The Association for Diplomatic Studies and Training
Foreign Affairs Oral History Program
Foreign Assistance Series

TIMOTHY BEANS

Interviewed by: Mark Tauber
Initial interview date: March 28, 2022

This oral history transcription was made possible through support provided by U.S. Agency for International Development, under terms of Fixed Amount Award No. 7200AA21FA00043. The opinions expressed herein are those of the interviewee and do not necessarily reflect the views of the U.S. Agency for International Development or the Association for Diplomatic Studies and Training.

INTERVIEW

Q: Today is March 28, 2022. This is our interview with Tim Beans. Tim, where and when were you born?

BEANS: I was born in Washington D.C., in 1948. So, I'm one of the locals from the area. People always find that surprising since it's such a transient town. But I grew up here through grade school. I lived in Silver Spring, Maryland, most of my life. Actually, between you and I, Silver Spring was the mailbox, but it was really Wheaton, Maryland. It was a small, little area. It was mostly new housing for the returning veterans from the war. I had a great childhood. I was brought up by a very Catholic family. My mom and dad were both very religious, although mom was the most devoted Catholic since she had to convert to the Catholic Church in order to marry my father. My dad was a returned veteran from the war [World War II]. He enlisted at seventeen years old and went into the Marines. He got to Guam and got shot twice in the stomach. Apparently, the story he tells, he was pinned down between a Japanese and American firefight. He was there for over twenty hours before they could get to him. When they did, he had gangrene and the young medic, when trying to open the penicillin, tore open the bag and spilled a lot of it directly into the wound. Doctors say it probably saved his life but from that point on he became extremely allergic to penicillin. He spent six months in a hospital recuperating and we feel very fortunate that he made it. It was always hard to get dad to talk about the war. That seemed to be a part of many men of the greatest generation. He didn't talk much about it, he kept it to himself. He was a Marine, and he actually believed that he could raise a perfect child. I was the oldest of six kids. He was very strict with me. And I didn't have a problem with that; I was comfortable with his strict discipline. If I did something wrong he would spank me. At six foot three inches and about two hundred and

forty pounds he was, or certainly could be, a very scary man. My mother was the loving one. My father was one who we always felt love from, but he had an inability to really express himself and show emotion. I had a very extensive sports career during my early years. I knew I had a great day with my dad when he came up and said, “Good game,” and we shook hands. He was uncomfortable with guys embracing each other and things that today would be called Woke, which he overcame later in life with his grandkids. I saw a transformation and development in him in that respect over the years.

In this little area that I lived in, Wheaton, it was a very safe, a very socio-economic neighborhood. For first grade, my parents wanted me to go to this place called St. Catherine Labouré; It was a Catholic grade school right off Veirs Mill Road. And the first year it was booked, I couldn't get in. So, my mother got up every morning and drove me from Wheaton, Maryland, down into the District of Columbia where they got me in a Catholic grade school for the first grade. Every morning, whether it was cold, freezing, snow, she got me there and she’d be waiting when I got out of school. Fortunately, by the second grade, I was able to get into St. Catherine’s. And that’s where I spent from second grade through the eighth grade at St. Catherine Labouré. They called it “the little church on the hill,” because it was located right off Veirs Mill Road, and there was a big hill and the church sat on the top of the hill with the school behind it. But it’s a very important starting point in my life. I had very close friends through grade school. In fact, a bunch of us will be meeting in June to celebrate our sixty-year friendship. We’ve stayed close from grade school all the way through what some can reasonably call old age. And I’ll tell you how that happened. Because as you would guess, by the time you get to eighth grade and you go to high school, you start separating. And then of course college takes you further apart, careers take you even further apart. I’ll jump ahead a little bit. While I was serving in Israel, in Tel Aviv, I got a phone call and I didn’t recognize the number, but back then the phones weren’t spam calls or anything really negative. So, I answered it. And the call was from John Long, who was my grade school and high school buddy. And he said “Tim, I had to call you, I got your number from your mom. I was watching a movie last night called *Stand By Me*. And it was a movie that took me back and I immediately thought of our childhood, and all of our friends, and camping out, and goofing on each other.” And I said, “I’ve never heard of the movie.” And he goes, “You have to see it. It’s got the greatest line at the end of the movie.” And I said, “What was that?” He said, “I’d never had any friends later on, like the ones I had when I was twelve years old. Hell, does anybody?” That started our friendship back up, where I started getting in touch with him. And then, years later, when I came back to the states, he and I started calling and talking regularly. John then suggested we think about contacting our eighth-grade girlfriends, who were probably married like we were, and probably not wanting, or caring about hearing from grade school friends. In any case, we reached out and they both said they would love to meet us for dinner. We had dinner, and it was just like we were back in seventh and eighth grade. We immediately went back, like, no time was lost. We talked about the nuns, the class, the area, and then the waiter said we are closing up and you all need to leave. I had not noticed we were the only ones left in the restaurant. And so, as a result of that successful reunion, we got a bunch of other people together, and it’s just been a tremendous, lifelong friendship that started with my grade school. It was really fantastic. We still meet a couple times a year for lunch or dinner and it is a blessing I will never take for granted.

Q: One question before we move on, have you or your family done anything about ancestry? About where your grandparents came from?

BEANS: A great question. Yes, as a matter of fact, my sister-in-law did a lot of research. She came back with a family tree saying, "Oh, we're related to this individual in history, and this individual in history." My mom and dad came from Hamilton or Leesburg, Virginia. That's where they grew up, and so that was the real start to this story. My grandfather on my father's side, moved down to Florida. And they lived down in Venice, Florida, on the west coast. When the family would go visit the grandparents, it would be the long drive down to Florida. We would spend a couple weeks a year down there, which was not bad, and then coming back. I remember a lot of fishing and beach time during those visits. On my mother's side, her relatives emanated from that Hamilton, Leesburg area, and that's where she grew up. And that's where my mom and dad met and got married.

Q: That's really workable.

BEANS: I have not done due diligence and followed the tree back as far as I should have. My two sons, Jason and Eric, both of them have gone back for a period of time, they were more interested. There's been some research as to where we come from. Everybody says, "My parents, my grandparents came off of the Mayflower." I'm not sure that's the case here. It's an interesting background.

Q: You've mentioned you're one of six, you're the eldest of six, and early elementary school education. What was the town like? What were your surroundings like? Did the family travel much, were you pretty much in that Southern Maryland area? How did that work?

BEANS: My father started out as a government worker, very low in the GS [General Schedule] ratings. He didn't even have a high school degree, he left early to go into the Marines. He got a GED [General Educational Development] later in his life, but he worked his way up from a GS-3 where he started out. Eventually he was an SES [Senior Executive Service] with the government in contracts. He became very successful in contracts and negotiation. Obviously with six kids, my mother was almost on a time clock, the Catholic rhythm method, about every two years she was pregnant. We didn't do a lot of traveling. We stayed in that area, but I really loved the area. It was safe, right behind where we lived, it was all woods. My brother and I could run back with our dog and our friends in the woods and explore. There was a swimming club, Connecticut Belair Swim Club. I got into that very early, and I started getting into competitive swimming. And I really loved that. I spent all summer at the pool, just swimming all day with my friends, and I actually had a very successful early swimming career where I set some Maryland state age group records in the butterfly. I was a very strong backstroke and freestyler but terrible at breaststroke. I swam competitively through about fifteen, sixteen years old, and that's when my interest started waning, because I wanted to play football. I started lifting weights; my times started going the wrong direction in swimming. It worked out for me, because I had years I worked as a lifeguard, both at that pool and then in Ocean City, Maryland. I've taught water safety instruction in the Peace Corps. And so, swimming was a very, very important part of my early life.

