

U.S. DEPARTMENT OF STATE

APRIL 2004

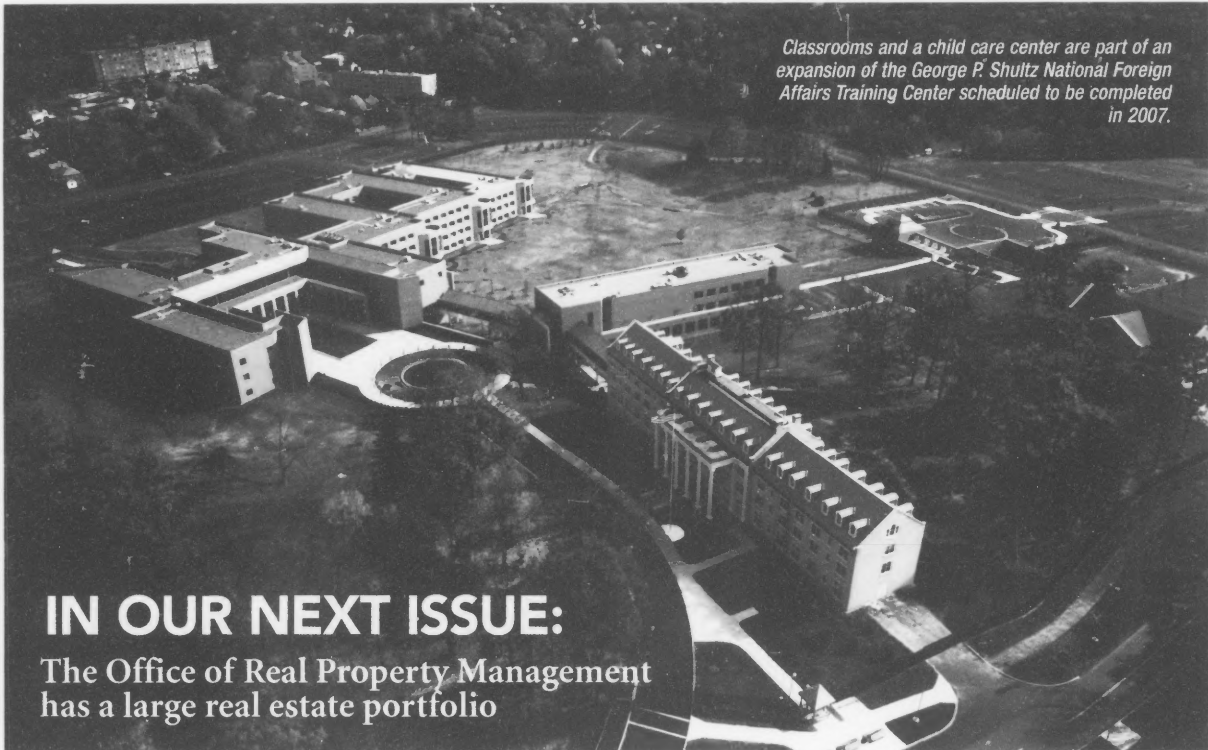
State

MAGAZINE



LAGOS

Post of the Month



Classrooms and a child care center are part of an expansion of the George P. Shultz National Foreign Affairs Training Center scheduled to be completed in 2007.

IN OUR NEXT ISSUE:

The Office of Real Property Management has a large real estate portfolio

State

MAGAZINE

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FROM THE SECRETARY

SECRETARY COLIN L. POWELL

Learning From Kennan

Life at the State Department can be frustrating. We're often so busy and our days are so hectic we barely have time to think. Is this sort of frustration just built into modern life, with its frenetic pace? Is there nothing we can do about it?

Yes, we can do something about it. I recently participated in Ambassador George Kennan's centenary birthday celebration at Princeton University. My preparation for that event and my subsequent visit to Ambassador Kennan's home have led me to offer three suggestions for improving our work performance and lowering our frustration level.

The first is always focus on the human element. Ambassador Kennan grasped the link between diplomacy and human nature, getting under the human skin of international politics to see deeper into its essence. For us, too, it's people that matter. Will a diplomatic effort succeed? It might, if it takes human nature into account. Is a policy working? It is, if it's helping real people. That's the proper measure of all we do.

The second is see the larger patterns that give meaning to our day-to-day work. We need to lift our heads up out of the incessant stream of cables, memos and meetings and think about how the pieces fit together. This isn't easy to do because, as anyone immersed in international politics knows, it's a world that offers up mostly fractured story lines, fleeting images and swirls of words. George Kennan had a gift for seeing the weave of history as it was being made—but that's partly because he *looked* for it. So should we.

And the third suggestion is to take democratic ideals seriously, for they are the source of our optimism—and optimism is the best force multiplier there is.

At close range the young George Kennan saw the will to power take its 20th century form, first in communism, then fascism and totalitarianism. He foresaw the darkness totalitarian regimes would spread, and he saw many fail to understand that enemy's true character. Such an experience could have made any young person a pessimist, but George Kennan knew that if we proved true to our ideals, we would prevail in the end. That's



Secretary Powell congratulates Ambassador Kennan on his 100th birthday.

why he had confidence that the Allies would defeat fascism in World War II, and why he could, and did, predict victory over Soviet communism in the Cold War.

That's why we, too, should be confident of victory over the enemies of our own time. We will prevail because our jobs are about people, our compass is pointing to the larger purpose in our daily tasks and our optimism resides in our ideals. If we follow these three suggestions, our professional frustrations may not disappear—but they *will* fade. We'll still be busy, but we'll have more to show for it. Works for me. ■

LETTERS TO THE EDITOR

An Award Richly Deserved

I have just finished reading your February cover story about the Department's annual award winners. I noted with particular interest the accomplishments of Frank C. Urbancic, left. He won the 2003 Baker-Wilkins Award for Outstanding Deputy Chief of



Mission for "improving the morale of the mission family" at the U.S. Embassy in Kuwait.

Indeed, any time Mr. Urbancic was absent from post during the period leading up to the start of Operation Iraqi Freedom in March 2003, there was an immediate effect on the morale of the office and others in the administrative section.

His absences were keenly felt. And his award is richly deserved.

Michael Gallagher
*Information Management
Specialist, Retired
Marathon, Fla.*

Kabul, Not Kuwait

Thanks for highlighting the Department's 2003 awards in your February issue. I received the Charles E. Cobb Jr. Award for Initiative and Success in Trade Development. I was former economic-commercial officer at the U.S. Embassy in Kabul, not Kuwait.

Ramin Asgard
Iran Desk

The Right Formula

Thanks for publishing the article "The Weighting Game" in your February issue. There is a mistake, however, in the calculation of the Body Mass Index formula. It should

read: weight in kilograms divided by height in meters squared.

Barbara Mahoney
Office of Medical Services

Secretary, Not Officer

I was delighted to see my kudos for your cartoonist in your February letters. I was a Foreign Service secretary, however, not an officer.

Thanks again for my 15 minutes of fame and for doing such a great job with the magazine.

Alice La Brie
New York City

LETTERS TO THE EDITOR

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at statemagazine@state.gov.

FROM THE EDITOR

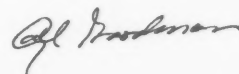
Some Americans in Nigeria require special services. Consular Officer Ben Thomson, for example, uses a helicopter to check American-owned oil platforms in the Niger River Delta. The rig workers there are remote and most are on short contracts, but they face seizure by local militants. And that keeps the consulate busy responding to calls from concerned families. For more about what concerns the U.S. Consulate General in Lagos, turn to page 12.

Terrorism has become such a fact of everyday life, it's easy to become complacent. Complacency hardly describes the Office of the Coordinator for Counterterrorism—a mobile team of professionals prepared to respond anywhere in the world where terrorism raises its head against U.S. citizens. Our Office of the Month story begins on page 18.

The new gardens surrounding the residence of the U.S. Ambassador in Tel Aviv reflect the fact that

water is a scarce commodity in Israel. Once a lush carpet of green grass that consumed massive amounts of water, the new landscape mirrors its desert origins and has received praise from local conservationists. Visit the garden on page 22.

For 25 years, chef Keld Johnsen has been showcasing American cuisine in the restaurant of the U.S. Embassy in Copenhagen. Serving upwards of 160 guests daily, the chef has crossed the Atlantic more than 20 times to stay in touch with his diners' tastes. That's not to say he doesn't receive tips and recipes from his patrons. He most certainly does. The latest have been for New England clam chowder and Louisiana gumbo pie. Your table's set on page 33.



RoadTrip

Department Makes Pitch for Volunteers to Afghanistan, Iraq

Trumpeted as the experience of a lifetime—if only for stories to tell your grandchildren—seven employees with experience in Iraq and Afghanistan made a spirited pitch about the virtues of serving in those war-torn countries to more than 300 of their colleagues who filled the Dean Acheson Auditorium.

Antonia Barry, a political adviser assigned to the U.S.U.N., recalled visiting rural town councils in Iraq, mentoring women and even persuading a governor that a local television crew wasn't his personal public relations staff. "We needed to tell them about freedom of the press."

She described helping a town open a public dump and establish trash pickup. "For years, they just threw their trash in the neighbor's backyard."

Michelle Sison, principal deputy assistant secretary in the South Asia Bureau, helped Iraqis open schools and hold elections.

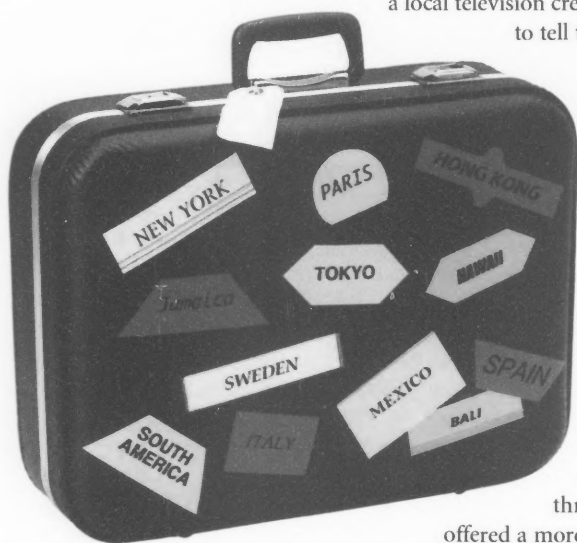
Jonathan Carpenter, a Foreign Service officer assigned to the under secretary for Political Affairs, who spent four months in Iraq, enthused about "making a difference" and the authority to make decisions few employees at his pay grade could even consider.

W. Robert Pearson, director general of the Foreign Service and director of Human Resources, opened the town hall-style forum, which was also televised throughout Foggy Bottom and beamed overseas. He

offered a more pragmatic view. After visiting Afghanistan and Iraq in January to inspect Department operations, he dispelled any notion that serving there would be just another overseas tour.

"Afghanistan and Iraq are difficult and dangerous assignments," he emphasized. "The assignments are challenging physically, professionally and psychologically."

Tours last at least six months with accommodations that make Motel 6 seem like the Ritz Carlton. Volunteers can expect to live in tents or shipping containers. The



PHOTOGRAPHS (LEFT): PHOTOS.COM; (OPPOSITE PAGE): PAUL KOSCAK

IN THE NEWS

containers—17 ft. x 7 ft.—have been converted into crude apartments or “hooches.” Showers and bathrooms are communal. Workdays are grueling, up to 16 hours with hardly any time off, according to panelists.

Jeanine Jackson, a panelist from the Bureau of Near Eastern Affairs, described Kabul as “dusty” and “not a place for whiners.”

For Michael Parmly, a Foreign Service officer currently assigned to the National War College, home was a tent during his stay in Afghanistan. Sand was what he remembered most about the Kandahar region. “It was everywhere.”

Claudia Romeo, a human resource manager and member of the audience, cautioned potential volunteers about the “fishbowl living conditions.” “There’s no privacy and you may be next to someone who snores. You’re living out of a suitcase with a shared bath at best.”

“I can almost guarantee you’ll be with someone who snores,” Ms. Jackson responded.

To ease stress, some employees have organized yoga and aerobics classes and started a chicken take-out service from a local Kabul eatery.

Nancy Leeper, an information analyst in the Bureau of Administration, was hesitant about signing up. She’s currently working through the diplomacy fellows graduate program to become a Foreign Service officer.

“Security is a big concern for me,” she said. “I’ve spent time in Macedonia.”

While not ready to pack their bags yet, Marney Kimmel, a Presidential Management Fellow, and Debbie



Panelists answer questions about serving in Iraq and Afghanistan.

Callahan, a human resources secretary, praised the forum for its candor.

