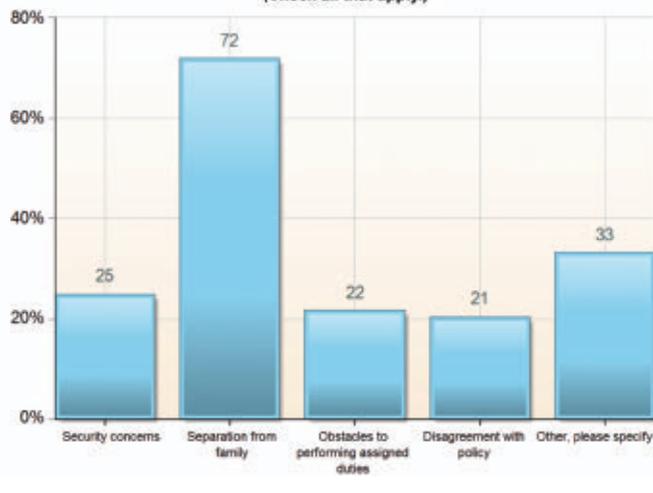
Finally, we at AFSA are pleased that 85 percent of you rated highly our efforts on your behalf. That is the reason we appreciate your comments about the things still left to do, and we read everything you send us. Thank you for letting us know where we can improve.

To read the survey questions and full results, please visit www.afsa.org/usaid/0110vanguard.pdf. □

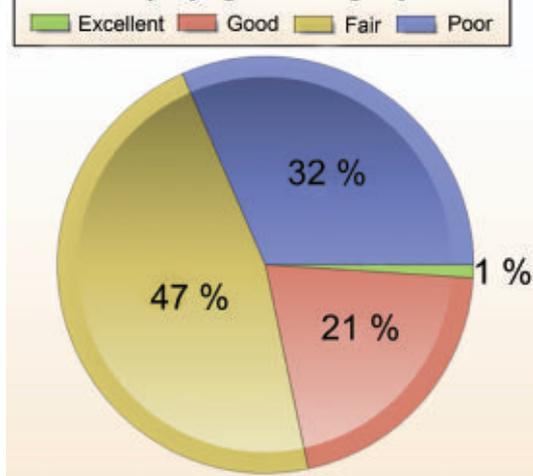
What would you like to see as AFSA's top priorities? Please rate the following in terms of importance to you.



If you have declined to bid on jobs in a Critical Priority Country, what factors motivated you? (Check all that apply.)