The area was very safe, we could go through the woods, I never felt threatened. I never encountered even one time where I was scared or nervous, it was just a very safe place. In the fourth or fifth grade, I said, “Look, I’m old enough to walk to school,” and it was about a mile. And we’d walk to school, even in the snow. I remember my dad’s stories about, “I walked in a foot of snow, uphill". I pointed out the walk home must have been easier since it was downhill but he never appreciated my attempt at humor. I’m not sure the snow I walked in was that deep. But we did walk to school, and I felt completely safe; it was a very, very close knit community of friends. Veirs Mill Road kind of divides where the church was on one side, and we lived on the other side. A group of people would be very friendly on that side, and we had very close friends on the other side, but that was the divide. It was almost like a river in the middle, crossing a four-lane highway in the fourth or fifth grade was a big deal. We grew up in that area, it was a magical childhood. I had a paper route; there was a paper called the Washington Star. I used to deliver it early in the morning; it was a Sunday paper and a daily paper. And I’d get up on my bike and I drive around in the dark and deliver the papers and come back and go to school. So, it was an idealistic childhood, in that I felt really blessed in childhood. Like I mentioned, my dad was very strict with me, he thought he could raise the perfect child. When I did things wrong, I was punished for that; but I never felt anything bad towards my dad or my parents. I said, “If he spanked me, I did something wrong.” I learned from that and said, “I won't be doing it again,” and so it worked for me. It didn’t bother me to be disciplined. . My brother Rick came along second, he was a lot more sensitive and intellectual. He was a great brother but he didn’t take well to the discipline, and I could see it wasn’t working for him. And then my brother, Ronnie came along, and was off the charts wild and crazy. We loved Ron because he took all the pressure off of Rick and me. I think my dad realized at that point, “They’re all different; I’m not going to have the perfect kid.” From that point on, it was almost two different families: the first three boys were brought up strict, then he had his first daughter, Terry, and then he had another boy, Randy, and another daughter, Tracy, and the last three kids had it made in the shade. Financially, dad was going up the GS scale, so we didn’t have a lot of money when I was a kid. I never felt poor because I did not know what wealth was at that point. In grade school, everyone wore the same uniform so there was no peer pressure to dress stylishly. As I was getting older towards high school, and the three younger kids were growing up, we moved from our house in Wheaton to a much larger house in the same area, a place called Kent Mill Estates. It was almost like two different families: the first three kids were raised really tough, and we used to goof on the last three and say, “You guys had it made, you guys got away with anything.” But it was a great childhood; I’m still close to all my brothers and sisters. Mom and dad have passed away, but everyone still thinks about them, and they’re still a part of our life.

Q: During your childhood, were there any international influences?

BEANS: Very interesting question, and the answer is no. I was brought up in a neighborhood, I wish it hadn’t been so, so structured the way it was, but it was predominantly an all-white neighborhood. I don’t think there was an African American, or Asian American, or any other nationality in the school. It was all what you would imagine from a Wheaton neighborhood in the 1950s and ‘60s. No, I did not have any

influence at that point in time. When I got to high school, it got different, and then when I went into the Peace Corps, it changed my life.

Q: Now, was your high school, also Catholic school or did you go to public school? How did that work?

BEANS: I went to an all-boys Catholic school down in Rock Creek Park, called St. St. John's College High School, and it was run by the Christian Brothers. It was an all-boy military school. You wore military uniforms, shined your brass, shoes had to be shined every day; very, very strict. It taught me some great habits growing up. When I got to the government, my shoes were always shined when I went to work. It was a good school, both academically and athletically. The reason I went there is in the eighth grade, I went downtown to Washington, D.C. to DC Stadium. Well, St. John's, the school that I eventually went to, played Eastern High School for the city championship on Thanksgiving Day; they had over 50,000 people at a high school game. And lo and behold, we won, but there was a riot at the end of the game. There was a fight, which you could probably read about the number of people injured, which stopped the Thanksgiving Day football game for a period of time because of that incident, which is very sad. I really wanted to go to high school and play football, I had aspirations of playing in college, and maybe someday in the pros. So, I chose St. John's, and it was, I'm sure, quite expensive for my parents. Like I said, the kids were coming along: I was in high school and there were probably five of them, by now my dad was working his way up the GS scale, tuition was expensive at that time.

Q: You're talking about the St. John's in Annapolis, or—

BEANS: No, there's a school down and Rock Creek Park off Military Road, St. John's College High School. St. John's in Annapolis is a college. It's a different school.

Q: Okay. Okay, I see.

BEANS: They were called the cadets, the St. John's cadets.

Q: But here now, you're still talking about high school?

BEANS: Yes.

Q: Okay. Yes, go ahead.

BEANS: Still in high school. I went through high school, very formative years, and a lot of discipline. The first time I had to really seriously study was in high school; grade school, I could kind of slide through, and didn't have to do a lot of homework. It started getting serious when we got to high school. I started studying, and was really attracted to academics, and started spending a lot of time studying. I was interested in English literature. My senior year, Eugene Morell was my English teacher, a guy that I really looked up to. One day, as he was walking around the classroom, he was the head of the theater department at school. He came up to me, and he said, in front of the whole class, "Tim, you, you really think you're pretty brave don't you?" And I said, "Well, there are not many things I'm afraid of." And he says, "Well, why don't you show up Saturday and

try it for the school play?" And everybody in the class laughed. And I said, "What do I have to do?" He says, "You have to show up, you have to do a reading, you have to do some singing, you may have to do some dancing." Everyone's laughing, and I looked around and I said, "Okay, I'll be there. I'll go out, what's the play?" And he says, "We're putting on *South Pacific*. Bring some of your football players with you." I got some of the guys, and we all showed up almost on a lark on Saturday. I did my readings; I did the singing, and everything that was asked of me. They put the cast together, and I ended up being the number three lead, a player called Luther Billis, the comedy lead. I did it, I think it was very successful; people still talk to me about it all these years later. It's the, "101 pounds of fun, that's my little Hunny Bun" with the guy dancing with the coconuts, the grass skirt, the whole thing, and it was a riot. What it did for me is it turned me on to the arts and the theater. And I became a lover of the live theater, because I know how much effort goes into it, and how hard it is to act in front of a group of people and remember your lines. It really did turn me on to it, and eventually I went to college and studied English Literature as an undergraduate. But it was a great year, my junior year, I played football for St. John's. We were ranked number one in the city when the first poll came out in *The Washington Post*. And we ran the table, number one the whole year, and finished number one in the city, undefeated. That was really exciting. We were eventually, years later, inducted into the Hall of Fame at St. John's, for our undefeated season, which was fun.

My senior year, we had a great year, we were eight and two, but not quite as successful as the undefeated season. But it led to a number of offers for football scholarships for me, and a number of my teammates. I wanted to go to West Point very badly. I had about 1100 on the SATs, and West Point came to me and said, "Look, we cannot take you unless you get a minimum of 1200. So, we will send you to prep school in New England to a place called Cheshire Academy. We pick up all the cost, very, very expensive prep school to play football and basically to prep for the SATs." West Point sends six players up there hoping to get them. It was a prep school that started in the fifth grade and went through postgraduate, so you had a very wide range of students. Unfortunately, the rules and regulations were the same for the postgraduates as well as for the fifth graders—it was very challenging for me. You'd have a long dorm hall, and if I had to go to the bathroom at night, you'd have proctors at the end of the hall that lived in apartments. They would turn their desks and face the hallway while they did their homework, you had to come and raise your hand to go to the bathroom. They would look and they'd see you raising your hand, and they'd work and wait for a while and they'd go, "Yes, Mr. Beans?" and I'd say, "Permission to go to the bathroom?" They'd say, "Okay, permission granted." I just thought it was so rinky-dink.