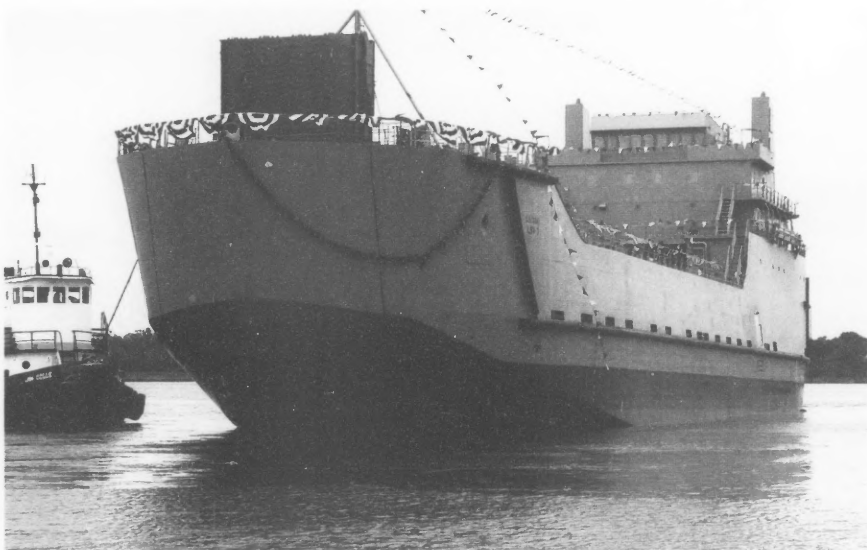
“They explained things,” Mr. Kimmel said. “They were honest about it,” Ms. Callahan said. “I really liked the slides.”

As of Feb. 26, there were 121 State employees in Iraq and 147 in Afghanistan.

Sign Up Early for Foreign Affairs Day

Retirees are encouraged to sign up early for Foreign Affairs Day, May 7, by sending an e-mail to foreignaffairs-day@state.gov or writing the Office of the Executive Director, Bureau of Human Resources, Room H-1103, SA-1, U.S. Department of State, Washington, DC, 20522-0108.

EMPLOYEE HELPS STEER FORMER SLAVE TO STATUS



Above: The newly christened Major General Robert Smalls takes to the water. Below: Smalls, circa 1862.

Department employee Kitt Alexander steers a steady course. And this month the Army named its newest logistics support vessel the *Major General Robert Smalls*. A former major general in the South Carolina militia, state legislator and five-term congressman, Mr. Smalls became a prominent citizen of the Palmetto State after the Civil War.

Before that, he was a slave who also knew something about navigation.

That skill changed his life in 1862 when the intrepid boat pilot earned his freedom and a shot at the American dream by commandeering a Confederate supply ship from Charleston harbor and delivering it to the Union blockade just off the coast.

Thanks to Ms. Alexander, who was captivated by the pilot's exploits after meeting his great-granddaughter in 1996 in Savannah, Ga., the story of the ex-slave's rise to political prominence is being preserved. A property specialist in the Bureau of



Information Resource Management, Ms. Alexander based her fine arts master's degree thesis on Robert Smalls. In 2002, she founded the Robert Smalls Legacy Foundation to promote the former congressman's story in school history curriculum. Last year, the foundation and the National Park Service cited Mr. Smalls posthumously for his military service and gallant escape. They worked with the former firebrand state that started the Civil War to proclaim May 13 Robert Smalls Day.

Congress hailed Mr. Smalls as a national hero and awarded him \$1,500. His meeting with President Lincoln and Secretary of War Stanton inspired the President to recruit 5,000 black troops. In 1863, Mr. Smalls piloted the ironclad *Keokuk* during a failed Union attack on Fort Sumter and stood firm under a punishing Confederate artillery barrage. Struck 90 times, the vessel was finally sunk the following day, after its crew was rescued. After the war, Mr. Smalls returned to Beaufort, S.C., and bought the house he had lived in as a slave.

More than 100 supporters, including former military officers, a former director of the Smithsonian's National Museum of American History and a former U.N. ambassador, lobbied the Army to name one of its transport ships after Mr. Smalls.

The *Major General Robert Smalls* is 314 feet long with a 60-foot beam. Its 2,000-ton payload makes it the Army's largest transport vessel.

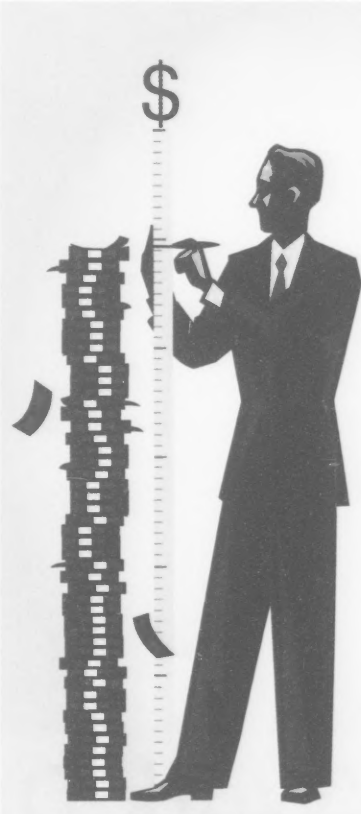
Human Resources Hosts Fair

The Bureau of Human Resources held its first fair recently, providing employees in the Exhibit Hall of the Harry S Truman Building with a range of information and services. Employees overseas participated by logging on to the HR Intranet page at hrweb.hr.state.gov/hrvf/.

Director General W. Robert Pearson opened the Feb. 11 event by stressing the bureau's commitment to Secretary Powell's emphasis on customer service. Grant Green, under secretary for Management, highlighted recent human resources accomplishments. The program also featured Stephen Barr, columnist for the *Washington Post*, and the T Tones, the singing group of the T family of bureaus.

The fair presented bureau products and services in five thematic areas: career development, assignments and evaluation, work/life issues, overseas employment and information technology. The virtual fair mirrored that arrangement and will continue to be available to employees on HR's Intranet. For example, volunteer recruiters can acquire "Tips on Volunteer Recruiting" through the "career development" link on that site.

Based on the positive response it received, the bureau is planning a repeat performance next year.



Above and Beyond

Thanks to pledges and donations from nearly 4,000 current and retired State employees around the world, the Department's 2003 Combined Federal Campaign exceeded its goal of \$1.8 million.

The CFC supports more than 3,000 nonprofit organizations throughout the nation and the world.

For more information about the Combined Federal Campaign, visit their website at www.opm.gov/cfc.

Snowshoeing the Slopes of Lebanon

Embassy employees Jennifer Sublett, left, Rima Sheil and Nadine Wick enjoy snowshoeing at a premier ski resort in Lebanon's northern mountains. CNN recently aired a special on skiing in Lebanon and the slopes are receiving acclaim from far and wide. The famed cedars of Lebanon in the background give this resort at Bsharri special appeal.





Popular 'Work Day' Anticipates 600 Children

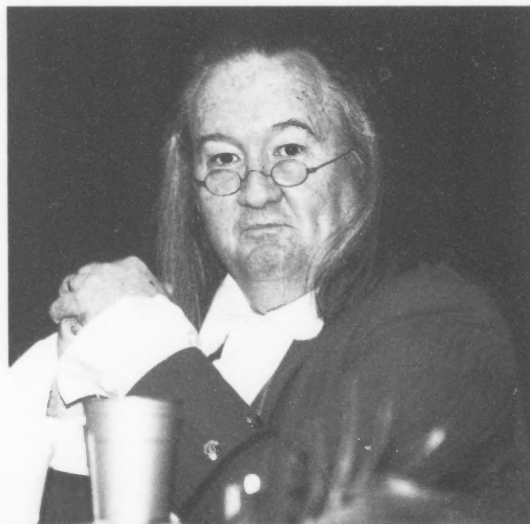
The Department will host employees' children April 29 during the annual Take Your Child to Work Day experience. This year officials expect as many as 600 children. They will be sworn in as "employees-for-a-day" by a senior-level Department official and given the opportunity to participate in one or two of the 50-plus activities being planned for 9- to 15-year-olds.

Registration for the individual bureau-sponsored events can be made online.

For more information about the program and how to register, visit <http://hrweb.hr.state.gov>.

The popular program gives participants a better understanding of what their parents do and an appreciation of the broader mission of the Department.

Above: Secretary Powell speaks at Take Your Child to Work Day 2003. Right: Benjamin Franklin makes a special appearance.



PHOTOGRAPHS: ANN THOMAS

DIRECT FROM THE D.G.

AMBASSADOR W. ROBERT PEARSON



Evaluations and Considerations

The season for evaluating our Foreign Service colleagues is upon us and that means every one of our 10,000 Foreign Service employees will be assuming the roles of rated, rating and reviewing officials. It is not an easy task, as we all know,

but it is a vital one. The process this year includes one significant change: the introduction, as a pilot project, of a new form to evaluate tenured FS-01 and Senior Foreign Service employees.

Let me take a moment to describe what has changed, what hasn't and what I consider some of the less noticed features of our evaluation system.

First, the Decision Criteria for Promotion, commonly known as the Core Precepts, are the same as they were last year. However familiar you may be with the six core competencies—management skills, leadership skills, interpersonal skills, communication and foreign language skills, intellectual skills, substantive knowledge—it is worth reviewing them again before you write. The other basic text, the Procedural Precepts, will be negotiated again soon with the American Foreign Service Association, as happens every year. Both documents, as well as a great deal of other useful information about the process, are available on the Intranet page of the Office of Performance Evaluation (<http://hrweb.hr.state.gov/pe/index.html>). I encourage everyone concerned to take a moment to review that site.

The new form for tenured FS-01 and SFS employees, DS-5055, and its accompanying instructions, DS-5055i, merit special attention. The form is the result of intensive consideration last summer in full consultation with AFSA. Like the DS-1829, the form it has replaced for our more senior employees, the DS-5055 is linked to the job analysis we conducted several years ago and provides space for narratives on accomplishments and potential linked to the categories of the Core Precepts. The new form assigns the narrative on accomplishments to the rated employee. The rating official provides the essay on

potential and the reviewer provides a third point of view. The form retains the "areas for improvement" section and gives the rated employee the last word.

In the new form for tenured FS-01s and the SFS, then, the burden is on the rated employee to get the process started. Because the timeliness of the submission of reports is very important, I hope all rated employees will start the process promptly. Rating and reviewing officers who will be using the existing form, DS-1829, for tenured FS-02 employees and below and for untenured employees also are encouraged to begin early, ensure that work requirements are current and that counseling is taking place. This will enable us to meet our goal of delivering the reports to HR/PE by May 15. An excellent interactive briefing on the new form, developed by HR/PE in cooperation with the Foreign Service Institute, is available on the HR Intranet site mentioned above. It is worth reviewing if you are going to use the form. We will evaluate the new form after the 2004 Foreign Service selection boards have completed their work to determine whether to retain, modify or extend it to other categories of employees.

Finally, I would like to close with a few considerations about our evaluation process. The Department spends considerable time, money and effort on it. And a great deal depends on how well we do it. Raters and reviewers should know well the people they are rating or reviewing. Reviewing officials, such as deputy chiefs of mission or deputy assistant secretaries at our largest posts and bureaus, face the biggest challenge in writing so many narratives in such a short time. Whatever the role, the essential thing is to describe clearly what you all have been doing so well throughout the year, working to advance U.S. interests in the world. The reality behind our responsibilities as rated, rating and reviewing officials this year is that of an especially complex and challenging environment overseas that has tested and continues to test our mettle.

I know that the burden of evaluation never comes at a good time, and this year certainly is no exception, but I appreciate the fact that all those involved will be giving it the same serious and thoughtful consideration they always do. ■

Common Grounds

VOLUNTEER SAYS 'SOLDIERS ARE FROM MARS, DIPLOMATS ARE FROM VENUS'

BY DAVID STAPLES

Nobody can accuse Stacy Gilbert of lacking a sense of humor. And that's a miraculous feat considering her role as an adviser to displaced persons in Northern Iraq for the Coalition Provisional Authority. A civil servant who volunteered last September to leave her Foreign Service

ates for supplies and equipment. She defines her work as a hybrid, between the State Department and the U.S. Agency for International Development. On any given day, she may visit several refugee sites, talk with women while they bake bread or do their wash, visit a school or clinic and have dinner with the prime minister.



Eating in Erbil is a bargain: a four-course kebab dinner costs about \$2. Diners are, from left, Charlotte Morris, CPA-Basra; Peter Thompson, CPA-Dohuk; Rich Unda, CPA-Erbil; Stacy Gilbert, CPA-Erbil; Tony Sodaro, CPA-Erbil; and Jennifer Johnson, CPA-Baghdad.