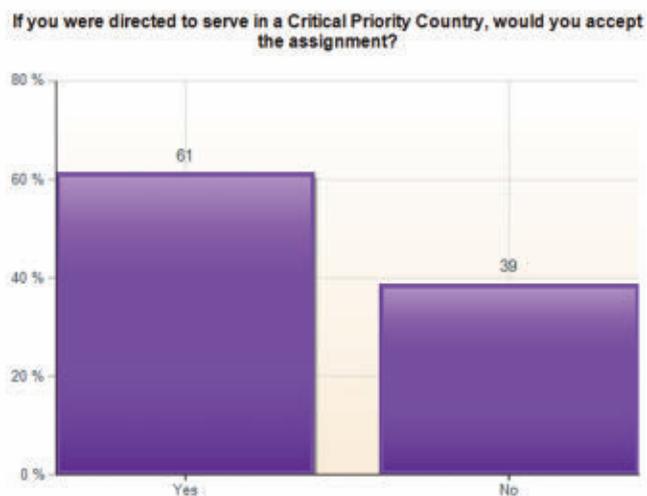
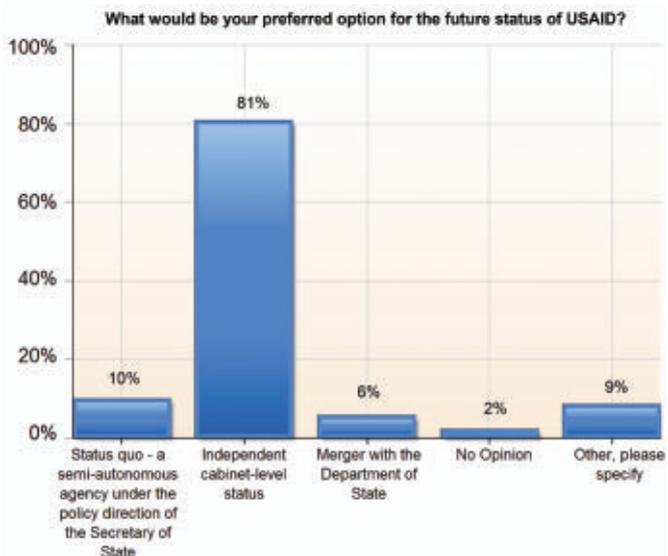
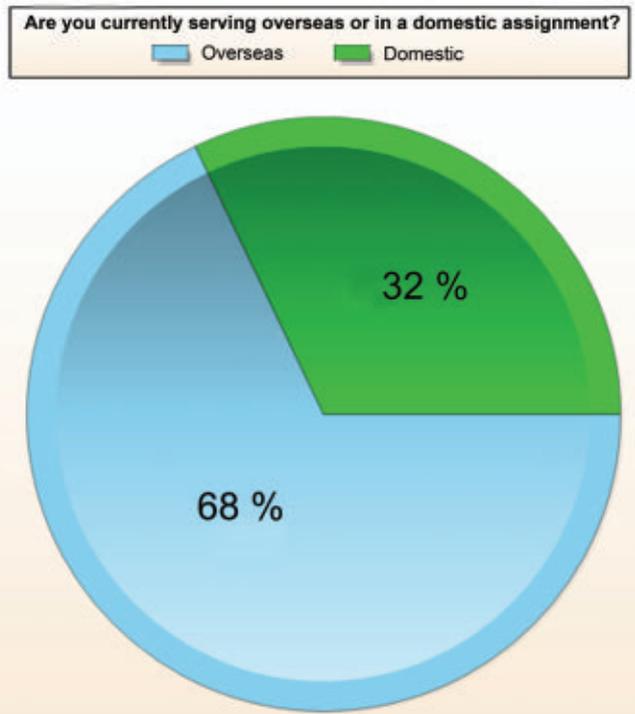
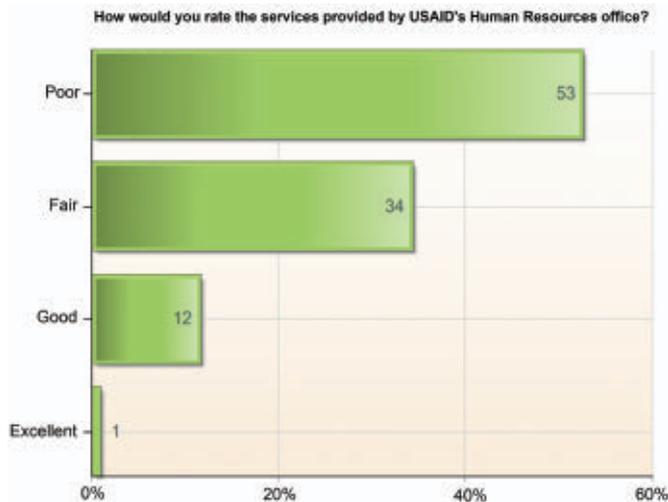
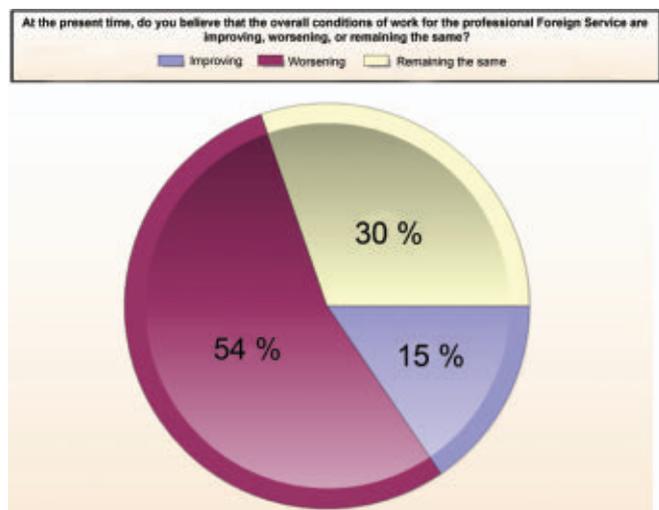
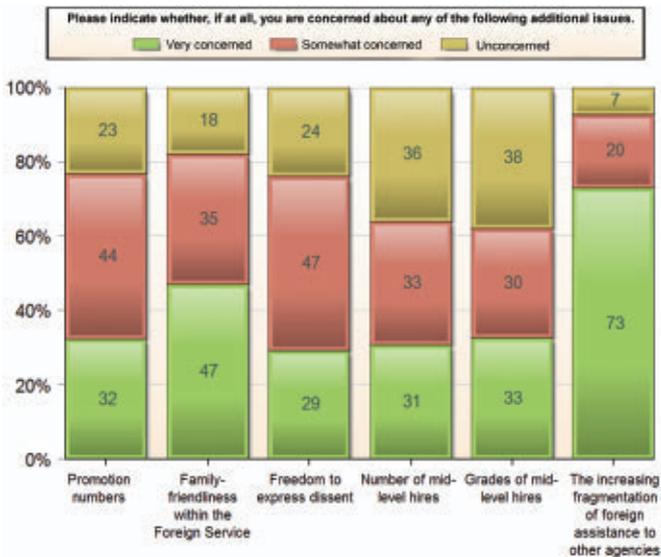