I went up to West Point, with my dad, I went through a bunch of football drills with them. I saw the school, a very, very impressive university, to say the least, absolutely beautiful. But they said, "How are you doing at Cheshire?" and I said, "Gentlemen, I'll tell you the truth. It's really tough with some of these regulations, and going to bed at nine o'clock, and you can't get off on weekends and you have to be on campus." And, to West Point's credit, they said, "Look, Tim, if you're having any trouble at Cheshire, when you come to West Point and they ask you to wash the floor with a toothbrush and stuff, you're going to have a difficult time." And so, they released me from my obligation, they let four of us

off. They got two of the six and they thought that was a positive result. They thought that was a good investment for their money.

Q: Yeah.

BEANS: Once I was freed, I started talking to other coaches and started getting offer letters from other schools. I had almost decided on going to University of Virginia. I liked the academics, I liked the school, and UVA was fairly close to home. Before, because it's a grant-in-aid and in the ACC [Atlantic Coast Conference], at the time, required your parents to sign for it to be legitimate. My dad was working in Thailand as Vice President of a big company by then, so they sent the contract over to him. In the interim, between the contract getting to him for signature, I was recruited by Lou Holtz from the University of South Carolina. Lou Holtz eventually became a very famous college football coach and analyst on television. Doctor Lou. I just was really taken by Lou Holtz, his country twang and his stories. I said, "Look, I've decided on Virginia." And he says, "Just give me a chance, just come on down." Paul Dietzel was the head coach, and they were both calling me, so I said, "Alright, I'll give you one more visit." And I got on a plane in New Haven, Connecticut, light snow flurries; I flew down to Columbia, South Carolina, got off the plane. It was 71 degrees; there were these beautiful Palmetto Palms. They introduced me to the football team, and then they took me to this place called Swenson Steakhouse. You know, I looked at the menu, and the steaks were expensive at the time, like $16 to $20 a steak, or something like that. So, I said, "I'll just have a petite filet mignon." And he goes, "Filet mignon? This is a growing boy, give him a chateaubriand for two!" They brought out this steak that you and I, our families could share! And I thought, "You know, I think I'm going to like this place." I ended up going to University of South Carolina, with a very close friend of mine from Cheshire, Bob Miranda. He also signed, and he was running back. We were college roommates, our freshman year, and we've stayed friends for years. He left, and went out to Hollywood and became a successful actor. I am really proud of him.

Q: Interesting.

BEANS: And we took different paths as you would imagine, after college. In college—

Q: I—

BEANS: Go ahead, please.

Q: At this point, since you're moving from high school to college, and it is the '60s, I'm just wondering to what extent if any, the counterculture and the protests and so on, had any effect on you?

BEANS: These times had a huge effect on me. And it's a very interesting question, that yes, I was really taken by the civil rights movement, Martin Luther King, who I felt was the greatest public speaker that I'd ever heard was quite inspirational. So was JFK. It was a time that was very challenging for me, because I love our country, but I thought that we made a serious mistake in Vietnam. Vietnam was at the time I was in college, I was dating an incredible lady, very intelligent, very articulate, and very beautiful. She was my best friend. She got pregnant, and we got married. I had to quit the football team, and I

had to get a job and raise a family. I was going to be a junior in college. And we traded off our schedules, our junior and senior year, where she'd take the baby, I go to class, I'd come home, we'd switch off. It was a very positive but intense growth time for me, where I grew emotionally and spiritually in many different ways. The birth of my first son, Jason, changed the way I looked at life. I mean, the thought of going to Vietnam, and indiscriminately shooting people and fighting after holding my son, I said, "I can't do it.". Many college students were leaving for Canada to avoid the draft but I believed I owed service to the country. So, I wrote the draft board and I said, "Look, I don't think I'm going to be a great soldier. I'm not going to be able to shoot people; I've held my son and the thought of harming another human being does not make sense to me. But I want to serve our country. What if I do alternative service in the Peace Corps, and I give two years to the government overseas, doing something positive for our government, internationally?" And the draft board wrote me back and said, "If you're accepted in the Peace Corps, we will accept that based on your letter and everything that you've said." So, I applied for the Peace Corps, and I was accepted. They said, "We're going to send you to Puerto Rico for three months to learn Spanish. And then you will be assigned to Venezuela as a sports expert to go down and teach swimming." I played basketball also with the teams down there. So, I went down.

I really enjoyed my time in Colombia, South Carolina. College was a lot of fun and a really important growth time in my life. I started for the freshman football team. At the time you could not play varsity as a freshman. It was funny. Football players report early to school to start practice before the school year begins so they all get to register for classes so they are free to make practice. They wanted all the players to take either Business Administration or Physical Education because we know the professors that are kind to the student athletics. I told them I wanted to study English Literature and they were very shocked and surprised. We don't know the professors in the English Department and I said not to worry, I will be fine.

It was a great department with a lot of very talented teachers. I was the only undergraduate student to get into James Dickey's advanced poetry class. Mr. Dickey was the poet laureate under the Carter Administration, but probably best known for his book "Deliverance", which was made into a movie while I was at Carolina. I also took an independent studies class under Mr. Dickey that was a fantastic course. I was an independent student and would go to his house and he would pick books out of his extensive library for me to read. I would read them and then we would discuss over a nice scotch. Really like that class.

Q: Okay.

Beans: '66 I graduated from High School. '67, I was at Cheshire Academy. '68, I entered the University of South Carolina.

Q: Okay, so we're looking at '71, early '70s for when you go right out of college and into the Peace Corps?

BEANS: Correct.

Q: Okay.

BEANS: Correct. Well, actually not true. I taught for one year, I taught at a place called Ebenezer Middle School in Dalzell, South Carolina, right after integration of the schools in South Carolina. There was a town called Dalzell, which was right by Shaw Air Force Base. So, you had a lot of the kids of military families that had traveled around the world, in different posts, at the school making up at least half of the population. The other half was rural, African American kids that came from the farms. I didn't know it at the time, but they would get up at four o'clock in the morning to work the farm before they took the hour bus ride to school, and then they had to work going home after school and still work on the farm. So, I was very pleased that Blacks and Whites were mixing together and I thought it was great. What South Carolina basically did at the school, they had an, I don't know, an intelligence test of some kind which differentiated intellectual standing. So, the five top classes of English were all White. The next five classes were a mixture of White and Black. And the bottom five classes were predominantly all Black. And, I don't think that had anything to do with intelligence, I think it had to do with exposure to education. Those kids, they were basically supporting a family and they had to go to school. I worked as a teacher for a year. I found it rewarding, in many ways, frustrating in many ways for different things we could talk about later. At the end of that year, is when I decided, the draft board was coming after me and classified me 1A. I said, I've got to do something to serve the country and not run to Canada. I really felt a need to serve my country. So, when they accepted me in the Peace Corps, it was at the end of that one year of teaching that I went to the Peace Corps.

Q: Okay, okay. And now, meanwhile, you have a wife and one child—

BEANS: Correct.

Q: How is she feeling about this?

BEANS: She was very supportive. She was also an excellent athlete and a really good swimmer, so she was a water safety instructor also. Actually, both of us went into the Peace Corps, and she was a volunteer also. At the time, back in the early '70s, the Peace Corps would take married couples with children.

Q: Interesting, I didn't know that.

BEANS: This was a very interesting time. Of course, you would have to be put into a country that had appropriate medical facilities for the kids and things like that. We went in and we would both go in the morning, we'd have to work our way through the *barrios* [neighborhood] to our place of work, which was a YMCA [Young Men's Christian Association]. We dropped Jason off at a family that would take care of him, like a daycare center for kids. We'd pick him up every night. It was amazing. Jason, within a short period of time, was speaking better Spanish than we were.