It's a big task in a big area—seven governorates north of Baghdad with diverse populations. Refugees are a mix of Shiite, Sunni, Assyrian Christian, Kurdish, Turkomn, Yezidi, Iranian and Turkish populations.

"I cover relatively peaceful areas of the Kurdish north as well as hot spots like Tikrit, Ba'aqubah, Mosul and Kirkuk," she said. Peaceful perhaps, but she doesn't travel without her Peshmerga bodyguard or the flak vest with armor plates that took four months to arrive.

"I guess I was supposed to strap the FAM (Foreign Affairs Manual) to my body with duct tape for protection," she quipped.

This isn't the adventurous employee's first brush with rough-and-tumble assignments. Although she's held humanitarian

position at the U.S. Embassy in Dar es Salaam in Tanzania to serve in Iraq, Ms. Gilbert doesn't expect to leave the war-torn nation until the end of June.

"I'm one of those people who think working at a desk job in Washington is a hardship post," said the Spokane, Wash., native who now likes to call Erbil her hometown, a place where more than 100 people recently died after attacks by two suicide bombers.

"If you love your work, it's never a hardship, no matter where you do it," she said.

You'd better love a job that demands a daily 14-hour grind. No weekends. No holidays.

Ms. Gilbert spends her time trying to improve life for a huge displaced population in Northern Iraq. Some 800,000 people have been uprooted there during the past three decades. She works with local officials, assesses living conditions, monitors coalition projects and negoti-

ates jobs in Bosnia, Kosovo, Afghanistan and the Great Lakes region of Africa—Rwanda, Burundi, the Democratic Republic of the Congo and Tanzania—this assignment is different. "I'm the Iraqi government, the U.S. government and the U.N. One constantly feels like time lost equals lost lives. In many ways, it is the most challenging and frustrating assignment I've ever had."

Surprisingly, her most unexpected challenge isn't the hidden danger or cultural barriers, but simply interacting with the U.S. military.

"Soldiers are from Mars. Diplomats are from Venus," she confided. "The Department of Defense and State relationship is like an arranged marriage: We know we need each other, but we're constantly struggling to communicate. The U.S. military culture is arguably more foreign than anything diplomats are used to. I've found myself adopting more military acronyms and jargon,



Above: The Coalition Provisional Authority's Northern Iraq headquarters is a converted resort hotel that accommodates 100 staff. It's arguably the best in Iraq. Below: A donkey train—or walking—is the only way to visit a coalition refugee site in the mountains north of Erbil.

not many of which would be understood or appreciated in Foggy Bottom.”

Ms. Gilbert said colleagues joke about “going native,” ending e-mails with the salutation “Air Assault!” or greeting coworkers with a hearty “HOO-AH!”

Ms. Gilbert works from a spacious but isolated office 20 miles from town with breathtaking views of the nearby mountains and desert valleys. There's no telephone. She does, however, have e-mail.

To battle stress she joined a running team and visits restaurants to sample local cuisine. “We get our fill of kebabs, baba ghanoush, hummus, tabouli and pita,” she said. “A particular favorite is pomegranate-marinated chicken.”

Socializing is meeting colleagues around the cappuccino maker, beer cooler and big-screen TV near the hotel operations center. Or meeting with contractors and other government employees at a downtown club for Turkish beer and Lebanese wine. Sometimes it's getting together with local residents.

“The Kurds are deeply grateful that the coalition is here and their hospitality is overwhelming,” she explained. “Families displaced by Saddam's regime often invite me into their mud-brick homes, offer me a floor cushion, serve tiny cups of sweet tea and insist I share a meal with them. Children run to the road to wave and give us a thumbs-up rather than throw rocks as we drive by.”

Visiting ordinary Iraqis increases her understanding of what they need to improve their living conditions.



“They're anxious to see progress and are fearful that we will leave before the job is done. They need to be assured our commitment to them doesn't expire on June 30.”

The civil-servant-turned-diplomat believes her Iraqi tour will increase her value to the Department. She expects to become the political-military officer in New Delhi after completing her assignment. More should be done, Ms. Gilbert said, to attract civil servants to Iraq and to fill shortages in the Foreign Service. But her career raised a different concern among many of her Iraqi clients.

“The village elders and matriarchs,” she noted, “are genuinely confounded about why I'm not married, living at home and taking care of children.” They've even offered to arrange a suitable marriage and have debated

EMPLOYEE PROFILE

Name: Stacy Gilbert

Hometown: Spokane, Wash.

Age: 37

Position: Adviser for Displaced Persons, Coalition Provisional Authority-North

Grade: GS-13

Education: Master's degree in economic and political development, Columbia University

Previous assignment: political-economic officer, U.S. Embassy, Dar es Salaam

Reason for serving in Iraq: “I'm one of those people who think working at a desk in Washington is a hardship.”

her dowry. “I've been offered up to 100 goats and an extra \$100 for having blue eyes.”

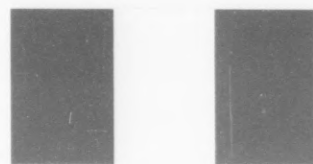
Despite the long hours, the hardships and some gastrointestinal nasties, she's upbeat about her experience and admires the resilience of the Iraqi people.

“I've learned and laughed with them. They're hard-working, fun-loving and profoundly hopeful for Iraq's future. On this day, I'm grateful to call them family and will always consider them lifelong friends.” ■

The author is a public affairs officer in the Office of Iraq Reconstruction.

Peppers and tomatoes are sold at the outdoor Oshodi Market in Lagos.





LAGOS

It's a good thing I had a ticket.

When my armored car pulled up at midnight outside Grammy-nominated Femi Kuti's weekly concert venue, I didn't expect crowd control to include nail-studded clubs swinging at the swell of pot-smoking street vendors outside the gate.

Biding my time, I leaned against my car and tried to avoid inhaling anything that would endanger my security clearance. Since I was officially there to scope the place out as a venue for cultural section events, I couldn't just leave.

Crazy place, I mumbled, as I began to despair of getting in or, worse, of ever getting one of the coveted T-shirts promised to Femi's fans.

Story by Michael Hankey

Photos by Jeff Mazur



Above: The consulate general owns four speedboats to transport employees to and from work and, occasionally, to rescue stranded fishing boats. Below: A construction crew erects a press platform for the President's visit last July.

"Na true," affirmed one of my police escorts. While Femi isn't as popular at home as his father Fela—a musical icon of free love, marijuana and democracy until his death from AIDS in 1997—he still draws large crowds. His New Africa Shrine, which resembles an open-sided airport hangar, is sized extra large—like everything in Lagos—to fit big crowds.

I was craning my neck to peek through the gate when a burly band member recognized me, parted the crowd and told me to follow him inside. Still wary of the flailing nail stick, I quickly pushed forward. Inside with the extravagant music, I forgot the T-shirt as I watched Femi Kuti doing shirtless laps around the stage as he played the saxophone. A six-man line wailed on brass, spinning their instruments to the beat, while four very flexible female dancers were spinning themselves for the crowd.

The highly charged music I heard that night was just a taste of Lagos's biggest highlight—daily live entertainment. That same vitality exists in everything in this city

of at least 15 million that attracts strivers from around the region. Some make it big, like the ballpoint pen magnate who is building a 10-story complex for his village. Others are still starting out, like the street vendors who chase your car a quarter mile to make their one sale of the day. And some admittedly turn to crime, like the armed robbers the police operation "Fire for Fire" has only partially controlled.



Still others come to work at the Lagos U.S. Consulate General. Like the city and country it serves, the post is big and dynamic. With 73 direct-hire Americans, 12 employed spouses and 317 Foreign Service Nationals, Lagos maintains the feel of the embassy that it was until 2001. Besides the State Department, Lagos houses six more regional U.S. government agencies that support famine reduction, drug busts and arrests of those pesky guys who promise to wire millions "if yu'll onlee send me your banc account number, dear sir."

Washington expects a lot out of Lagos. The post serves thousands of Americans, the biggest American oil investment in Africa and the millions of Nigerians seeking a successful transition to democracy.

Some Americans here require special services. Consular Officer Ben Thomson discovered that in a helicopter on his way to check American-owned oil platforms and gas flares in the Niger River Delta.

"You see nothing all the way to the horizon except these 100-foot pillars of fire," Mr. Thomson said, describing his visit to American citizens at an offshore rig surrounded by flares. Even though the rig workers are remote and typically on short contracts, the threat of seizure by local militants keeps the American Citizen Services section busy. During a crisis situation, "their families call us because we're the ones here," he said.

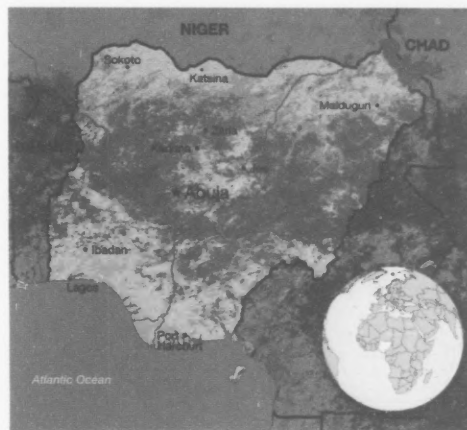
The oil platforms the officer buzzed last year are Nigeria's biggest foreign exchange earner and produce about 10 percent of the oil going to the United States. Beyond oil, though, Lagos is the commercial capital of West Africa and Nigeria is one of the most diversified African markets for U.S. products, according to Commercial Counselor Mike McGee.

"This is a refreshing environment where they really do like Americans," said Mr. McGee, who compared Nigeria favorably with Asian posts. Despite problems with fraud, Nigeria still produces more "export successes" than anywhere else in sub-Saharan Africa, he said.

While Nigerian business booms, so does its citizens' yearning—following 16 years of sometimes-brutal military rule—for political participation. The media, political parties and university groups—until recently silenced or ignored—now burst with the same energy as the country's music. Unfortunately, they often lack the resources to succeed.

"They are still behind on what we would call the information highway," said FSN Chinwe Agbakoba, director of the information resource center. But there is hope, as Ms. Agbakoba and her colleagues expand Internet access and refresh libraries' collections coun-

AT A GLANCE



Country name: Nigeria

Capital: Abuja

Government: Republic

Independence: October 1, 1960
(from the United Kingdom)

Constitution: Adopted May 1999

Population: 133 million

Religions: Islam, Christianity, indigenous beliefs

Land mass: Over 574,000 square miles

Approximate size: Slightly more than twice the size of California

Ethnic groups: Over 250 ethnic groups, including Hausa, Fulani, Yoruba and Igbo

Currency: naira (NGN)

Per capita income: \$900

Industries: Crude oil, coal, tin, palm oil, peanuts, cotton, rubber and wood

HIV/AIDS rate: 5.8% of adults

SOURCE: CIA World Factbook 2003

trywide. Nigerians recognize the difference the United States is making. "Some of them had never touched a computer before," Ms. Agbakoba said. "Now they get the information they want."

Even with the biggest donations, though, Nigerians themselves must embrace civic participation to solidify

affairs officer, watched technical problems mar the electoral process in an eastern state. Anxiously, she returned the next week to see if Nigerians would maintain the civilian transition. In an area known as Biafra, which violently tried to secede



Above: American and local staff party with Nigerians and members of other missions.

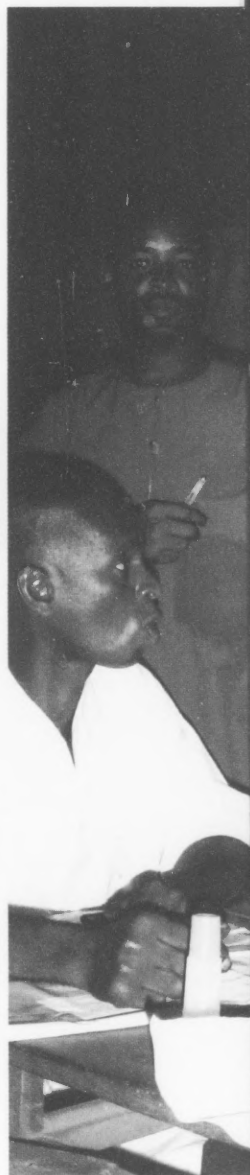
democracy. In April 2003, a dozen election monitoring teams set out from Lagos to see whether years of U.S. support, coupled with Nigerians' own desires, would produce the first democratic transition in the country's history.