How would you judge current Agency morale?



What is your Foreign Service rank?





— CHARTS PREPARED BY JOSERELDA BOON, ADVERTISING INTERN

MILESTONES: TEN YEARS AT AFSA

Cover Girl: Christine Warren

BY FRANCESCA KELLY

There she is — warm smile, beautiful face, in a glamorous setting — right on the cover of the April 1996 *Society* magazine, with the caption: “Christine Warren: Why Mumbai Loves the U.S. Consul General’s Wife.”

Turns out “our” Christine, who is office manager for AFSA’s Labor Management department, has led — and continues to lead — a fascinating life. She’s a Foreign Service spouse, a mother of four and a published author and poet.

Christine’s life changed forever when she met a junior FSO named Louis Warren, posted on his first assignment as part of a military advisory team. At the time Christine, who had grown up as one of 11 children, was working for the South Vietnamese government near her hometown in the Thu-Duc district outside of Saigon. At the end of Louis’ tour, they were married.

Since then, Christine and Louis have lived in Muscat, Algiers, Jakarta, New Delhi and Mumbai. They have raised four children: John, Peter, Suzanne and James. Now that her husband is retired and working in the private sector, Christine finds that working at AFSA keeps her in touch with old friends from their FS years.

“I was already acquainted with AFSA when my husband was in the Foreign Service,” she explains. “However, when I started working here [in March 2000], I realized the full extent of AFSA’s ability to solve problems and to point people in the right direction for personal as well as professional issues.”

Christine has taken AFSA’s mission to heart. “AFSA Labor Management is more than a grievance office,” she declares. “It fulfills a vital customer service function.”

“She knows exactly what to say to place a person at ease,” says Deputy General Counsel Zlatana Badrich. “She often goes out of her way to answer questions, having accumulated a wealth



Christine Warren at her desk.

SHARON PAPP

of contacts within and around the department through her many years at AFSA and her prior experiences with the Foreign Service.”

General Counsel Sharon Papp adds, “If AFSA is the voice of the Foreign Service, Christine Warren is the face of the labor management office. She is the glue that holds us together.” And Executive Director Ian Houston notes that her “pride in her work” and her concern for the well-being of the staff are “qualities that are invaluable.”

Christine is constantly challenging herself. One of her many passions is keeping Vietnamese traditions alive in her family. “I decided to write poems about my childhood to remind the older generation and to share with the younger,” she explains. Christine’s poetry has been published in San Diego and Washington, D.C., newspapers. She has also authored a cookbook with recipes she used for representational events overseas.

All her children have left the Fairfax, Va., nest, and Christine now enjoys “hanging out” with grandchildren Schuyler, Gwendolyn, Page and Eve. The care with which she cultivates all re-

lationships — both familial and professional — is evident when talking to her officemates.

“I consider Christine a valued and trusted colleague,” says Badrich, “but more so, a dear and deeply respected friend.”

“We are all privileged to have Christine as a colleague,” says Labor Management Specialist James Yorke. “Her many skills — Vietnamese poetry, photography, cooking and, now, crocheting — continue to amaze us. What can be next?” □

AFSA NEWS BRIEFS

Manatt Elected President of CAA

Ambassador Charles T. Manatt has been elected president of the Council of American Ambassadors, a nonprofit association comprised of more than 200 former and incumbent non-career U.S. ambassadors who have served presidents of both political parties.

Amb. Manatt, founder of the law firm, Manatt, Phelps & Phillips, LLP, served as the U.S. ambassador to the Dominican Republic from 1999 to 2001. He has also served as chairman of the board of trustees of The George Washington University and is a former chairman of the Democratic Party of the United States.