Q: Of course, young children just soak it up.

BEANS: He picked it up, and I've got some wonderful pictures of my son playing on the roof of our apartment and kicking the soccer ball. I used to be a big runner back then. I

ran kind of four or five miles a day, and he would go to the field with me, and you'd see him chasing me around. It was a very great development time for us as a family. I mean, I felt incredibly close to my wife and to Jason. While we were in the Peace Corps, second year, Mary Jo got pregnant. Eric was born, in Venezuela up in the Andes Mountains in a little clinic, and so our second son was born. We were coming to the end of our tour. It just about coincided well with us going back shortly after his birth, we had to go through the State Department and get birth certificates and do everything appropriate to make sure Eric was a citizen. It was a very wonderful time and basically changed my whole life towards wanting to travel. The fact that I could now speak a second language, the fact that I had lived in a different culture for two years, it just opened my eyes to the whole world. And I said, "Wheaton is a very small, little place." There's a lot going on out there. At the end of my tour, my wife encouraged me to go over to Colombia, and see Colombia while we were there. So, I did, I went over to Colombia with a now lifelong friend that was also a volunteer in Venezuela, Ron Sandidge.We traveled pretty extensively through Colombia. We worked our way down to Ecuador, crossed the border on our way down to Peru, and got to Machu Picchu in 1974. And there was no town down below, there was nothing. So, when we went up to the ruins, we felt like we had discovered them. I'm in the first bus going up with a bunch of elderly people, they stayed back for the guides, Ron and I went into the ruins by ourselves, and we didn't see another person for three hours. It just changed my whole view of life, and when I came back I told Mary Jo all about it, showed her all the pictures. We came back to the States, and that's when I decided I have to get a real job to support a family.

Q: Alright, before we go on and you know, begin your professional career, you mentioned how being in Venezuela and working for the Peace Corps changed your life. Are there anecdotes or particular memories that are really illustrative of how things opened up for you that you hadn't thought about, or seen before?

BEANS: Well, one thing that stands out to me was, I think people are not radically different around the world. Everyone's dealing with the same frustrations and pressures. We were given a house where they set up the Peace Corps families in Valencia. We spent our first six months in Valencia. The houses were constructed with a center court, with no roof on it, and it abuts another house with a dividing wall that has the same thing configuration on the other side. We were Americans moving into Venezuelan neighborhoods. They had never seen English speaking Americans before. We were like the Latin Americans coming to the U.S. today, where sometimes they have a difficult time getting acclimated. Our neighbors were suspicious. Sometimes we would go out to dinner, we come home, and they had taken—and please, I don't mean this negative against them, I mean, this is a cross cultural lesson, for me—they would take milk boxes, and fill them up with salamanders and bugs and throw it over the wall and into our court yard to let us know they were not particularly pleased with having a *gringo* (foreigner) as a neighbor. And it really touched me as far as realizing that, you know, I was doing nothing to offend them, just like the immigrants coming to the United States today. They are doing nothing other than trying to live their life and provide a better education and employment opportunity for their children. And I could not understand people being unaccepting of that, until I realized that these people next to me were really nice people, they were just confused or scared or didn't know what to expect from something different

in their lives. They'd never met an American before, and so they reacted the same way, unfortunately, some people in the United States react to immigrants coming into our country. And so, it taught me to teach my kids, my family, and all my friends that we have to be more accepting of people who are different. So, it was a very, very influential thing for me. The people of Venezuela were very accepting, I thought they were really good people, the staff my wife and I worked with were nice people. I had some great experiences in Venezuela. You have to picture a YMCA, with a big, Olympic sized swimming pool, diving boards, three-meter boards, one-meter boards, and so on and not being used.

Q: Yes, I can picture that because that's where I learned to swim as a child on the Jersey Shore.

BEANS: Excellent. YMCAs, they're really good institutions. My wife and I came in, and they gave us the keys to the pool, and I opened it up, and I had to learn how to work the filtering system, and make sure that the chlorine flowed correctly, but still nobody came into the pool. Most of the kids from the *barrios didn't* have bathing suits. So, I wrote to a guy named Clair Johnson, who was the head of the YMCAs in Los Angeles. And I said, "Mr. Johnson, I'm in Venezuela working for the YMCAs. I am a Peace Corps volunteer working with all these poor kids. Nobody has any swimsuits or much of anything; anything you can do to help would be greatly appreciated." I wrote the letter, and I didn't really expect to hear back from him. About three weeks later, we came to the YMCA, and there's these two giant boxes sitting there. I said, "What the heck is this?" It was addressed to my wife and I, we opened the boxes, and it's full of Jerry Garcia colored tie-dye Speedo suits. Like the old Olympic swimming suits, a box of women's suits, and a box of men's suits. Then I started going into the *barrios* and saying, "Everybody, come on, we've got suits for you." And I had to teach them how to take a shower before you go into the pool and be clean, appropriate hygiene. It was really good for them and for me. I found three big, strapping guys that I met, and I taught them how to be lifeguards. My wife and I went through and taught them water safety, so we'd always have guards on duty. And I'm standing back months later, and I'm looking at this pool full of kids that have never been in a swimming pool in their life, and they're all playing, and people are going off the diving boards, and I've got two very talented lifeguards on the stand. I looked at my wife and I said, "Not bad."

Q: Wow. What a wonderful feeling.

BEANS: Yeah, it was a great feeling. It was a great feeling. Then, they asked us if we could move up to a town called Mérida in the mountains. It was about eight hours away from the capital. It was one of the most beautiful towns I've ever seen in my life. We went out there, worked with the YMCA there. I ended up playing basketball with the men's basketball team. We started doing anything we could to integrate ourselves in the society. I even helped another volunteer family that was working to help open up a brand new hospital. They asked me if I could read blueprints of the hospital and I said I could. So they asked me to number all the rooms in the hospital. There was a men's football team, the soccer team, and I'm standing on the sidelines watching them trying to learn the game. They invited me into the game, and I started playing and learning. I think they loved it because I was the worst guy on the field, and they could score on me pretty

easily. But it was great for me, I improved with daily practice and when I came back to the States, and I finished my Peace Corps career, soccer was taking off in the schools. I had two wonderful sons that were very athletic and very few fathers in the neighborhoods knew anything about the game or how it was played. I felt I really understood the game and could coach it. So, I coached two teams with my sons, and we won a lot of championships. We did very well. It wasn't me, it was the kids, and they were such good athletes. My wife had a female soccer team, she learned the game, and she and her best friend were coaching another team. It really integrated us back into our neighborhood when we got back. I coached both basketball and soccer for the kids. It was my way of spending time with the boys.

Q: You got back in, it's certainly the '70s. But do you remember what year?

BEANS: Yes, I do. I was in Venezuela from '72 to '74. It was at a time when Venezuela was doing very well financially. They were not going through what they're going through now, which breaks my heart. It was an oil rich country. It had poverty, as you would imagine. You could see a lot of things that I thought needed to be addressed, seriously needed to be addressed, but the country was booming economically. And so, when we left and to see what has transpired over the years, it's just really sad to see what's happened to Venezuela. The people were wonderful; I thought the world of the Venezuelans. But can I jump back for a second? You asked a very good question about when I was talking about Martin Luther King, and what happened to me in high school. That was a very, very interesting growth time for me, because it was a time when the civil rights movement was going on, I was opening up my sphere of friends. I told you, I was a football player. There was a group of us that were all football players, they tended to group together. They were wonderful guys, but it was a clique; it was almost like that movie with the mean girls, they thought they were athletes, and anybody that's not an athlete just was lacking; not on their level. When I got into the play, and I started working with people that I had never associated with before, it just broadened my mind. And I said, "You know, I just don't like the way you're treating these people," and I kind of pulled away from that group, because I didn't like their little cliquish treatment of other people. I still like and respect them today. But I did not like their attitude back then.