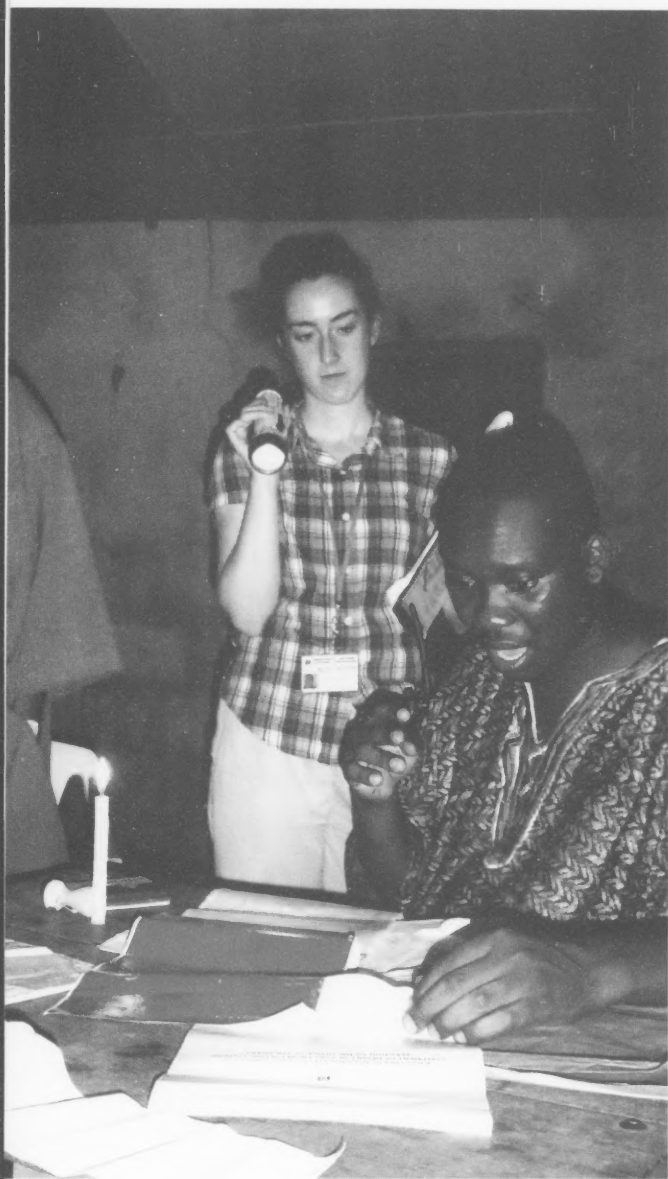
In many areas, voters waited in orderly lines, treating the election as solemnly as a religious experience. In others, media and international observers reported village strongmen intimidating voters, police orderlies delivering duffel bags of political bribes and soldiers brandishing rocket-propelled grenades as riot gear. During the first week of voting, Atim George, a public

from Nigeria 35 years ago, the officer was pleasantly surprised.

"There was a rejection of violence and a commitment to the path of democracy," she said. Officers coming to Lagos now will play a key role in helping Nigeria stick to that path.

With all this activity in southern Nigeria, Washington recognizes the important contribution the consulate general in Lagos makes to U.S. interests in Africa, said Consul General Robyn Hinson-Jones. Increasingly, bidders also appreciate Lagos's high profile. More officers have competitively bid for Lagos jobs in each of the last





Left: Melissa Cline, economic officer, sheds some light on vote counting in Nigeria's national elections last April. Below: Consulate staff challenges other missions in sports.



two years than in recent memory. Once officers are in Lagos, the number of extensions has doubled in each year since 2001, with eight last year.

"In our class, we were fighting to come to Lagos," said Maura Pellet, who has worked in Moscow and now interviews some of Lagos's 90,000 annual nonimmigrant visa applicants. "I'm really happy I came."

When the otherwise pleasant crowd at Femi Kuti's concert started to energetically bounce in front of the stage at 4 a.m., I figured it was time to leave. I had

already decided the venue would be ideal for our programs (the consulate later sponsored a massive HIV/AIDS outreach event there).

Amid the concert's noise, smoke and crush of fans, I'd forgotten about my T-shirt quest until I was almost out the gate. Seeing a man wearing one over his regular shirt, though, I quickly offered him a few dollars. And, as with many Lagosians, I got what I wanted with a bit of money and a blunt offer.

It didn't matter that the shirt was three sizes too big for me. I'd had a typical—and typically memorable—Lagos night: frustrating crowds, exciting entertainment and, ultimately, a bit of job fulfillment. ■

The author is information officer at the U.S. Consulate General in Lagos.

Warning: All information on this page is classified as TOP SECRET



COORDINATOR FOR COUNTER TERRORISM

BY PAUL KOSCAK

Most people would be surprised to learn that when America is attacked overseas a small cadre of low-profile civil servants, military personnel and Foreign Service officers on Navy Hill will most likely be the first to respond.

The Coordinator for Counterterrorism stands poised to muster and manage whatever resources are needed to be on-site anywhere in the world.



We cut through
the red tape.
We assess, advise
and assist.

Tom Hastings, operations director, confers with office administrator Michelle Jablonsky.

Known simply as “Ops,” the nine-member group led by Ambassador John Dinger helps the Pentagon conduct its counterterrorism plans and advises senior Department officials about Department of Defense counterterror operations. It also oversees America’s national counterterrorism force when it goes abroad. Ops also provides crisis guidance and resources to posts and maintains a Foreign Emergency Support Team. FEST, as it’s called, can respond after receiving a call from the Department’s operations center or deputies, Mr. Dinger said.

“Depending on the crisis, we suggest what experts are needed,” coordinator James Webster explained, noting how the group measures each incident to aid ambassadors and foreign governments. “We cut through the red tape. We assess, advise and assist.”

The team is well connected to crisis experts from the Departments of State, Defense and Energy as well as the FBI and the intelligence community, who can be called upon at a moment’s notice.

FEST provided crisis managers, emergency communications and investigators during the bombings of the U.S. Embassies in Nairobi and Dar es Salaam in 1998 and the attack on the USS *Cole* in 2001. It also helps shape government policy on American hostages abroad and assists with security at international sporting events such as the Olympics.

“We’re very involved in Greece,” said Tom Hastings, the group’s director of operations. “Greece has great potential for terror. The Greeks have spent three times as much on security as any Olympic host in the past. Ops and Diplomatic Security are leading an effort to help the Greek government organize a safe, secure

and successful Olympics.”

Ops applied its international experience domestically last year when it teamed with the Department of Homeland Security during TOPOFF 2, a counterterrorism exercise involving law enforcement officials and first responders nationwide. Ops joined more than 8,000 participants responding to chemical and biological attacks in Chicago and Seattle.

“It was the largest domestic counterterrorism scenario carried out in the United States,” Mr. Webster noted. “It got coverage on all the networks, CNN and the Internet. We have another exercise set for June 2005. The British will be very involved.”

Since it was established in the early 1980s, the office has continually changed its strategy to accommodate new threats to American interests. During the 1980s, hijackings and hostage taking were the big concerns. After the Soviet Union dissolved, the emphasis was on containing nuclear, chemical and biological weapons and thwarting state-sponsored terrorism, Mr. Hastings said. “Now, terrorists such as al Qaeda are ‘transnational.’ They’re hard to define. Terrorists are not representative of any one nation,” he noted.

Perhaps the most unique part of Ops is its reservists. Reservists assigned to the Navy Hill cadre provide daily support. To accomplish its mission, Ops benefits from their monthly drills, annual training and other active-duty days, including their activations during Operations Enduring Freedom and Iraqi Freedom.

“Our reservists play a key role in supporting the global war on terrorism,” Mr. Hastings said. ■

The author is a writer-editor for State Magazine.

Recent Incidents of Terrorism Against U.S. Citizens

September 11, 2001 At least 3,000 people perished—most of them Americans—when hijacked airliners were crashed into New York City's World Trade Center, the Pentagon and a Pennsylvania field.

March 14, 2002 Gunmen on motorcycles shot and killed two Americans who had come to Cali, Colombia, to negotiate the release of their father, held captive by the FARC.

March 17, 2002 Militants threw grenades into the Protestant International Church in Islamabad, Pakistan, killing five people and wounding 46. The explosions killed State Department employee Barbara Green and her daughter Kristen Wormley. Thirteen U.S. citizens were also wounded.

July 31, 2002 A bombing at the Frank Sinatra International Student Center of Jerusalem's Hebrew University killed 9 people and wounded 87. Five Americans were killed and four wounded.

October 28, 2002 Gunmen in Amman, Jordan, assassinated Laurence Foley, executive officer, U.S. Agency for International Development.

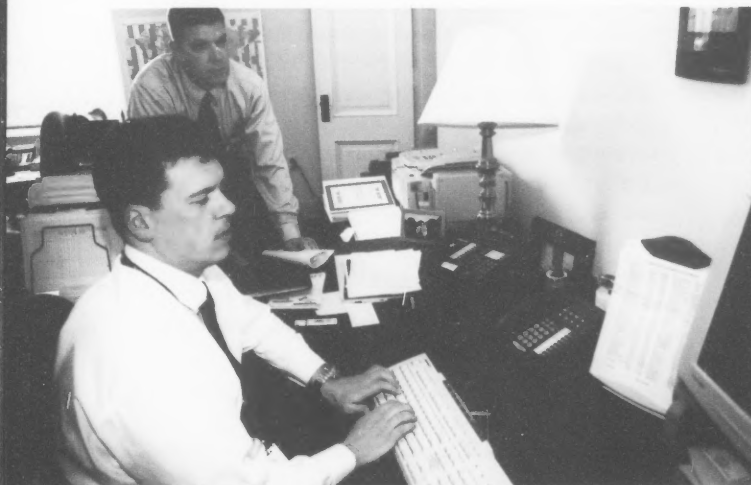
May 12, 2003 Suicide bombers attacked three foreign-worker compounds in Riyadh, Saudi Arabia, killing 34. Nine Americans were among the dead.

October 15, 2003 A remote-controlled bomb exploded next to a U.S. diplomatic convoy traveling through the northern Gaza Strip. Three Americans, all employees of DynCorp, were killed.



November 15, 2003 Grenade attacks on two bars frequented by Americans in Bogotá killed one person and wounded 72, including four Americans.

SOURCE: Office of the Historian



Now, terrorists such as al Qaeda are 'transnational.' They're hard to define.

Operations officers Hank Cormier, foreground and Keri Churchill review plans.

Tel Aviv Garden Goes Natural

By Sheila Kurtzer

The residence of the U.S. Ambassador to Israel sits on a cliff overlooking the Mediterranean Sea. It was built in the late 1960s under the supervision of Ambassador Walworth Barbour, who was responsible for purchasing the land, construction of the residence and the landscaping of the garden.

The residence, in Herzilya Pituah, was originally much smaller than it is today. Over the years there have been additions: a sunroom was converted into an atrium, a bedroom was added on the second floor, along with a guest wing with a sitting area and two bedrooms facing the sea.

The most breathtaking part of the residence is the garden overlooking the sea. It is a sloping area with palm trees and an extensive variety of flora, a sloping flower bed overlooking the pool and beautiful landscaping painstakingly and lovingly cared for by the embassy gardener, Michael Shemer.

Mr. Shemer has overseen the garden since the residence was built and his sons, Nimrod and Amit, small children when he began, have now joined him. The garden is used for receptions, dinners, lunches, meetings and embassy get-togethers for about nine months of the year. It is also the site of the annual Independence Day celebration, when the entire grassy area accommodates more than 2,000 guests celebrating and watching fireworks over the sea.

The front of the residence has two grassy areas on each side of the main entrance door and a semicircular grassy area separated by the driveway. Israel is arid and has a desert climate. When we arrived, in July 2001, the country was in the seventh year of a drought. The Sea of Galilee was at its lowest point in decades. When our adult sons visited us, they suggested we find alternatives to the grassy sections in front of the residence. Used only for decorative purposes, they required large quantities of water. What they said made sense and we took their advice to heart.

We consulted with the gardener and asked him to draw up a design for converting the semicircular front section into a desert landscape. Within a few weeks, Michael returned with a mock-up of a design, replete with sections of different colored stones, desert flora, palm trees and cactus. His design added depth by using

huge boulders. And the final touch was large ceramic pots scattered throughout the garden.

The next step was to get approval from Overseas Buildings Operations. The OBO advised us that the cost would be balanced out by the reduced cost of the water within four years and approved the project.