AFSA Keeps You Up to Date

Are you signed up to receive our AFSA net listserv messages? These periodic e-mail announcements keep you up to date on issues affecting you and your career, and also let you know what AFSA is doing on your behalf. Signing up is easy as pie: Simply go to www.afsa.org/forms/maillist.cfm, enter your e-mail, and click “subscribe.” Please note that AFSA does not ever sell or share your e-mail address for any purpose.

Limbert Book Signing • Continued from page 49

revolutionaries who had taken over the bottom floors of the embassy.

During his time in captivity, Limbert, a Persian-language speaker, continually tried to establish a relationship with the hostage-takers. “I felt I knew something about these young people,” he explained. “I tried to reach out, achieve little victories, and at least establish myself as a person rather than as a subhuman enemy.” This effort, over many months, taught him not only patience but the value of communication, on many levels, between two opposing sides.

“When we and the Iranians finally end our 30-year estrangement, how do we do it?” he asked the audience, which included foreign affairs experts, diplomats and journalists. He acknowledged that his bias as an historian, clear in the

subtitle of his book, guides his negotiating strategy. “Whenever we deal with the Iranians, there are going to be ghosts in the room. We’re going to have to be aware of them, and we’re going to have to deal with them.” He admitted that the process will take patience, and that it would be necessary to “put aside our negative assumptions and preconceptions.”

Limbert answered several questions from audience members before signing copies of the book. To a query about how to change policy, he answered,



AFSA President Susan Johnson (left) and author John Limbert at AFSA HQ, Jan. 26.

“You change policy from below,” alluding to making one’s case to the general population rather than the higher levels of government. “That’s why I love AFSA.” □

AFSANEBWSBRIEFS

AFSA Announces Sinclair Language Award Winners

BY SPECIAL AWARDS AND OUTREACH COORDINATOR PERI GREEN

Proficiency in foreign languages is one of the most valuable and important skills in today’s Foreign Service. AFSA’s Sinclair Language Awards program honors language students for outstanding accomplishment in the study of a difficult language and its associated culture. AFSA established this language-award program based on a bequest from Matilda W. Sinclair, a former Foreign Service officer. The purpose of her bequest was to “promote and reward superior achievement by career officers of the Foreign Service of the United States while studying one of the ‘hard’ languages under the auspices of the Foreign Service Institute of the Department of State.” The guidelines were amended and updated in October 2001 to expand eligibility for the awards to any career or career-conditional member of the Foreign Service from State, USAID, FCS, FAS or IBB.

Candidates for the award are nominated by the language-training supervisors at the FSI School of Language or by language instructors at the field schools. They are selected by a committee composed of volunteer AFSA members, a member of the AFSA Governing Board and the special awards and outreach coordinator. Each of the winners receives a check for \$1,000 and a certificate of recognition signed by the AFSA president and the chair of the Awards Committee.

AFSA congratulates the 11 winners of this year’s Sinclair Language Award, and commends the School of Language Studies at FSI for its dedication in preparing students of hard languages for the intense challenges of modern diplomacy.



This year’s winners are:

Joshua Baker	Arabic
Alfred Boll	Serbian
Laura Brown*	Arabic
Alan Clark	Mandarin Chinese
William M. Coleman	Japanese
Scott Hansen	Mandarin Chinese
Adam Hantman	Thai
Zachary Harkenride	Dari
Meredith Rubin	Icelandic
Denise Shen	Mandarin Chinese
Vincent Traverso	Dari

*Laura Brown was a Sinclair Language winner in 2003 for Serbian.

AFSANEWSBRIEFS

TRANSITION CENTER SCHEDULE OF COURSES for April-May 2010

Apr. 10	MQ116	Protocol
Apr. 12-13	MQ911	Security Overseas Seminar
Apr. 14	MQ302	Transition to Washington for Foreign-Born Spouses and Partners
Apr. 14	MQ855	Traveling With Pets
Apr. 19-20	MQ911	Security Overseas Seminar
Apr. 22-23	MQ104	Regulations, Allowances and Finances
Apr. 26-29	RV101	Retirement Planning Seminar
Apr. 28	MQ851	Raising Bilingual Children
May 1	MQ802	Communicating Across Cultures
May 3-4	MQ911	Security Overseas Seminar
May 5	MQ916	A Safe Overseas Home
May 6	MQ000	Special-Needs Education in Foreign Service
May 7	MQ950	High-Stress Assignment Outbrief
May 15	MQ116	Protocol
May 17-18	MQ911	Security Overseas Seminar
May 19	MQ119	Orientation to State Overseas
May 19	MQ854	Legal Considerations in the Foreign Service
May 21	MQ950	High-Stress Assignment Outbrief
May 22	MQ200	Going Overseas for Singles and Couples
May 22	MQ210	Going Overseas for Families
May 22	MQ220	Going Overseas: Logistics for Adults

May 22 MQ230 Going Overseas: Logistics for Children
 May 25 MQ000 Developing Virtual Job Opportunities
 To register or for further information, e-mail the FSI Transition Center at FSITCTraining@state.gov.