There was a place down in Washington, D.C. called the Howard Theatre. The Howard Theatre had all the Motown acts coming in. There were performers like James Brown, the Jive Five, and the Temptations, all these groups came down there. It was predominantly a Black entertainment venue. But I would go down, I was sixteen, seventeen, I would drive downtown, I'd park the car, and I'd go buy a ticket. I'd go up on the balcony and go to my seat, and I would be one of two or three white people in the whole theater. But I never felt threatened or unwelcomed. They said, "This guy's here to listen to good music. He gets it," and they were very accepting. It was a time where I really got into the Motown sound and James Brown, and it started opening me up to the African American community. It's very easy in the United States, depending on where you live, to be isolated in a particular socio-economic group, where you don't interface with other people. And as a result, you're nervous or not accepting or don't understand, and it can lead to bad behavior. So, I just felt that was a blessed time for me to grow up in D.C.

After Martin Luther King was killed, the riots took place. It was a very difficult time in D.C. after that day.

But it was also an eye-opening time. President Kennedy came on when I was in high school. Then there was the Cuban Missile Crisis, I'm in a military High School. We're sitting there saying, "Is Russia going to back down?" I didn't know whether it'd be a nuclear confrontation. Even the brothers at school seemed very concerned and nervous. The '60s were a very turbulent time, the protests against Vietnam were growing around the country. At Kent State in Ohio, four kids were shot. Even in South Carolina, which tends to be fairly conservative, the student body was protesting against the war in Vietnam. At one point, the governor had to call out the National Guard on campus, and with their riot gear and bayonets and everything, backing the students down. I'd say it was interesting, but it was also a difficult time to grow up, because I hated to see the division in the country. Unfortunately, it's not radically different from what I'm seeing today. There's a big division in the country, between people that feel one way or another way. I saw that back in the '60s also, but hopefully we go forward and try to get better with each day and take it from there.

Q: Yeah, this recollection came to you while you were talking about starting the soccer game. Soccer teams?

BEANS: Yes. Yes, I'm back in the States. I applied for my first job, I looked in the paper and DOD [Department of Defense] was hiring for contract negotiators, controllers, executive officers. I didn't even know what some of the terms meant. But I went down, and I had graduated college, I had been in the Peace Corps, and I had two years of government service which didn't hurt me. I went to the interview and I've got these military officers in front, one civilian and two military. They're asking me about this and that, and they said, "Well, what does your father do?" I said, "Well, he's presently overseas. He's head of procurement for this big company." The three of them look at each other, and they go, "You know procurement?" I said, "I know a little bit about contracts from talking with my dad." And they said, "You're hired." Right there, that was the end of the interview. This guy knows what contracts are. So, I got the job, I started with the Office of Naval Research, which was a great starting place. It was in Northern Virginia, in one of the big buildings in the Ballston area. It supported the Department of Defense and the Navy, and what they were doing for naval research, underwater sound propagation to make the submarines quieter, for pings off them, and all kinds of different things. I went there and worked very hard. I felt very fortunate to have a job in the government, I worked really hard. After about a year and a half or two years, I was nominated for a Secretary of the Navy Fellowship in procurement and contract. The Navy would pay for a year's study for a Master degree and pay my salary while I went to school.

Q: Fantastic. An early indication that they were impressed with your credentials and experience.

BEANS: I wanted to go to Wharton. I was very interested in going to Wharton Business School [University of Pennsylvania]. That was a two-year program, so I would have had to go for one year, and then pay for a year by myself with no pay. I had been going to

night school at American University for a degree in Public Administration, Governmental Management, Financial Management, and I was about halfway through. When they gave me the scholarship, I went and took a heavy load at American University, and in one year I graduated. I got a Master's degree in Public Administration. So, it worked out well.

Q: This is still the late '70s. What was a degree in public administration? What did that mean at the time?

BEANS: Well, most of the classes were designed to train a person to lead a major government agency. If you were going to be a senior government official, you learned about how to run a government agency, you learned about finances, you learned about interfacing with Congress, you learned the appropriation process works on the Hill and how money is allocated, and everything that goes into that. It was, I thought, a really, really good degree for me, for what I ended up doing in my career.

Q: I imagine they had a strategy preparing you for public administration. Do you recall what they focused on?

BEANS: Yes. They wanted us prepared for the highest possible office in which a civil servant could expect to achieve. This would be to run an agency or assist an administrator. I was prepared to step into a job where I could run a major agency. Not radically different from running a major company, although we spent a lot of time on the government regulations that were the foundation of government work. That's what they were trying to teach.

Q: Were any of your employers, for example, the U.S. military branches, using what would become internal Internet? In other words, was the information flow beginning to be digitized and did that have an effect on your work?

BEANS: Just starting, right around then. We still had the old Wang computers; we hadn't really entered the computer age that you and I know today. But it started. I think one of the reasons that I had so much success is because the DOD is exceptionally good at training up their people. They do a lot of training, and they sent me to advanced pricing training in Wright Patterson Air Force Base. I took a lot of courses, and they require it. I started becoming very successful at being able to negotiate and write these contracts pretty quickly, and one of the things that helped me is I had this wonderful secretary, an older woman, she was near retiring, and she took shorthand. She came in one day, and I used to write out my negotiation memos after I negotiated a contract in longhand. She came in one day, and I said something to her. And she goes, "Yeah, I got it." I said, "You got what?" She goes, "I take shorthand." I said, "Really? So, if I dictate a negotiation memo to you, could you write it down?" She goes, "Yes, of course." And I say, "Okay, take a seat. On October 15, 1978, University of California, San Diego submitted a proposal," and I started dictating my negotiation memo. She's writing it down, I could dictate it fairly quickly, she would go off to type it up, I'd be on the phone with the next procurement requests that I got. We started getting like a factory, turning them out, and we got some kind of award recognition for the most contract awards ever made in a three-month period. It really worked out well. I learned a lot about contract award and administration and felt the Navy was a fantastic training ground for this type of work.

After I got the Secretary Navy Fellowship, I signed an agreement saying that I would serve the Navy for two years, and so they said, "Tim, since you have negotiated research and development contracts for a while, why don't you consider moving over to negotiate Major Systems Acquisitions and learn how to either negotiate for the big aircraft carriers or destroyers or the airframes for the Navy?" And I said, "Okay," so I got a job at NAVAIR [Naval Air Systems Command] and I went over to learn a more challenging area of procurement. During my first year, I bought the sparrow missile, Sparrow 7F missile [AIM-7 Sparrow].

Q: Here, I want to offer an example from my experience. I spent a year at ICAF, the Industrial College of the Armed Forces, now Eisenhower. One of the things they do is teach you how the military resources itself and the lengthy, labyrinthian process of developing a new weapons system. At each step there might be changes, challenges from Congress on cost overruns or relevance to readiness, and so on. Take a moment to describe to non-experts what it means to acquire a weapon system.