The first step was to burn off the existing grass. Following that, the area had to be slightly leveled. Drip irrigation pipes and plastic covering soon followed. We then selected the stones to cover the ground. On top of that came the huge boulders and the configuration of the area. Michael and his sons then planted the cactus and the plants in different arrangements. They next added the ceramic pots, some standing upright, some



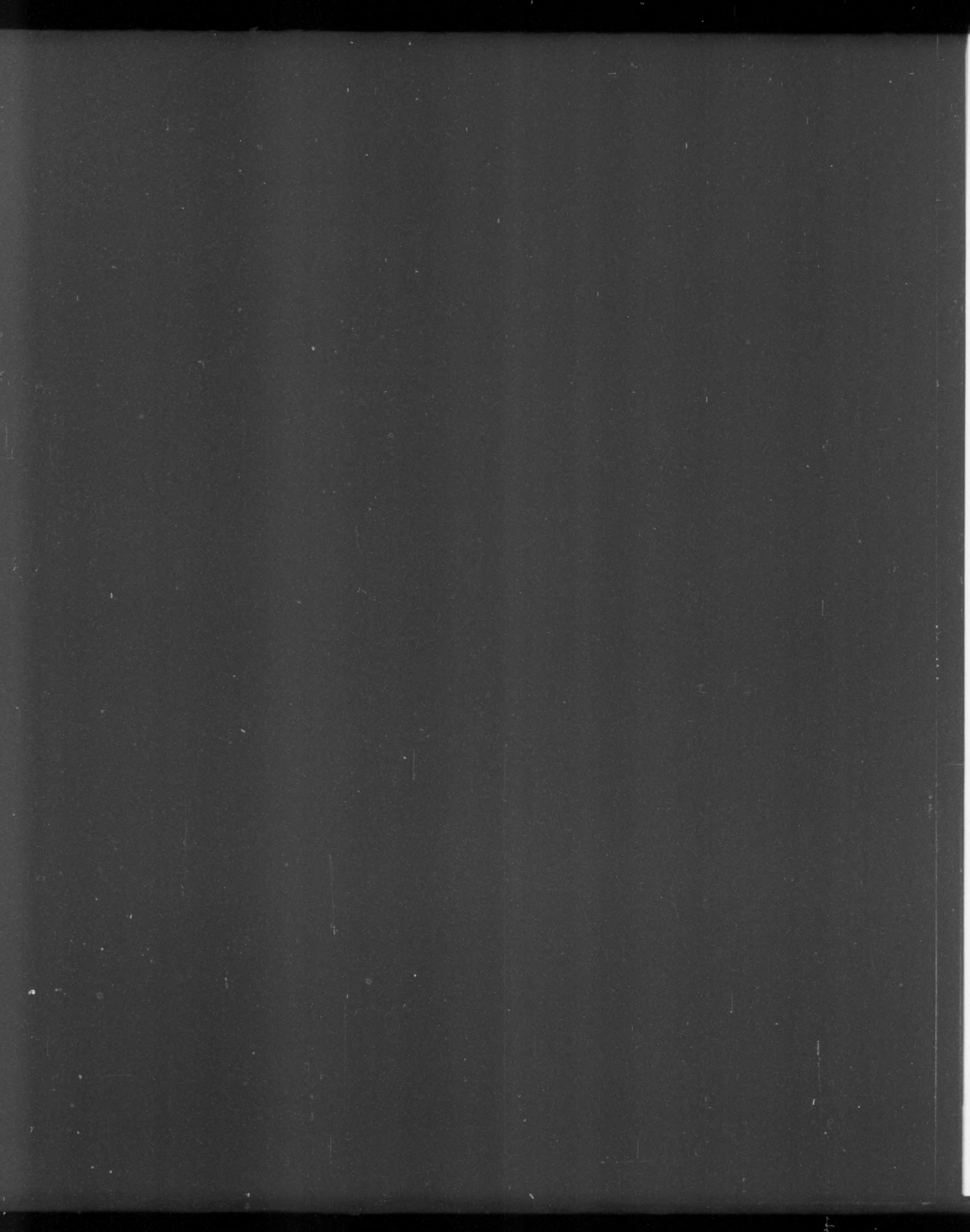
The author and gardener Michael Shemer stand in the center of the redesigned desert garden of the ambassador's residence in Tel Aviv.

tilted, some containing bright red and orange flowers to brighten the desert landscape. The finishing touch was very ingenious lighting that highlights different sections of the garden in the evening. The desert garden has been a success. Our guests comment on its beauty and its utility. The Council for a Beautiful Israel commended us for undertaking a project demonstrating to others how desert landscapes can truly enhance a home.

We feel very privileged to be representing the United States in Israel. Our home is open to many and we use it proudly to showcase America. And we are thrilled to have made this contribution to the residence. ■

The author is the wife of Ambassador Daniel C. Kurtzer.





Moving Beyond Opium in Northern Laos

Story and Photos by David Wise

A December trip to Luang Namtha province in northwestern Laos gave my family a good opportunity to view Laos's struggle to move beyond opium dependency in an area near the infamous Golden Triangle. Populated almost entirely by ethnic minorities, the province is located in far northern Laos and shares a long border with China.

There are two ways to get to the provincial capital, Luang Namtha town. You can drive for two days through Thailand (the main north-south highway through Laos is currently off limits to embassy staff for security reasons) or you can take a 90-minute flight on a Chinese-built Y-12 plane that seats 17 passengers (not a highly recommended method either, despite Lao Airlines' assurances that the aircraft's engines are Canadian-built).

We opted for the plane. Despite a few bumps along the way and a landing that fell a few meters short of the runway, it was an uneventful flight. Once safely on the ground, we walked through the crumbling, one-room airport and took a tuk-tuk (three-wheeled motor rickshaw) to our accommodations in a pleasant set of bungalows above the banks of the Tha River.

The following morning, Mr. Bounpha, our cheerful guide from the Namtha Eco-Tourism Authority, arrived to accompany us on an overnight trek to a village called Peng Ngam. We hoisted our backpacks into a small truck, drove about 15 minutes to the starting point and headed off into a dry rice paddy area.

After about two hours of walking over a moderately hilly path, we arrived at our lunch destination, a Hmong village called Nam Hoi. The Hmong, an ethnic group that favors hilly regions, migrated from southern China to Southeast Asia.

During our lunch at the village chief's house, we learned that this village had relocated a number of years ago from the nearby mountains because there was more arable land and water available at the lower elevation. Until about four years ago, the chief said, Ban Nam



A woman weaves silk in a northern Lao village.

Hoi's main crop was the opium poppy. But since the government had toughened its stance against opium cultivation in 1999, the villagers decided to grow legitimate crops, such as rice, corn and green vegetables. They market their crops in Luang Namtha town.

"Life has not been easy," the chief noted, "but we had to find another way." Village opium addicts received treatment in town and now, according to the chief, there are only a handful of addicts left, mainly those too old or too sick to undergo treatment.

During the remainder of the afternoon, we blazed a trail through dense forest and over steep hills. It would have been impossible to navigate the trail without Mr. Bounpha, who kept our spirits up with overly optimistic

reports of how close we were to our overnight destination. More accustomed to the cleared and well-marked trails of Virginia's Shenandoah National Park, we found this trail challenging. We strongly recommend that ecotourists who follow us wear long pants and long-sleeved shirts and take generous supplies of mosquito repellent.

We finally staggered into our overnight village, Pieng Ngam, at about 5 p.m., hot, dusty, tired and hungry.

Pieng Ngam is a Tai Daeng village. The Tai Daeng came from the Dien Bien Phu area in northwestern Vietnam. They have never converted to Buddhism, but practice their own form of animism. Despite their participation in the provincial eco-tourism project, the villagers appeared surprised by our arrival.

My younger son inquired about dinner and Mr. Bounpha replied that he would "look for food"—not the most comforting answer. In the meantime, he recommended that we bathe. The bath turned out to be the

"It was not enough to light up **Camden Yards** perhaps, but it beat **sitting in the dark** after 6 p.m."

This primitive hydroelectric power plant keeps the lights on in Pieng Ngam village.



nearby river. During the dry-cool season, it was shallow but cold. Not surprisingly, my wife concluded that her bath could wait until tomorrow. My sons and I trekked to the far end of the shoreline, much to the amusement of locals bathing in their sarongs a bit upstream. While bathing, we observed a small dam with a Vietnamese-made generator that provided a bit of hydropower to the village. It was not enough to light up Camden Yards perhaps, but it beat sitting in the dark after 6 p.m.

Over a duck soup and sticky rice dinner, the village chief spoke of the village's economy and the problems with the opium poppy. Opium had been less of a problem there than in other upland villages because the people had been settled in their present location for more than 40 years. With an adequate supply of water, the village was able to grow dry-season rice. More rice has meant greater food security and "less temptation" to grow opium poppies, the chief observed.

In addition, many villagers took up silk weaving and that has helped diversify the village's economy. Nowadays, growing poppies is not possible, the chief added, because of vigilant government authorities. Referring to Pieng Ngam's participation in the ecotourism project, the chief observed, "It is better to grow tourists than opium poppies." The chief declared that his village is and will remain opium free. With our children already fast asleep, we said goodnight to the chief and settled down for a chilly night in our room on stilts, trying not to pay much attention to the mice scurrying around in the rafters.

The following morning after breakfast, the village children reported to the primary school next to our hut. Once they saw there was a foreign family in residence, they shyly approached, trying out a few words of English. Later, our guide said that, although these villagers may have had occasional contact with adult foreigners, as far as he knew, no foreign children had ever stayed in the village.

We took the obligatory pictures, collected our gear and set off for the much shorter return hike. This hike was flatter and took us through Nam Ngean, a Tai Dam village that produces lao-lao, a potent local rice liquor. Having drunk small quantities of this firewater at ceremonies, I can attest to the fact that lao-lao is an acquired taste. Almost every family has its own still and Mr. Bounpha said they do no marketing. Their potent product has such a strong reputation that people come from all over Luang Namtha and the neighboring provinces to buy it. Indeed, the village is large compared to others

in the area and appeared relatively prosperous, supporting several shops and a small market.

It was heartening to see a village doing so well, but with the town's prosperity based on alcohol, I viewed the success with mixed emotions. I wondered about the incidence of alcoholism in the village, but our guide claimed alcoholism was no worse in Nam Ngean than in other places.

Our last stop on the second day was a stupa, a Buddhist religious monument called That Poum Pouk. This stupa was constructed as part of a competition between the Lanna Kingdom, based in what is now northern Thailand, and the Lane Xang Kingdom, based in what is now Luang Prabang, the ancient capital of Laos. It was an effort to prove which kingdom was more



The author and guide on a ridge in northern Laos.

worthy. The original stupa was bombed twice during the Indo-China War—once in 1964 and again in 1966, when damage was more extensive. In 2003, the government rebuilt the stupa. Our final challenge was to climb 175 steps to the top, giving us a marvelous view of the surrounding Luang Namtha countryside.

After returning to our guesthouse in town, we agreed it had been a tiring but stimulating look at life in the Laotian countryside. Our family dinner that evening was pretty quiet. It was a quiet stemming from our reflections on the experiences of the previous two days and, in my case, trying to keep my legs from totally stiffening. Where is the Ben-Gay when you really need it? ■

The author heads the narcotics affairs section at the U.S. Embassy in Vientiane.

CENTER

Frankfurt Pioneers New Ways to Do Business

STAGE

By Carol Stricker



Left: Both Frankfurt and Vienna classrooms are fully equipped. Center: The Frankfurt Regional Support Center shipped this truck along with other equipment to Kabul. Right: Gerhard Fischer operates the five-color press, printing posters for a Fulbright Commission.

The Frankfurt Regional Support Center is fast emerging as a model of low-cost, efficient management training for employees scattered throughout wide regions. By maintaining a cadre of seasoned finance and human resource officers ready to service posts in Europe and Africa through visits, telephone and e-mail, the center ensures that these mostly hardship posts have the support they need to conduct their missions. Bringing services to the field is one way the center works to save taxpayer dollars.

The center supports 40 European posts from Ashgabat to Zagreb as well as 30 posts in the Bureau of African Affairs from Madagascar to Mauritania. They're mostly locations lacking experienced managers or American personnel officers. Last year, the center sent its staff to more than 200 locations.

During the past few years, Congress and the President have called for improved efficiency in overseas government operations and recommended that

services traditionally duplicated at numerous locations be regionalized. The concept is a big part of the latest management trend called rightsizing, which justifies resources and support by need.

The Frankfurt Regional Support Center does all this and more.

Established in 1992 in Bonn to support 14 newly opened U.S. Embassies in the former Soviet Union, the center relocated in 1996 to Frankfurt. Later, in 1999, the

regional program office in Vienna merged with the Frankfurt center when the U.S. Information Agency was merged into the State Department. The center, one of 17 government agencies sharing space at the U.S. Consulate General in Frankfurt, is run by the Bureau of European Affairs and managed by Sidney Reeves, the bureau's deputy executive director.