Items from Korean War Sought By Embassy Seoul

Embassy Seoul is seeking photos, documents and other relevant items that depict the role of the embassy (or diplomatic efforts in general) during the Korean War. June 25 will mark the 60th anniversary of the start of the war, so the embassy is hosting commemorative activities including an online display of various historical items at its Internet café, Café USA (<http://seoul.usembassy.gov/>). For more information, or to make a submission to the project, please contact Public Affairs Assistant Dylan Davis via e-mail at DavisDS@state.gov or by telephone at (82) (2) 397-4793.

Correction:

USAID Representative Michael Henning's name was mistakenly omitted from the Governing Board photo in the AFSA Annual Report (March *AFSA News*). We regret this error.

CLASSIFIEDS



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SCHOLARSHIPS

STATE DEPARTMENT FEDERAL CREDIT UNION'S scholarship competition has begun! Pick up an application at any SDFCU branch office or print one out online at www.sdfcu.org. All application materials must be received by Friday, April 9, 2010.

EDUCATION ASSESSMENT

LEARNING DISABILITY ASSESSMENT. Reading, writing, math, speed/fluency, executive functioning, attention. Comparing ability to achievement. Evaluation, diagnosis and recommendations for services and accommodations in school and standardized testing (SAT, ACT, GRE, GMAT, LSAT, etc). Preschool through graduate school. Weekend/weekday appointments. Offices in McLean & Middleburg, Va. Will also travel to evaluate. Contact: Dr. Suzie Muir at Tel: (703) 728-8676. URL: www.testingld.com

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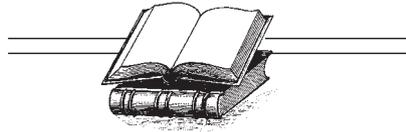
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BOOKS

Realist or Ideologue?

War of Necessity, War of Choice: A Memoir of Two Iraq Wars

Richard N. Haass, Simon and Schuster, 2009, \$27, hardcover, 278 pages.

REVIEWED BY STEPHEN BUCK

This is an important and wise book from a foreign policy insider who has been president of the Council on Foreign Relations for nearly seven years. Having been a key White House official during the 1991 Persian Gulf War, and director of policy planning at the State Department in the run-up to the 2003 invasion of Iraq, Richard Haass provides unique insights into the roots, conduct and aftermath of both wars.

Throughout this book, the latest of 11 he has written or edited, Haass gives some riveting descriptions of crisis decision-making at the White House level. (To his credit, the author is forthright in admitting that he was on the inside prior to the first war, and on the margins before the second.) While he lets President George H.W. Bush off lightly for giving Iraqi's Shia population little support after his 1991 remarks that appeared to call for an uprising, he is otherwise candid and thorough. That he makes no mention at all of State's Bureau of Near Eastern Affairs in his discussion of decision-making is discouraging to this veteran of NEA.

Sadly, Haass himself has not absorbed the lessons of this elegant and insightful book.

Haass includes the full text of a top-secret memo he wrote in September 2002, long before the invasion, outlining in great detail lessons from the past and the likely cost of an invasion of Iraq. He even made some of these concerns public at the January 2003 Davos World Economic Forum, but ruefully concludes that "I was not reprimanded so much as I was ignored."

In his final chapter, Haass candidly compares the Iraq wars of Bush 41 and 43, finding that the latter "contributed significantly to the deterioration of the absolute and relative position of the United States in the world." It is quite possible, he concludes, that "history will judge the [2003] war's greatest cost to be opportunity cost, the squandering by the United States of a rare and in many ways unprecedented opportunity to shape the world and the nature of international relations for decades to come."