BEANS: Very, very interesting. Well, of course, the specifications on a weapon system are amazing and complex. I mean, it obviously entails a lot of cooperation: you're working with technical engineers and people that design weapon systems. engineers that test the product to make sure it meets the required specifications, the implementing contractor that won the competitive contract and is responsible for delivering the final product, etc. And each weapons system is constantly being assessed to find improvements for the next procurement cycle. It's evolving constantly. I mentioned to you I bought the Sparrow 7F missile, which was a missile that went up and would track heat. It would go up and locate heat from the engines and hopefully hit its target and blow up enemy planes. The next year, I bought the same type of missile, but it was called the Sparrow 7-M, monopulse missile. And that was a new technology that would go up, and as the missile got near the airplane, and there were enough interfaces (pings between the missile and the aircraft), it would blow up and send the steel rods shooting out, which would cut into the engine and hopefully bring the aircraft down. Constantly evolving and getting better and better. I was shocked that I had to spend a whole year to buy the Sparrow missile. You are doing extensive cost analysis like you would not believe. The negotiation memos are over a100 pages long, as to how you're making the decision to use taxpayer dollars to buy this particular thing, and how do we make sure we're getting a good deal and we're not paying too much. And there are extensive tests, like the engine of the missile; we bought the engines that powered the Sparrow from Pratt & Whitney. The engines would have to go through extensive testing to make sure it met the specifications. For example, they would test the engines in a 48 hours humidity test, where they would have to run the engine in a humid atmosphere to make sure that it was qualified to perform correctly in numerous atmospheric conditions. There was so much that went into it, and I'd spend a whole year on one or two procurement, I'd say, "Man, is that all I'm doing is this?" And then the next year, it'll be the same thing with a slightly different specification. Radically different from doing many R&D contracts a year at the Office of Naval Research.

I want people to know that the DOD, when they go out and buy a weapon system, they know how much it costs, and you are getting a very well-researched and

well-documented item. We know how much it costs industry to do it, we've got people that are implanted in the companies, and there they send people to DOD to know how it works on both sides. I really liked the private sector and the public sector working together. I never liked the attitude that the contractors were the enemy, "They're an enemy, and they shouldn't be trusted." That was one of the things in DOD that I had to get over. I was told "Every time you sit down with them, they're trying to pick your pocket." Once I sat down and I got really good at cost negotiations, I got to the point where I could look at a proposal and I could go down and say, "Here's where the fat is. No, it's not up here. They're not ripping us off here at all, here's where I can concentrate my negotiation." I got really good at being able to read a proposal, and how much it cost and whether we were getting a deal. I believe the contractor should make a profit if they're doing a good job. If they're delivering a high-quality product, they should get rewarded.

Inversely, if they're not, they should not get as much fee or profit. That's how I kind of grew up. Now while I was at NAVAIR, I got to know a couple of the senior people that worked for the Admiral. One of the guys, I think his name was David Lamb, was really going to be a star, he was coming up the hierarchy fast. He kind of took to me, and he said, "Tim, we're sending a group of naval officers, to the University of Virginia, to the Darden School of Graduate Business Administration, for a summer mini-MBA program. It's going to be seven weeks of going to school, six days a week. Sunday is your only day off, but you'll have homework on Sunday. It's a very concentrated course with all of the professors that teach during the year at UVA's Darden School of Graduate Business Administration. We would like you to attend, most of the people have graduated from the Naval Academy, and there are military officers. We want to see if civilians can get along and work with the military in a close setting."

I went down to UVA with the officers to take that course. I stayed in the motel with the guys for seven weeks. I think it went very well. They said, "Well, this looks like it can work." It was a great opportunity, for me, I feel like I got an MBA [Master of Business Administration] from UVA. It was not a formal degree but the course work was excellent. That really helped me tremendously going forward, built my confidence in working with senior people at DOD and allowed me to say, "I can walk in, and I can comfortably and confidently talk to the senior officers. They're human beings with the same desires and goals as all of us. But these are smart individuals that deserve my complete respect."

Q: As a civilian, were there talents or skills you acquired in this experience that readily transferred to your subsequent work at the United States Agency for International Development]?

BEANS: Yes, there was. At UVA, one of the big courses was on contract negotiation. They would put you in a situation where the outcome was almost impossible to negotiate. I was leading a four-person team, where they would give you a scenario and say, "You are going to purchase something, and you should not go over $800 million." I'm using a hypothetical here. "But you should try to get the best deal you can, and if you don't get the deal, you don't have to take it." The other side's given a piece of paper, and they said, "They're supposed to get something for a lesser amount of money, but they have to cut the deal. They can't walk away." Nobody knows what's going on. They asked if we can

film it, “Can we film what’s going on?” and everybody signed permission to be filmed. So, I’m sitting there and in negotiation, and I’m going through our analysis, and setting our negotiation strategy. We went back and forth in a normal negotiation, us making an offer and them counter proposing. I was trying to be good, I got to my point, but I couldn’t go over a specified dollar amount. I was trying every negotiation move I’ve ever learned to get them to accept the deal, and they wouldn’t move, and I didn’t have to take the deal. So, I said, “Gentlemen, thank you very much. I’ve really enjoyed the time together here. But you can take your proposal and shove it up your ass.” And the officers on the other side, who have to come up with a deal, started bumbling and going, “Wait a minute, we'll meet your price.” I guess the professors thought it was a very important move in negotiations to show when somebody cuts the line and walks away from the table, what happens? There were so many little things that I took away from that training that I did use it when I went to USAID.

But before we continue, I wanted to discuss a bit more on my time with the Navy. I may have told you that I had been buying the Sparrow 7M missile as a recurring contract every year. Very interesting work, I learned a lot about procurement, and the Navy sent you to a lot of excellent schools. A lot of the stronger negotiators come out of DOD or have a DOD background. But I was getting tired of buying the same thing every year. I started looking around, and the Federal Aviation Administration [FAA] had announcements out for a Senior Contracting Officer for a very large program that they were implementing. It was called the National Airspace System Plan, it was a $3.2 billion contract to replace all the air traffic control systems around the country, new computers, and new software. At the time, it was the largest civilian contract in the government. If you remember, during that time when I went over to the FAA there in the ‘80, Ronald Reagan had some problems with the air traffic controllers that were striking. He fired all the striking air traffic controllers. So, the FAA actually hoped to develop a new system where they could take most of the air traffic controllers out of coordinating and vectoring planes around the country, so they didn’t crash, and they were going to try to do it with computers. Computers would guide and direct planes and take them at the correct altitude and speed to avoid collisions. The only problem with the plan was you needed millions and millions of lines of code with absolutely no errors. If you had one error, and you had an air crash, it would be terrible and destroy confidence in flying. I spent five years with the FAA, most of it working on this project. It was a very interesting contract because it was a “design before you fly,” type of arrangement that DOD was using. So, we held a major competition, and as you can imagine, for that kind of money, all of the big boys came in. We went through the evaluation, and we decided we would select two contractors. Then we would give each one of the winning contractors $250,000 to write their proposal, where it would be a competition between the two of them as to what their design was and how it performed against the evaluation criteria we set out in the solicitation. They probably spent ten times that amount of money on their proposals because the contract was so big. The two selected contractors I was dealing with were IBM [International Business Machines] here on the East Coast, and General Dynamics out in California. Both were very good companies, but both very different in their approach to how they ran things. But it was a very strong competition between the two. I worked on that for a number of years.

I was so proud of myself, I had gotten a promotion, I was a Contracting Officer with an unlimited warrant. I was making, I think, from memory, about $44,000 a year, which I thought was decent in 1980. Those were some good years. I would probably have stayed with the FAA; I was doing very well and received a lot of respect and praise from senior management. The other gentleman that was working with me, Gib Devie, was the other Contracting Officer working on the software procurement. He and I split the procurement up; he went on to become the head of contracts for FAA. I would have loved to have competed with Gib for that position but I did not get that opportunity. I had a very difficult year in 1985, my wife and I got divorced. It was very difficult psychologically, emotionally, and particularly financially. It was very expensive with child support and trying to live alone without the family. I was at the top of my career professionally, but money was a huge problem. So, at that point, I did not want to leave the government but financially, I almost had no choice. I started looking around and I hooked on to a company called VSE Corporation in Alexandria, Virginia. It was a DOD support contractor. I was hired to come in and negotiate and administer contracts, large dollar contracts that they had with DOD. I made that move in 1985 to VSE Corporation. The work was okay. Not as exciting or rewarding as what I was doing in the government but at least I could afford a place to live. Again, it's negotiating contracts, administering large contracts. But after you've run a multibillion dollar program, it was kind of a step down. They were paying me more money to do that, and that's kind of what I needed to get by with all my expenses. It was a two-year period of time, which was just an adjustment in life. It was not a growth period for me, per se. It was the saddest time in my life.