The President's Office of Management and Budget estimates it costs at least \$250,000 to place an officer and family overseas. That figure would increase substantially without a regional center making house calls. Fewer permanent staff in the field also means less exposure to hardship and danger.

Being located near Europe's largest international airport offers advantages, too. Frankfurt staff can reach the most isolated posts quickly. Employees traveling to the center don't arrive jet-lagged since many posts are in the same time zone. And by keeping travel under 14 hours, posts avoid paying for business-class upgrades.

This year, the center expects to offer career development courses to almost 1,000 employees and local nationals. Training nationals to assume more responsibility is another way the center works to reduce costs and minimize American staff. The center's also pioneering a volunteer program called the Executive Foreign Service National Corps that matches experienced FSNs with their less-experienced colleagues. Twenty-one FSNs from posts throughout the region spend up to three weeks developing their fellow employees' management skills. Last year, for the cost of an airline ticket and per diem, they visited 11 posts and trained 250 students in 24 classes.

Recent technical upgrades now allow the center to offer many services and innovations electronically, such as classifying jobs, sharing records and holding real-time discussion forums. These advances enable posts to work together by computer as a small, online community. There are links to the Charleston and Bangkok finance centers. Frankfurt acts as a help desk and will soon unveil a central portal for all its services.

But support isn't limited to training.

The center also helps posts worldwide obtain millions of dollars worth of equipment and supplies at little or no cost through its military surplus program. The center supplied almost half a million dollars' worth of vehicles and equipment to reopen the Department's new mission in Kabul. (For information on what's available, visit <http://web.frankfurt.state.gov/epu>.)

Practicing what it preaches, the U.S. Consulate General in Frankfurt will move to a former German Air

Vienna Training Center Helps FSNs Shape Their Careers

The Frankfurt Regional Center is taking Secretary Colin Powell's requirement for Department-wide training a step higher by training its Foreign Service National employees in Vienna. While Vienna serves as the region's printing hub, it also provides management training for FSNs who fill most overseas supervisory jobs. The effort is aimed at closing the training gap among employees working for the Bureau of European and Eurasian Affairs.

Leadership courses fashioned after the ideas of industry educator Franklin Covey and the U.S. Army's Command and General Staff College top the Vienna office offerings. Along with the training, the courses teach participants how to become teachers themselves to pass along what they have learned to their staffs. The courses encourage colleagues to network, share experiences and strengthen careers by sharing knowledge and resources.

Still, the Vienna center is best known for its printing and graphic design services, producing everything from books to posters to invitations, according to Director John Lavelle.

"We do \$4 million in procurement support," he said. "We design and maintain 20 web sites and offer customized database development. The Foreign Service National Leadership continuum is a very important but small part of what we do."

Force hospital sometime next year, consolidating all U.S. agencies now scattered throughout the city. The building, informally called Creekbed, served as a U.S. military hospital from 1945 to 1995. Of note, one of its patients was Elvis Presley.

For more information about rightsizing and the Frankfurt Regional Support Center's services, visit www.rsc-frankfurt.rpo.at/training. (For more information on Elvis, visit Graceland.) ■

Carol Stricker is a management specialist at the Frankfurt Regional Support Center.

Civil protection specialists demonstrate protective chem-bio gear.



Luxembourg Prepares for Crises

The windshield frame crumpled on the Renault as the Jaws of Life peeled back the top of the car to safely extract the unconscious victim. Rescue workers in Luxembourg used a set of piston-rod hydraulic tools to cut away the car and remove the male victim. When a few wasted seconds can cost lives, the Jaws of Life can quickly and safely extricate victims from collapsed concrete or steel structures.

The demonstration was part of a two-day crisis training exercise for 25 employees at the U.S. Embassy in Luxembourg.

Next came mass decontamination drills, giving post employees a basic understanding of techniques and procedures Luxembourg officials would use in the event of a terrorist incident. Then came the chemical decontamination drill, with warm water sprayed from showers and a mannequin displaying the latest in "chem-wear."

Handlers demonstrated the skills of their search and rescue dogs. Accustomed to working in dangerous environments where buildings are collapsing and people are trapped beneath the rubble, these Luxembourg dogs were considered real heroes following earthquakes in

By DanaDee Carragher and Tara Jackson-Magaw

PHOTOGRAPHS: TARA JACKSON-MAGAW

Iran and in Yugo-slavia in 1999. Since their return they have led calmer lives, rescuing elderly Luxembourg residents who are lost.

The embassy arranged the emergency "fair" with the Foreign Service Institute's Leadership and Management School to demonstrate host country and embassy capabilities during a crisis. Douglas Kinney, with the school's crisis management staff, served as team leader. He coordinated with the post's Kent Trogdon, regional security officer, and Barbara Hibben, management officer.

The training started at the ambassador's residence, setting the scene for action and outlining the roles and responsibilities of the Department and the embassy in a crisis. Sara Rosenberry, who chaired the emergency action committee, used her experiences as a senior watch officer to help define these roles. Participants included U.S. and locally employed staff as well as civilian and military officials from the host country. The staging at the ambassador's residence was followed by an emergency demonstration at a local firehouse arranged by the embassy in cooperation with host civil protection agencies.

The embassy's chem-bio first responders, including Mr. Trogdon, Christina Heppleston, nurse practitioner,



Crisis training included embassy employees, crisis management trainers and Luxembourg civil protection specialists.

and Raymond Harger, communications chief, conducted hands-on training sessions of life-saving skills.

"It was a good learning experience seeing how Luxembourg's emergency response capabilities tie into the post's emergency action plan," Mr. Kinney said. "Everybody knows the Luxembourg fire department, security forces and medical staff are top-notch, but seeing them mesh with embassy planning and capabilities was an eye-opening experience for us all."

Participants agreed that hands-on training is useful in helping people know what to do in a crisis. ■

Ms. Carragher is deputy coordinator for crisis management training at the Foreign Service Institute in Arlington, Va., and Ms. Jackson-Magaw is a staff assistant at the U.S. Embassy in Luxembourg.



Chemical-biological first responders demonstrate decontamination techniques.

Being Prepared

More than 850 crisis management exercises have been conducted at U.S. Embassies and Consulates over the past two decades. Approximately 550 occurred in the past five years, in the wake of the renewed mandate for crisis management training after the embassy bombings in East Africa in August 1998. Besides training overseas, CMT provides training for the Foreign Service Institute in courses from A-100 to the ambassadorial seminar. CMT teams participate in State Department task force exercises for regional bureaus; Marine Expeditionary Unit exercises at Camp Pendleton, Calif., and Camp Lejeune, N.C.; and seminars for the Joint Forces Staff College in Norfolk, Va.

Building Bridges

THE FLORIDA-JAMAICA CONNECTION BY THOMAS L. JOHNSTON

A mere 500 miles south of Miami lies an island known for its reggae music, marvelous beaches and “no problem” attitude. After only a few hours in Kingston, the visitor realizes that the United States and Jamaica are more similar than different and no U.S. state has more in common with Jamaica than Florida, its closest U.S. neighbor.

Jamaica, with a population of more than 2.6 million, is the largest English-speaking nation in the hemisphere south of the United States. Nearly 400,000 of the esti-

events aimed at establishing ties between Jamaica and Florida stakeholders on subjects from education and volunteerism to international trade.

While participants in Building Bridges include professionals in law enforcement, business, education and philanthropy, the underlying objective of each program is the same: to develop mutually beneficial relationships that will endure long after the initiative ends in September 2004.

The price tag is low. Programs must be sponsored by companies, paid for by participants or cost nothing. So far, covering costs hasn't been a problem. Junior officers help manage each of the programs, giving them valuable project management and leadership experience.

During the first program, in November 2003, women from United Way Miami-Dade County came to Kingston to meet with women of United Way Jamaica. In all, 150 attendees participated in the three-day conference, which addressed volunteerism, philanthropy, health and education and included a volunteer project at Kingston's YMCA. The second phase of the exchange took place in January 2004, when women from Jamaica's United Way paid a visit to Miami.

“This has been a unique opportunity for us to learn about issues that affect both of our communities, to learn how the United Ways in each area are working to solve problems in their own communities and how each of us

can become involved and help take care of what matters most in our respective communities,” said Sue Miller of United Way Miami-Dade. “Although we live in two different countries, as women we share the same desire to give back and help make our communities stronger, healthier places to live and work.”

Other programs have followed the success of the leadership exchange. In January, Building Bridges brought together Governor Bush and Peter Phillips, Jamaican minister of national security, to launch a one-year pilot project to combat crime. A trained Jamaican law enforcement officer will be assigned to the Florida



Toni Randolph from United Way Miami helps a youth from Kingston's YMCA with a Florida-Jamaica quilt project.

mated 1.5 million Jamaicans living in the United States live and work in Florida.

To promote economic growth and development, foster global health and combat international crime and drugs, the U.S. Embassy in Kingston has developed a yearlong initiative called Building Bridges, The Florida-Jamaica Connection, bringing Jamaica and Florida closer.

Launched in October 2003 in partnership with Jamaican government officials, Floridian and Jamaican business organizations and the office of Florida Governor Jeb Bush, the initiative sponsors a series of



Above: Vivette Milson-Whyte, left, a Jamaican Fulbright scholar bound for study in the United States, gets advice from Jamaican doctoral candidate Marcia Forbes and Nadine Scott, a lecturer at the University of the West Indies. Below: Miami participants in the United Way forum receive a warm welcome to Kingston.

Department of Law Enforcement to help expand and strengthen law enforcement communication and information sharing.

Building Bridges is also taking on crime at the community level, assisting in the development of the Youth Crime Watch of Jamaica. With training and resources from the Youth Crime Watch of America's Miami Chapter, Jamaica's youth advocates will be trained and working in their communities by this summer.

The initiative has also made significant headway in encouraging public-private partnerships for education and corporate social responsibility. In February, an edu-

hood education. To date, the program has raised nearly \$250,000 and will pay for math and language textbooks for all Jamaican public school students in grades one through three.

To stimulate cross-border business partnerships and U.S. export opportunities, the Building Bridges team is preparing for a June Trade Mission and Partnering Fair in Ft. Lauderdale, where small to medium-sized businesses will engage in "matchmaking" meetings with potential Floridian business partners. The fair is bringing together state and local government economic development officials and private sector interests in both Jamaica and the United States.

Other cross-border programs scheduled for the summer include a gathering of former and active Peace Corps volunteers, an ambitious HIV/AIDS conference and an academic analysis of deportees from the United States.

So far, the initiative has gained considerable public attention in Jamaica and Florida, furthering the embassy's public diplomacy outreach and increasing understanding between the two countries. ■

The author is an economic officer at the U.S. Embassy in Kingston.



The 'Other' Eastern Shore

By Joe and Catherine "JoJo" Chaddic

Five years before retirement, during our last home leave, JoJo and I drove from Georgia to Delaware in search of real estate along the coast. The diversity of environments that we had experienced during my career certainly helped define our preference for rural waterfront property on the East Coast.

We can confirm the old adage, "When you find it, you'll know it," for after only two days on Virginia's lovely Eastern Shore and 20 minutes looking at our current home, we both knew the search was over.

Like many of our colleagues and friends in the Washington, D.C., area, we had always associated the Chesapeake's Eastern Shore with nearby Maryland towns like St. Michaels, Easton and Oxford. We were very surprised to discover that Virginia, too, has an Eastern Shore, although it is 200 miles from Washington.

This "other" Eastern Shore is a narrow 70-mile-long peninsula separating the Atlantic Ocean from the Chesapeake Bay. It has 750 miles of bayside waterfront and 600 miles of ocean frontage. In addition, there are the inhabited islands—Tangier, Chincoteague, Wallops—and several uninhabited barrier islands, most owned by the Nature Conservancy as part of the Virginia Coast Reserve.

The United Nations declared this area an International Biosphere Reserve, recognizing its rare and pristine nature, sparse population and strategic location within the globally significant migratory flyway. An estimated 20 million songbirds and many thousands of shorebirds migrate through the area each year.

Although we were drawn to the Eastern Shore because of its environment, we have been very pleased to discover a well-developed cultural scene with a solid historical tradition. The first theatrical production in Colonial America, "Ye Bear and Ye Cub," was performed here in 1665. Today there are three thriving venues for amateur performances, a large and active artisans' guild, many galleries displaying talented local artists—several

of whom have growing reputations nationally—and a number of highly successful authors.

Needless to say, we are enjoying our retirement here and have been warmly welcomed by the community.