Haass is at his best when he pithily compares the two wars as one of "necessity" and the other of "choice." He is also to be commended for being so

honest about his inability to stop George W. Bush from launching the invasion. Still, while his dispassionate analysis was badly needed to counter the neocons' cherry-picking of "intelligence" in their rush to war, one can ask whether some of the passion Haass musters here would have been even better used in a public resignation on principle against a war he rightly saw as ill-considered and likely to have disastrous consequences.

As Afghanistan replaces Iraq in public debate, one wishes that this elegant and insightful book had come out in 2006, rather than three years later. Sadly, however, there is reason to believe that Haass has not yet absorbed his own lessons.

On Jan. 22, he published a commentary in *Newsweek*, "Enough Is Enough," in which he claims to be a "card-carrying realist," yet advocates more active U.S. support of regime change in Iran. It sparked a fiery debate and prompted accusations that, rather than cautioning Sec. Powell before his now-infamous United Nations speech portraying Iraq as an imminent threat, Haass went along. It is also sadly ironic, for the U.S. invasion led to the installation of Iran-backed Iraqi Shia religious parties and politicians, delivering a significant boost to the very Iranian regime Haass now decries.

The 2003 U.S. invasion of Iraq overturned 1,400 years of Sunni control and



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accomplished what Ayatollah Khomeini was unable to do in eight years of war with Saddam Hussein (1980-1988). Given that history, and the dangers of unintended consequences, it is difficult to fathom how a consummate “realist,” who rightly opposed regime change in one country (Iraq), can now ardently promote it in another.

During a 39-year career, now-retired Senior Foreign Service officer Stephen Buck served at eight posts in the Arab world, including as deputy chief of mission in Baghdad during the Iran-Iraq War. He consults and lectures frequently on the Middle East and has served on the Foreign Service Journal Editorial Board since 2003.

“And in the Darkness Bind Them”

Five to Rule Them All
David L. Bosco, Oxford University Press, 2009, \$24.95, hardcover, 320 pages.

REVIEWED BY DAVID CASAVIS

Most *FSJ* readers are at least generally familiar with the history of the United Nations, and are aware that the Security Council has increasingly come to dominate the institution. But there have been surprisingly few organizational histories of the body.

Fortunately, author David Bosco, an assistant professor of international politics at American University, is well-placed to fill the gap. In addition to a stint as senior editor at *Foreign Policy*, he served as deputy director of a joint United Nations/NATO project to repatriate refugees in Sarajevo, and also worked in Bosnia and Herzegovina as

Bosco makes an effective case for Security Council dominance of the United Nations.

a political analyst and journalist.

His book takes us behind the scenes of a stage where American idealism has been repeatedly dashed by Russian and Chinese vetoes and consistent international criticism — largely coming from dictators and despots who were themselves threats to collective security. Not surprisingly, disillusionment about the body set in soon after its 1945 creation, and Bosco treats us to colorful quotes full of exasperation. For instance, former U.N. Secretary-General Dag Hammarskjöld memorably observed that the organization was designed “not to bring humanity to heaven, but to save it from hell.”

The central theme of the book — and its main contribution to the literature — is the role of the Security Council in managing the postwar world. Bosco views the Council’s ability to unite to pressure smaller member-states as the key to conflict resolution, and makes an effective case that the firm hands of the five permanent members of the Security Council deserve more credit than they generally receive. Yet it is hard to deny that the Council’s transformation into an elite club — one to which nonpermanent members strive mightily to gain admittance, and resent their exclusion — is more reminiscent of the classic diplomacy of Metternich and Bismarck than of the idealistic (if

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impotent) League of Nations.

Readers may not be surprised that President Franklin Roosevelt insisted on China's inclusion in the Security Council over the misgivings of Great Britain. But how many know that FDR also advocated the inclusion of Brazil? Or that Atlantic City and Cape Cod were serious contenders to host the U.N. headquarters — as was Rhode Island, which offered to find space anywhere in the state for the organization?

Bosco also introduces us to now-forgotten luminaries such as Krishna Menon, India's top man in New York in the U.N.'s early days. A dramatic presence, he collapsed while speaking during Council debates on Kashmir in 1957. A joke soon circulated that the surest way to revive Menon was to wave

a microphone under his nose.

These and other tidbits keep the story interesting, even as Bosco slogs through lengthy accounts of what may seem to be minor bureaucratic details to many.

The one drawback to the book is that it offers a quintessentially American view of the United Nations' role. But the final chapter, "The Council in Context," takes a more objective stance. So if you are pressed for time, do read that, at least.