Before I went to AID, after I left DOD, I ran a Small Disadvantaged Business for a period of time, called Technology, Economics and Management. And I met a PhD gentleman from UCal Berkeley who had started this firm. He came to Washington, D.C., and he wanted to get his company off the ground. Unfortunately, with most Small Disadvantaged Businesses, he didn't know how to get into DOD or what to do, or "How do I get my first contract with the government?" It's very, very challenging if you don't know the ropes. This is from memory, so I don't want to say anything not true, but I think it was about a $500,000 contract, a small contract. And he said, "This is all I've got." And I said "Alright, let me take that and see what we can do." And I got some office space off of Glebe Road, and I started saying, "Look, start hiring some people." And of course, you know, I'm almost in the red already, because $500,000 is not much money. I set up a meeting with the Admiral in charge of Naval Sea Systems Command. I went down to NAVSEA and came in to meet the Admiral. He said, "I don't have much time to give you, Tim. But I understand you're a former Secretary of the Navy fellow. So, I thought I'd talk to you." I said "Yes, Admiral, here's what we're trying to do. I'm working for this company." He says, "Well, there's not much you can do for me, my big headache right now is at SUPSHIP [Supervisor of Shipbuilding, Conversion & Repair] San Diego. We've got these giant contracts for ship overhaul and repair of ships coming in for maintenance," which is when they bring an aircraft carrier in or destroyer in to be serviced. They've got to get it ready to go back out for a number of years, they bring them in, and they just go over the entire ship, redoing everything, rechecking the engine. There are many, many, I'm talking about hundreds of change orders to fix that ship. So, an engineer would come in and say, I'll use a very simple example. If you've got a car,

I'm going to pay for a Jiffy Lube, change the oil, do this, do that. As they go through, and of course it's very simplistic, because these things are so complicated. As they open the engine they go, "Oh, the fan belts are just about ready to break. And this thing wasn't included in the original price." The engineers on the ship that we're working closely with, the contractor had authority to approve engineering changes immediately on the spot for up to a million dollars. And he said, "My problem is, we've got hundreds and hundreds of these task orders. And they tell me, they can't close the task orders until the contract is completed." Then I said, "Admiral, that's not a true statement, a task order is a standalone contract, I cannot close the prime contract out if it's still open, but I can go in and individually close the task orders that have been completed and final payment has been made." And he goes, "You can actually close out completed task orders?" I said, "Yes," and immediately called in some people, and they wrote up a contract for me to go out to SUPSHIP San Diego. If I remember correctly, I got a small, disadvantaged business contract through TEM Associates. That's how they could get me so quickly.

I hired a former contract person to go with me. We went out, showed up in San Diego at this huge facility, and I said, "I'm here to work on this particular contract." So, they gave me a room, they gave me all the documentation I needed, and it was pretty extensive. I started going through the contract, and of course, you got your basic contract and then you've got your individual task orders. I'm reading through the task orders, and task order five says, "Engineering change proposal for $750,000 to do X, Y, and Z." I read through numerous other change orders and found that number five was negotiated and finalized with modification number seventy-two. That mod is definitizing, the engineering estimate from mod 5. The government has received the proposal, negotiated it, and the final price is set in mod 72. Let's say that the final negotiated price is $700,000. I'm going through and I'm doing the entire math and everything, and I get to this one confusing point. I look at the mod, and expect to see the $50,000 negotiated difference from the original engineering estimate and the final negotiated price. I go to the controllers department and there's no indication that the money has been returned. So, I went in and I said, "What the heck is going on?" And they said, "Oh, all the companies wrote us, and they said they're having serious cash flow problems, and can they fully bill out the value of the engineering guesstimate of the cost?" And I said, "The Contracting Officer allowed that?" They said, "Yes." So, I started going through the entire contract, each and every modification, and I'm doing my own math on a little handheld calculator. And I came up with, and this is from memory, so the exact sum could be a little off, about four and a half million dollars. They've received overpayments.

I'm sitting here and I'm saying, "God, I hope you're on solid ground." I called the President of the company up and I said, "I'm representing the Secretary of The Naval Sea Systems Command. I'm here to close out these large overhaul and repair contracts. According to my calculations, you've been overpaid four and a half million dollars." And he goes, "We were wondering when you were going to ask, we got the money right here." They'd been sitting on the money in the bank for all this time, for whatever use they wanted of it. Long story short, I was able to close out a whole bunch of task orders. I went back, met with the Admiral. I said, "Not only were we able to close out numerous task orders, but you were being over billed for the actual work performed. And they were keeping the money and we were able to recoup millions of dollars." And he said, "My

God, can you do that in Pascagoula, Mississippi, Bath, Maine, Newport News, Virginia? There's another place off San Diego, they've got the ship overhaul and repair places all over the coast." They gave me a big contract and I trained up teams to go out and do this kind of analysis. So, all of a sudden, this little 8A with $500,000 has now got multimillion dollar contracts and we were able to put the name of the company on the side of the building.

Then I went down to USAID. I heard they were having problems because the Ronald Reagan Building, you know, is one of the most expensive pieces of real estate in Washington. That's what they do; USAID is basically a contracting agency. They had all these contracts, and they were storing them in closets and everywhere, and they were running out of room in the building. I went in and sat down with the Head of Contracts, I said, "I'll tell you what I'll do. I'll take all these contracts off your hand. I'll put them in a secure facility that I'll build. I'll hire professional contract people and we will close out all the contracts officially and send them to the Federal Records Center." So that's what I did. I rented a part of the basement, third floor parking lot. I built this facility out, I had to buy special secure doors for anything that holds classified information, we built this secure facility, and I bought rows and rows of files. We just went and started getting all the files out of USAID putting them in there, and then I had professional contracts people officially closing them out. So, all of a sudden, Technology, Economics and Management has gone from the original $500,000 to about $16 million in contracts. We were doing quite well, so I was able to hire people and run a very productive organization.

Q: Now, the whole story began with the small, disadvantaged company. When you say disadvantaged, that must have a particular meaning in law. How is that characterized?