JoJo, who completed Virginia Tech's master gardener program here on the Shore, is skillfully applying her knowledge to landscape our property. The rich soil and



JoJo and Joe Chaddic aboard the Uhuru.

temperate climate, on average 10 degrees warmer than Washington, D.C., in winter and cooler in the summer, make for beautiful gardens. She is also attending a writer's workshop and is drafting her first novel.

I'm taking courses at the local community college and volunteering with several civic, environmental and charitable groups.

And, of course, we have both enjoyed our time exploring the waterways aboard our good ship, the *Uhuru*. For more information about our retirement community and new lifestyle, contact us by e-mail at joeandjojo.com. ■

Editor's note: *Our Town* is an occasional feature about retirees and their choice of retirement spots. If you'd like to contribute, please write or e-mail the editor at goodmancw@state.gov.



Chef Keld Johnsen at work in the kitchen of the embassy's restaurant.

An Ambassador of American Food and Wine

Cutting a slightly impish figure and looking much younger than his 51 years, Keld Johnsen invites his guest to take a seat in the intimate surroundings of the U.S. Embassy's Diplomat Restaurant in Copenhagen, his home away from home for the last 25 years.

Every inch the master chef, in his smart white cook's jacket, Mr. Johnsen epitomizes professional pride and confidence. Offering the guest a glass of wine, he explains how his embassy career began.

"I met then-Ambassador Warren Manshel by chance while I was working on an American Week promotion for a hotel in Copenhagen," he says. "The ambassador was happy to help, but I could tell he was dismayed that the embassy was unable to showcase top-class American cuisine on its own compound."

Mr. Johnsen must have looked curious, because a couple of weeks later, the ambassador called to ask him if he would be interested in opening an embassy restaurant. After some negotiating, Ambassador Manshel

agreed to refurbish the premises and Mr. Johnsen started work in the fall of 1978.

Supplies were the first hurdle. At that time, it was difficult to get U.S. meat or fish in Denmark and American wines were almost unknown. Undaunted, he simply sat down and copied the addresses of some American wineries out of the telephone book. Luckily, producers like Robert Mondavi were more than happy to export to Denmark, and cases of American wine, less than \$4 a bottle at the time, began arriving at the embassy gates.

"I was by no means an expert on American food," the chef says, "so I often relied on recipes people would bring in. At a time when most Danes lunched on beer and hot dogs, barbecued ribs, strip sirloin steaks and American wines were a revelation," he remembers.

Today, a quarter of a century later, Mr. Johnsen's activities and menus have progressed. Besides his

By Alistair Thomson



I'm in love with the light, elegant Californian cooking, and that's what many of my embassy menus reflect: lots of seafood, fruit and olive oil.

embassy operation, he runs a similar in-house restaurant at the Nordic Council Headquarters, a flourishing private catering service and an American wine import business. He writes a monthly column for a food magazine, lectures on gastronomy and is a regular contributor to a number of wine publications.

He acknowledges the increasing role good food plays in our lives.

"The health aspect of food is a lot more important now. I'm trying to show people that healthy food doesn't have to be boring," he says. "I like things to be light. I make a lot of salads and make sure that I have low-calorie dishes on the menu."

A finalist in a number of international cooking competitions, Keld Johnsen is recognized as among Denmark's best and most inventive chefs. But unlike many of his colleagues who believe that new inspiration can only be found in France and Italy, he adamantly argues that the United States is currently the world's hottest spot for new gastronomic developments.

"America is at the sharp end of new innovations and it's always exciting to see what is happening," he says.

Since joining the embassy, Mr. Johnsen has crossed the Atlantic more than 20 times, visiting New England, New York state, California and Louisiana. His favorite region is the West Coast.

"I'm in love with the light, elegant Californian cooking," he says, "and that's what many of my embassy menus reflect: lots of seafood, fruit and olive oil."

Notwithstanding his preference for the Golden State, Mr. Johnsen's celebrated kitchen is well known for presenting a wide range of gastronomic styles. During recent

months, Creole, Nuevo Latino and Texan dishes have been featured on the menu. As chef of the only outlet for American food in Denmark, he remains committed to offering and exploring the variety of U.S. cuisines.

"I've tried to stay true to Ambassador Manshel's vision of using the restaurant to expose our guests to top-class American cuisine. I like to think that my food says something good about the embassy and the United States," he comments.

Over the years, representational events have played a significant role in Mr. Johnsen's embassy life. He has served nine ambassadors and their guests, including VIPs such as former Vice President Al Gore and the Danish Prime Minister, among others. But despite the fact that he has enjoyed the challenge of cooking for official functions, his first loves remains his daily life at the embassy.

"I thrive in the international atmosphere and being at the center of things. But it is the close personal contact with my customers that I treasure," the amiable chef says.

Customer feedback is important to the embassy's most appreciated worker, and the restaurant's cozy setting makes it a natural part of the lunchtime routine. In half a lifetime at the chancery on Dag Hammarskjölds Allé, Keld Johnsen has received countless tips and recipes from people all over the United States.

"I've had a lot of fun trying to perfect state specialties such as New England clam chowder and Louisiana gumbo pie," he laughs.

Listening to Mr. Johnsen, it's easy to get the impression that running a restaurant that serves upwards of 160 guests a day is, well, a piece of cake. When pressed, however, he admits the job poses logistical and creative challenges.

"Working at the embassy means constantly developing the menu," he says. "Unlike most restaurants, when you're serving many of the same customers every day, you have to be innovative and vary both food and drink."

While he has succeeded in promoting American cuisine in Denmark, his contribution to popularizing U.S. wines is truly outstanding. As one of the country's leading importers, he has personally overseen a significant increase in the number and variety of U.S. wines available at Danish restaurants.

Keld Johnsen checks his watch. Time appears to be up. He has business with a new supplier he hopes will be able to deliver Louisiana catfish and Texas wild boar. As he stands to leave, a mischievous smile crosses his lips. "I'm lucky," he says, "unlike most people, I get paid for doing what I like best." ■

The author is the assistant press officer at the U.S. Embassy in Copenhagen.

Evil Envelopes

Stay Calm When Threatened with a Suspicious Letter **By Dr. Richard Bienia**

Shortly after the Sept. 11 attacks on the World Trade Towers and the Pentagon, letters containing anthrax spores were sent to several persons, including Senators Tom Daschle and Patrick Leahy and NBC News's Tom Brokaw. Sections of the U.S. Postal Service and State Department pouch mail systems were contaminated.

Subsequently, five persons died and 17 others became ill from pulmonary anthrax. Millions of dollars were spent decontaminating mail facilities. Those responsible for sending the letters have not been apprehended.

Since that time, and perhaps inspired by those events, U.S. Missions overseas and domestic State Department offices have received more than 400 threat letters containing suspicious powder. While none of these letters contained anthrax, they disrupted mission operations and caused the recipients great emotional distress.

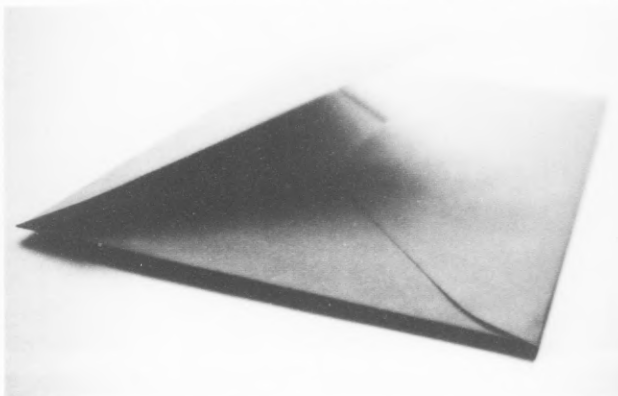
Unfortunately, the suspicious powder threat letter has become an almost routine part of State Department life. The secret to minimizing the letter's impact lies in properly managing the situation.

The first thing you should do if you open an envelope containing suspicious powder is remain calm. Then, follow these steps:

- Gently put the letter down on a work surface. Avoid spilling the contents or spreading them around the area more than has already occurred.
- Alert others around you to the situation and call security. Overseas this will be the Regional Security officer. Domestically it will be the Security Control Center at (202) 647-9111.
- If you have not spilled powder on your clothing, leave the area and close the door or seal off the area to prevent others from entering.
- Wash your hands with soap and water and avoid touching your face or eyes. Remain in the immediate area and wait for security personnel.
- Turn off local fans or ventilation units in the area.
- If you have spilled powder on your clothing, leave the contaminated area but remain in the immediate vicinity until you receive instructions from security personnel on personal decontamination. Keep your hands away from your face and eyes.

The next step is to determine what the powder actually contains. Is it baking soda, laundry detergent or something more sinister? A person wearing full personal protective equipment—generally a trained Diplomatic Security officer—should carefully collect a sample of the powder.

The sample should be sent for analysis to an appropriate medical laboratory. Depending on the specifics of the situation, the FBI may become involved or it may be necessary to send the sample in a specially constructed ship-



ping container to the Centers for Disease Control and Prevention in Atlanta.

The final step, and from the letter recipient's point of view the most important, is to determine whether or not medical treatment is indicated. In situations when reliable laboratory analysis of the powder will be delayed for more than 24 hours, antibiotic treatment should begin, but be discontinued once laboratory analysis confirms the absence of anthrax or other hazardous substances.

If anthrax is present in the powder, antibiotic treatment should continue for a minimum of 60 days. All overseas missions and the Office of Medical Services in Washington, D.C., maintain stocks of the antibiotics ciprofloxacin and doxycycline, should they be required.

More detailed information about managing suspicious powder threat letters can be found in State ALDAC 015999, dated 23 January 2004. ■

The author directs the Office of Emergency Medicine in the Office of Medical Services.



Ted Kontek enjoys being on the water as much as being under it.

Diver Down

HE'S IN OVER HIS HEAD . . . AND LOVES IT! **BY PAUL KOSCAK**

Surrounded by water? No problem, at least for Ted Kontek—he just dives right in.

“What else do you do on an island that’s only 20 by 15 miles?” is how he sums up his Caribbean assignment.

A consular officer in Barbados, Mr. Kontek might have the perfect job. He interviews Barbadians, issues visas and assists traveling Americans—just like any other consular officer—except he works in the land of endless summer.

So while many of his colleagues scrape ice and shiver in cold cars as they commute to and from work, Mr.

Kontek frequents a lush down-under world few people have explored. Scuba diving, he explained, is overwhelmingly calm and peaceful.

“Every time I dive, it’s a new experience,” he said. “It’s terribly exciting to see a turtle swim with you. Or millions of blue and yellow fish surrounding you.” With only 20 dives under his lead belt, Mr. Kontek eagerly describes the terrain and life that fill his adopted world.

His hobby started last October when he took a diving course at a local scuba club. His first dives were in a swimming pool, to get familiar with his equipment and



Getting in Gear

MASK: Creates an air space in front of your eyes that allows them to focus under water. The nose pocket allows you to equalize the air pressure in your mask as you go deeper.

FINS: Translate power from the large leg muscles into efficient movement through water, which is 800 times denser than air.

REGULATOR: Converts the high-pressure air in your tank to ambient pressure so you can breathe it.

BUOYANCY COMPENSATOR: Holds your gear in place, lets you carry a tank with minimal effort, floats you at the surface and allows you to achieve neutral buoyancy at any depth.

TANKS: Aluminum tanks hold air compressed to 200-300 times normal atmospheric pressure.

learn how to exhale. "You must remember to exhale when coming up," he warned. "The lungs are like an expanding balloon and they can explode."

Other dangers are decompression sickness and nitrogen narcosis. "It's like being intoxicated. That's why you dive with buddies."

Typically, he dives with about a dozen divers at once. There's no need for a wet suit, Mr. Kontek said, since the clear tropical water averages about 80 degrees, even at 90 feet, his deepest plunge. He enjoys searching for eel, crabs, lobster and shrimp and visiting shipwrecks beyond the island reefs.

But his favorite diving is at night.

"Any sense of time and space is distorted. You can't determine up or down until your light settles on the bottom. And the fish have different colors. Divers say they're 'wearing their pajamas.'" The fish are actually sleeping and you can touch them, he said, unlike during the day when they flee from anyone who approaches.

Dives last more than an hour, but just 15 minutes at the bottom of

deep descents. It's all for enjoyment. Club members don't scavenge for treasure or artifacts, Mr. Kontek added. In fact, they even organize beach cleanups.

The scuba club, he said, believes in keeping the underwater world undisturbed. "Leave nothing behind but bubbles' is what we say." ■



Ted Kontek, foreground, explores the deep with Cmdr. Chris Sinnett, U.S. Coast Guard liaison officer.