David Casavis, a periodic contributor to the Journal, teaches at the John Jay College of Criminal Justice. He is writing a book about the 1971 murder of Foreign Service staff officer Donald Leahy in Equatorial Guinea.

Cautionary Tale or Prophecy?

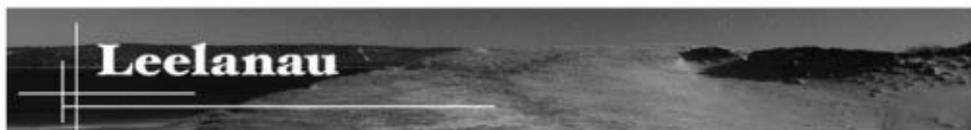
Ultimatum

Matthew Glass, *Atlantic Monthly Press*, 2009, \$24.00, hardcover, 433 pages.

REVIEWED BY JOSH GLAZEROFF

China and the United States will go to war in the near future over resources. Agree or disagree? Discuss.

Ultimatum is a novel, but it would be better classified as a foreign policy study. Because it is set in the future (2032), it offers us the chance to consider the present with a little bit of perspective. As climate change becomes real, how far are we willing to go to



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preserve not our way of life, but our planet itself? Can more than 190 nations come together to overcome the “tragedy of the commons,” making sacrifices for a global good? And how do key countries take the lead?

Assuming the G-2 (i.e., the U.S. and China) are all that really matter, how does “Chimerica” align interests sufficiently to avoid mutual destruction due to skyrocketing levels of CO₂ emissions? Perhaps most importantly, when will we stop putting the resolution of this matter in the hands of our children and grandchildren?

Glass sets the stage by having U.S. President-elect Joe Benton come to office with a mandate for change (yes, it sounds familiar). Committed to completion of an overwhelming domestic agenda, including the relocation of millions of Americans from areas ravaged by hurricanes, floods and drought, Benton finds out during his transition period that the effects of climate change are going to be much worse than previously predicted, and the billions of dollars thought needed are really trillions of dollars.

Undaunted, Benton appoints a Secretary of State willing to confront some difficult policy choices. Larry Olsen identifies China (already the number-one greenhouse gas emitter for a quarter-century) as the problem at the heart of the impending global disaster. Successive Kyoto Protocols have failed to enforce any real changes in behavior. Without Chinese acquiescence — and, by implication, that of India and other “developing” nations — to real cuts, the effects of climate change will continue to spiral in a fateful feedback loop, and country after country will face unlivable conditions for millions of their citizens.

After negotiations fail repeatedly, a

BOOKS

series of ever more grave confrontations lead to the truly ultimate in ultimatums. And there I will pause so as not to give away the plot.

Glass asks us to consider not just how China policy is made, but how China's policy is made. How do the decisions of the political apparatus and the interest of the nation, the Communist Party and the individual leader intersect with those of the rest of the world? How much do Chinese political leaders care about the fate of the millions of their people affected by environmental disruptions?

Today we look to Beijing to take on a global role in its "peaceful rise," but instead we see crackdowns, censorship, exchange-rate manipulation and saber-rattling. Its own people face terrible pollution, destructive infrastructure projects (e.g., the Three Gorges Dam) and limited methods of protest. Project this out along the historical line and where will we be? Recall that in the recent film "2012," it is China that moves out the locals and constructs world-saving "arks" in complete secrecy. Just try doing that in Wyoming!

Ultimatum speaks to those of us working to determine how the United States can come to grips with a China growing both in global power and significance, but lacking the same set of priorities, outlook on events or political system as the West.

It also asks each of us to decide whether an atmosphere with manageable levels of greenhouse gases is something worth fighting for. And if it is, how far are we willing to go to secure America's future? And how far must our president go? ■

Josh Glazeroff, a Foreign Service officer since 1997, is currently visa chief in New Delhi.

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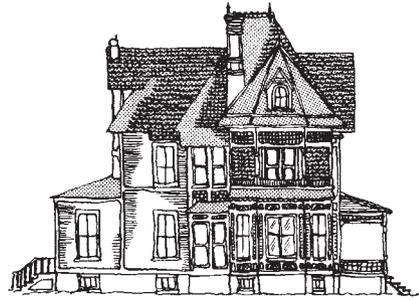
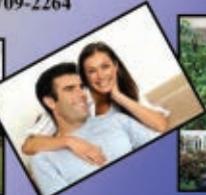
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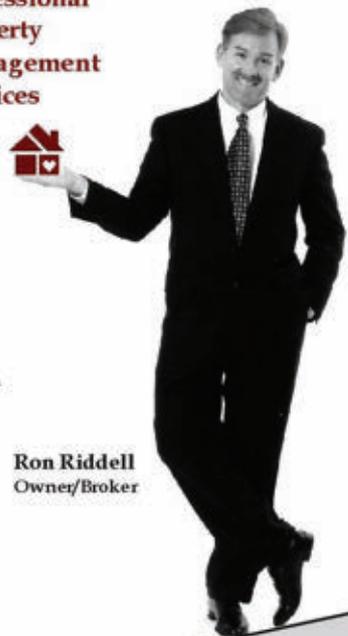