APPOINTMENTS



U.S. Ambassador to the Kingdom of Saudi Arabia. James C. Oberwetter of Texas, former senior vice president of governmental and political affairs for Hunt Consolidated, Inc., of Dallas, is the new U.S. Ambassador to the Kingdom of Saudi Arabia. Prior to joining

Hunt Oil in 1974, Mr. Oberwetter served at the U.S. Environmental Protection Agency and as press secretary for then-U.S. Congressman George H.W. Bush. He was a member of the presidential transition team following the 1988 election. In 1996, then-Governor George W. Bush appointed Mr. Oberwetter chairman of the Texas Commission on Alcohol and Drug Abuse. He is married to Anita Johnson Oberwetter and has three children.



Special Envoy for Holocaust Issues. Edward B. O'Donnell of Tennessee, a career member of the Senior Foreign Service, class of Counselor, is the new Special Envoy for Holocaust Issues with the rank of ambassador. He directed the Department's Liaison Office with the House of

Representatives and was consul general of the U.S. Consulate General in Frankfurt. He has spent more than half his career specializing in European economic and political issues. He headed the economic section of the U.S. Embassy in Vienna, served as desk officer for West German political, political-military and Holocaust issues, as desk officer for East German affairs and as commercial officer at the U.S. Mission in Berlin. Before joining the Foreign Service in 1975, Mr. O'Donnell served as a U.S. Army officer in Germany. Mr. O'Donnell was deputy chief of mission in Panama and has also served in Bogotá and Asunción. He is married and has three children.



U.S. Ambassador to Uzbekistan. Jon Purnell of Massachusetts, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Uzbekistan. He headed the political section in Moscow from 2002 to 2003 and served as a senior

inspector in the Office of the Inspector General from 2001 to 2002. Mr. Purnell was deputy chief of mission in Almaty from 1997 to 2000 and deputy principal officer in St. Petersburg from 1989 to 1992. He was a member of the U.S. conventional arms control delegation in Vienna from 1988 to 1989 and served in his first assignment to Moscow from 1982 to 1984. He also served in Monrovia. Mr. Purnell and his wife Robin have three children.



Under Secretary for Public Diplomacy and Public Affairs. Margaret DeBardeleben Tutwiler of Alabama, U.S. Ambassador to the Kingdom of Morocco from July 2001 to August 2003, is the new under secretary for Public Diplomacy and Public Affairs. From January to June 2001, she

served in the White House as assistant to the President and special adviser for communications. She held a similar position for President Bush's father from August 1992 to January 1993. From 1995 to 2000, Ms. Tutwiler was in private business, first as president of a public relations firm and then as senior vice president for public affairs at the Cellular Telecommunications Industry Association in Washington, D.C. She has served in the administrations of three U.S. presidents and worked for a fourth. Her career in Washington, D.C., began in 1974 when she worked in President Gerald R. Ford's reelection office. During President George H.W. Bush's Administration, Ms. Tutwiler served as assistant secretary for Public Affairs and as Department spokesperson from 1989 to 1992. During President Ronald Reagan's Administration she served in the White House from 1981 to 1985 as an assistant to Chief of Staff James A. Baker III and as a deputy assistant to the President for political affairs. In President Reagan's second term, she served from 1985 to 1989 as assistant secretary for Public Affairs at the U.S. Treasury Department.

O B I T U A R I E S



Brian Joseph Falzetta, 46, a supervisory special agent with the State Department's Bureau of Diplomatic Security, died Dec. 6 in New York. Before being assigned to the bureau's New York field office, Mr. Falzetta served in Beirut, Sudan and Pakistan. He was a member of the New York City Joint Terrorism Task Force. Prior to joining State, he was an investigator for the city and a Peace Corps volunteer in Oman.



Philip Judson Farley, 87, former deputy director of the U.S. Arms Control and Disarmament Agency, died Jan. 20 in Los Gatos, Calif. He left the Atomic Energy Commission in 1954 to join the State Department, where he wrote position papers on atomic energy and outer space policy. He later became director of the Bureau of Political-Military Affairs. In 1969, he joined the arms control agency, later part of the State Department. Besides deputy director, he also held the position of alternate chairman of the U.S. delegation to the strategic arms limitation talks, or SALT, with the former Soviet Union. He served with the Army Air Forces during World War II. His decorations included the Legion of Merit.



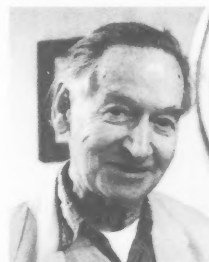
Deion L. Hixon, 80, a retired Foreign Service officer, died Nov. 29 in Miami after undergoing triple bypass surgery. During his 33 years with State, he served in Phnom Penh, Moscow, Tel Aviv, Bonn and Washington, D.C. He retired in 1973. He served in the U.S. Army during World War II.

William DeSales Killea, 85, a retired Foreign Service officer, died May 9, 2003, of congestive heart failure at the Jefferson retirement community in Arlington, Va. Mr. Killea joined the Foreign Service in 1950 and served with the U.S. Information Agency in Mexico, Pakistan, Peru, Nigeria, Iran and Washington, D.C. He retired in 1975. He was a tank commander with the Third Army in the Ardennes during World War II. His military decorations included a Bronze Star.

William B. Macomber Jr., 82, former diplomat, died Nov. 19 from complications of Parkinson's disease. He worked briefly at the CIA before joining the State Department. President Kennedy appointed him ambassador to Jordan. He later became an assistant administrator at the U.S. Agency for International Development. He served as assistant secretary of State for congressional relations and deputy under secretary of State for administration and management. President Nixon appointed him ambassador to Turkey. He retired in 1977. During World War II, he served as an officer in the Marines with the Office of Strategic Services.

Geraldine M. Oliva, 86, a retired Foreign Service officer, died Nov. 17 at St. John Medical Center in Longview, Wash. She joined the Department in 1943 and retired in 1973.

Robert Irving Owen, 82, a retired Foreign Service officer, died Oct. 5 at the Navesink House in Red Bank, N.J. He joined the Foreign Service in 1946 and served in the Dominican Republic, Finland, Germany, twice in the former Soviet Union, and the former Yugoslavia, where he was consul general in Zagreb. He retired in 1971. He served as an engineer with the Navy in the South Pacific during World War II.



Richard Stephens, 83, retired Foreign Service officer, died of cardiac arrest Dec. 24 in Miami. He joined the State Department in 1946, serving in France, Brazil, Australia, Japan and the Dominican Republic. Mr. Stephens had a prominent role in the Galindez Affair in 1956, which was the subject of later books and movies, including Alfred Hitchcock's *North by Northwest*. The affair concerned the abduction of a Columbia University professor by the Trujillo regime in the Dominican Republic. During World War II, he was an officer in the U.S. Army in Europe.

William R. Tyler, 93, a retired Foreign Service officer, died Nov. 16 in Bristol, Vt. He had Alzheimer's and Parkinson's diseases. Mr. Tyler was assistant secretary of State for European Affairs during the Kennedy and Johnson administrations. He was ambassador to the Netherlands from 1965 to 1969. The Dutch government was unaware that he was a direct descendant of Louis of

O B I T U A R I E S

Holland. During World War II, he served in the Army's Office of War Information in Algeria broadcasting messages to Nazi-occupied France. He later directed the Office of War Information in France.

John W. Vonier, 83, a retired Foreign Service officer, died Jan. 1 at Mt. Vernon Hospital in Alexandria, Va., of complications from Parkinson's disease. He served in Germany, Iran, Lebanon, Jordan, Kuwait, Saudi Arabia and Sudan. He retired in 1970. He served in Central Europe with the U.S. Army during World War II.



Julius W. Walker Jr., 76, a retired Foreign Service officer, died of congestive heart failure Dec. 5 at his home in Washington, D.C. Mr. Walker began his State Department career as a press officer in 1956 and went on to serve as ambassador to several African nations. He was the ranking U.S. diplomat during the 1980 coup in Liberia, which included widespread looting and killings. Although he was robbed and nearly shot, he and his embassy staff stayed. He served as ambassador to Burkina Faso from 1981 to 1984. After he retired in 1989, he was called back as acting ambassador to Cameroon and then to Chad. He was also posted to Malta, Burundi and London. He retired as diplomat-in-residence at the National Council of World Affairs Organizations. He joined the Marine Corps just as World War II was ending.



William H. Witt, 83, a retired Foreign Service officer, died Oct. 24 at Collington Episcopal Life Care Community in Mitchellville, Md., of Parkinson's disease. He joined the Foreign Service in 1947 and served overseas in Copenhagen, Helsinki, Reykjavik, Pretoria and Washington, D.C. He retired in 1977.

Julia Worthington, 89, a retired Foreign Service nurse, died of cancer Jan. 9 at Manor Care nursing home in Potomac, Md. During her employment with the Department, she worked in Jordan, Syria, the French and Belgian Congos, Angola, Brazil and South Korea. Before joining State, she worked for the Public Health Service in Indonesia and Liberia. She retired in 1995.

Warren Zimmerman, 69, former Foreign Service officer, died of pancreatic cancer Feb. 3 at his home in Great Falls, Va. Mr. Zimmerman was the last U.S. Ambassador to Yugoslavia. He was recalled from Belgrade in 1992 to protest Serbian aggression in the former Yugoslav republic of Bosnia-Herzegovina. After returning from Belgrade, he directed the Bureau of Refugee Programs. He also served in Paris, Moscow and Caracas and in Vienna as ambassador to the Conference on Security and Cooperation in Europe. Frustrated by the Clinton Administration's reluctance to intervene forcefully in the Bosnian war, Mr. Zimmerman resigned from the Foreign Service in 1994.

P E R S O N N E L A C T I O N S

FOREIGN SERVICE RETIREMENTS

Baca, John R.	Jackovich, Victor L.
Bates III, Frank	Knowles, Gail W.
Bell, Robert G.	Lannon, George C.
Berriman, Selina A.	Lemandri, John M.
Booth, Gregory	Leonnig, Douglas Bayard
Brent III, William F.	Moxhay, Diana
Chamberlin, Wendy	Olton, Regina D.
Duncan, Kenneth A.	Powell, Bernice Ann
Eckman, Vicki Cheryl	Ryan, Carmen S.
Finley, Travis A.	Sinnott, Christopher V.
Flowers, Clifton W.	Smith, Deloris D.
Heritage, George Franklin	Underwood, Ruth A.

CIVIL SERVICE RETIREMENTS

Adams, Juanita D.	Holst, Ruth Inez	Smith Jr., Casper
Beisgen, Robert T.	Mack, Virginia	Smith, Patsy L. B.
Brooks, Joseph B.	Massie, Charles L.	Starkey, Karen Ann
Butts, Gerald L.	McCloskey, John F.	Tolson, Joseph M.
Casey, Ellen J.	McConnon, Caron	Turner, Francis
Choi, Bok Sook	McHugh, Nena E.	Watkins, Randy
Coo, Vicente L.	McKay, Margaret Ann	West, Robert R.
Crampton, Gilbert W.	Nagle, James J.	Whitten, James D.
Egbert, Michael D.	Nolan, Leslie M.	Wiblin Jr., Ray W.
Erickson, Byron Earl	Oldenburg, M. Joann	Williamson, Mary Ann
Fairchild, Albert E.	Phoenix, Henrietta E.	Wills, James Harvey
Green-Smith, Evelyn	Runkles, Norman Wilson	Wynes, M. Deborah

LYING IN STATE: THE ACTING AMBASSADOR

ALICE, DID THE AMBASSADOR'S PLANE LEAVE?

YES, STAN. SHE LEFT POST AT 8:32 A.M.



WAAHOOOO! YOU KNOW WHAT THIS MEANS: YOU CAN CALL ME MR. CHARGÉ D'AFFAIRES!

I'LL GO GET MY PARTY HAT, MR. CHARGÉ...



HEY, WE NEED TO SEND SOME CABLES WITH MY NAME ON THEM!

WELL, WE HAVE A TIME AND ATTENDANCE CORRECTION...



EXCELLENT-MAKE SURE TO SEND IT TO ALL DIPLOMATIC AND CONSULAR POSTS!

RIGHT-NIGHT ACTION IMMEDIATE SEEMS APPROPRIATE.



AND I'D LIKE TO CHANGE THE WALLPAPER IN THE FRONT OFFICE - MAYBE SOMETHING IN RED VELVET WITH PALM TREES...

STAN, THE AMBASSADOR IS COMING BACK IN THREE DAYS...



THAT'S INSUBORDINATION! KEEL HAUL THIS WOMAN!

OKAY, STAN, I'LL MAKE SURE THEY FLY THE FLAGS ON YOUR CAFETERIA TRAY.



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Washington, DC 20520

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**Take Your Child
to Work Day**
April 29, 2004