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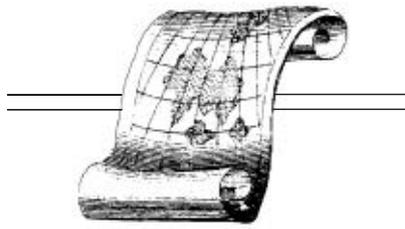


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REFLECTIONS

Courage

BY ELISABETH MERTEN

Tuesday, Jan. 12, 2010, at 4:53 p.m., was when I first experienced true fear. This was a fear that cut through the mind like a scythe and penetrated all barriers of reason and sanity — it was a fear of death.

In Haiti, earthquakes are the type of trauma people least expect. Political upheaval, civil unrest, hurricanes and kidnappings are the most common dangers. During a 7.0 magnitude earthquake, there is only one chance to make it out alive. Sometimes, that chance is pure luck.

The earthquake came as a small tremble, as if the earth had felt winter's breath and shivered in the cold. I was lying on my bed, studying for a world history exam. The trembling refused to stop, and became worse and louder.

Louder? The trembling transformed into violent shaking. I saw my mirror in the corner swing wildly on its nail. I watched helplessly as my most cherished books flew off the shelves. The porcelain lamp on my desk rattled and fell, shattering on the ground. The hot-water heaters burst and flooded the floors.

I lay petrified on my bed as it moved farther away from the wall. I screamed for my sister in the next room until my voice was hoarse. No response. I clung to my quilt and squeezed my eyes shut. Time slowed to forever, the roar of the quake was deafening, and the 1939 ambassador's residence shook back and forth like tall grass in the wind.

As soon as the trembling began to subside, I heard my mother shout fran-

Time slowed to forever; the roar of the quake was deafening.

tically for us to get out of the house. I saw my sister burst from her room, a look of utter horror on her face. We followed our mother's voice outside and into the garden, where we began to scream for our father. Soon he rounded the corner with a panicked expression. We were all relieved to be alive. I was shaking as violently as the ground had.

It was not long before we became aware of the screaming across the city. It engulfed us, while the thin, ochre veil of dust from the collapsed bidonvilles (shanty towns) on the mountains flowed down on us like a toxic gas. The household staff emerged, their hands raised to the sky chanting "Mesi, Dieu!" (Thank you, God!) for their survival.

For a while, we all stayed in the driveway. The aftershocks continued to shake the ground and terrify us. I went with my mother to look for a more open part of our garden, where trees were less likely to fall.

I could hear the shouts of despair as clearly as if I were in the streets. So many the emotions coiled up inside me — guilt, thankfulness, fear, depression, concern, confusion and sorrow.

All night, people seeking food, medical attention and safe refuge came to our house, along with embassy officials who helped my father try to locate the rest of the embassy community by radio. An injured man arrived from the Hotel Montana with broken ribs, a broken arm and cuts all over his body. My mother tried to clean his wounds, and asked me to help.

Stunned into silence by the sight of so much blood, I put on the rubber gloves from our small emergency care kit. Then I realized that she didn't need my help to clean wounds; she needed me to keep her strong. I passed her the bandages and Neosporin.

That night, everyone slept outside on cushions from the patio furniture. Aftershocks continued. At around 1 a.m. we felt another big shock, this one a 5.3. The city kept screaming.

After the earthquake, I stayed calm and did what I was told; got necessities from upstairs, calmed the dog, played with the smaller children, made the makeshift beds in the yard, brought out what food and water we had, and stood by as my mother dressed wounds.

That was how I showed my courage. I didn't panic or break down, because I knew I would have time for that later. ■

Elisabeth Merten is the 14-year-old daughter of Ambassador to Haiti Kenneth Merten and his wife, Susan. This account is adapted from a longer essay she wrote for a 9th-grade school assignment.

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