BEANS: Well, it's a great question, because there are a number of organizations that qualify as disadvantaged businesses. Women owned businesses are considered disadvantaged businesses, minority owned businesses, African American or other cultured businesses are disadvantaged, and there are certain Indian organizations that get special disadvantaged business. If you and I had a company in Detroit, Michigan, when Detroit's businesses collapsed, the economy was so bad, they're called a HUBZone. Where the zone is so low in economic development, that anybody that will go and set up a company in that area, generate jobs for that area and improve the business environment, they are entitled to a special potential value of getting a contract. There are many, many different small business size values, also. If we had started a company, and we had 50 employees, and depending on what we were doing, let's say, we had a maintenance contract to clean a big agency downtown. There are size standards, where you're a small business until you trip a dollar threshold value or a size standard. And then all of a sudden, you graduate out of being a small business. You're absolutely right; it does have specific meaning in law. The Small Business Agency has special legislation in Congress; the Small Business Act requires that small businesses get a certain portion of government business. Every year, they're trying to increase that because small businesses account for 50 percent of all the jobs in the country. Each agency in the government has to report on how well they do against all those different types of small businesses. We awarded 18 percent of contracts to small, disadvantaged businesses. Of that, so much went to women-owned businesses, so much here. It's reported to Congress, and the Congressional

Black Caucus on the Hill follows it very closely. How well are you doing as an agency to meet your small business goals? That's the reason I could walk in and talk to the Secretary of the Naval sea Systems Command, and they could consider giving me a contract, because the Competition in Contracting Act and other things can be offset, because of the advantages a small business can get, where they don't have to compete against Federal Acquisition requirements. When you're talking about contracts in the government, I can sit down and give you a three paged, very detailed list of all the laws, regulations, presidential statutes, which affect contracts. It's so highly regulated and it's protest-able, which scares a lot of people. Assistance, on the other side is a grant or a cooperative agreement. It's something that's much easier to award, there's no protest concerns, there's almost no legislation dominating it. Most assistance is regulated at the agency policy level. It's much more flexible, much easier for me to award a grant or cooperative agreement, than it is a competitive contract. Acquisition and Assistance are very, very different. When I got to USAID, that's something I had to learn. I had been doing Major Systems Acquisition, all contracts. And all of a sudden, I'm faced with this new contractual vehicle, called a grant or cooperative agreement.

Q: Right. Did you run into problems related to any of these regulations?

BEANS: No. I told you the training at DOD was so good; I came out of DOD, and I felt I was really a good procurement expert. I thought I knew the rules and regulations backwards and forwards. When I got to USAID, the rules and regulations still apply, but I'm learning this different side of assistance, which was not as highly regulated. I had to learn that, and how I change hats with each different action that I do. It was a learning experience, but not overly challenging.

Q: With the contract you received from the Secretary of the Navy, and all of the subcontracts, did these smaller businesses get a piece of the action? Were they sustainable?

BEANS: You know, it's a good question. Some small businesses do very well and survive. After my career, when I left the government, I worked for a very good company called Chemonics as a Senior Vice President, and then I moved over to a company called DAI as a Senior Vice President. Both of those companies started out as small businesses with one contract. Now they are huge, extremely successful companies. So, the answer is yes, some small businesses do very well. Some small businesses do extremely well until they graduate. In other words, they get to a certain dollar value, and over a three-year period, they exceed the small business standards, they no longer have that little anchor, and now they're competing with the big boys. Some make it, some don't. It's almost like a mom-and-pop shop competition. Some are good and make it, some are blessed and get that one contract to get them going after they graduate. Others fall by the wayside.

Q: Okay, I didn't mean to go too deeply into it. But if you recall a particular example that would be great.

BEANS: It's a good question and a lot of people don't understand how this all works. So, I'm working for Technology, Economics and Management. I got a call from a gentleman who is running a small company, and he said, "Tim, we're looking for a consultant to go

out to Hawaii, and to work for the Mayor of the City and County of Honolulu. They're putting together technical requirements for a rapid transit system that will run the length of the island. UMTA [Urban and Mass Transit] is giving them $1 billion dollars; Hawaii has to come up with $1.2 billion in tax revenue. UMTA will not give Hawaii the money, unless they have somebody that understands federal government contracting, so that they can follow all the required rules and regulations associated with federal appropriations." And he said, "Would you be interested in doing this?"

Q: So UMTA is a part of, what, Department of Transportation—

BEANS: It was part of Transportation at the time, you're exactly right. I said, "Of course, you know my Peace Corps background, and I love to travel," and I said, "Hawaii sounds pretty cool. I'll give it a try." I went out to Honolulu, they had an engineering department up and running and they were already doing preliminary engineering drawings. They were looking at land takes in the city on how they would implement the project, so it was progressing well. The technical team leading the project was excellent. It was a highly political program: it originally had gone to the governor and the state legislature, and they thought it was too hot politically, because we're talking about a tax increase in Hawaii, which is one of the highest tax states. The legislature kicked it down to the city council, and the city council had nine members and they were going to take the vote on whether they would go forward or not with this particular program. The program continued, with the requirement for three public readings over a two year period. In order to get a final go ahead, the City Council had to get a positive vote on the three public hearings. Going forward with the program, we won the first vote five-to-four, they said yes, "We're going to continue." Second one, five-to-four vote. Again the project was proceeding. The third one, by that time, and I'll tell you what happened to lead to that vote, but the third one, one person changed their vote, and it went five-to-four against, and they killed the train. They killed the billions of federal dollars that would have gone to help build the system. . Now what happened was the Hawaiian people and the government of Hawaii takes the beauty of Oahu very seriously. They don't want to do anything to destroy the natural beauty of Hawaii to disrupt the lifestyle of the people, so the train was kind of controversial to begin with.

They wanted me to take the City Council around the world to see all the different bidders that were bidding on the train. Canada came in with their people mover, Miami has a people mover that goes through the city, they bid on it, and Disneyland with their monorail came in and bid on it. The Japanese came in with their maglev technology, bullet trains; the French had a beautiful system. I took the City Council to all these places to see the actual systems in work, and when everybody came back, everybody wanted the monorail. A slim, sleek beam down the middle of the street, non-obtrusive, doesn't take away from the beauty of Hawaii. Of course, it works out in Disneyland and everything's fine. So, the Fed said, "Okay, what happens if the train breaks down, and we've got handicapped people on the train?" The engineer said, "Well, geez, we drop a rope ladder down and we'd take people out as safely as possible." They said, "No, we've got to have a safer way to get handicapped and disadvantaged people off the train." The engineers started putting a platform off the side of this single beam. Now, if the kids get down and run over to the edge, these things are pretty high up in the air, and fall off the edge, you

better build a wall along the outside so no one can fall off. Now you've got a platform and a wall. By the time the federal regulations for safety came into play, this thing looked like "The Loop" in Chicago, it was not particularly attractive. Going down the middle of Honolulu, it would have blocked off the sun, obviously, you can imagine from a street above. That was all decided after the second reading. So, on the third reading, the city council was souring on the look of the final design "This thing's going to be ugly," "It's going to destroy the beauty of Hawaii," "It will also require increased taxes." The third vote was televised. I'm running back and forth in the background, trying to keep everybody on board for the vote. One of the particular city council members said, "Tim, I can't, in all honesty, tax the people of Hawaii, already one of the most heavily taxed states for this particular thing. I'm changing my vote." The vote came down; you had people in green shirts saying, "Save the train." Then you had people saying, "Stop the train." It was really, really political. But after she did the vote, and it was killed, they approached me and said, "We'd like to hire you for a year to stay around and try to get her to change her vote or get City Council to change their vote." I said, "I don't know who you guys are kidding, but she is now the Robin Hood of Hawaii. She's not going to change her vote; she just got reelected with that vote. So no, I don't think you're going to have much success turning this around."

My present wife and I visit the island at least once a year, we go there often: sometimes twice a year. We've got a warm place in our heart for all the different islands of Hawaii. They are still dealing with the train now, so many years later, without the help of federal money. They're not going to take it down into Waikiki; it's going to be cut much shorter. But the traffic in Hawaii is horrendous, because you've got the mountains in the middle of the island. So, everything grows linearly out, instead of circularly, like in D.C. It's very heavy traffic going in and out, and it's a major problem in Hawaii.

Q: Was there any possibility of an underground or partial underground version?

BEANS: It's a good question, and that question was asked by me and others out there, "Can we go underground?" The problem is Hawaii is a volcanic island, when you start drilling under volcanic rock; it's very, very hard ground to tunnel under. It would have been prohibitively expensive to go that way. But it's a good question. I mean, that would have been the ideal solution.

Q: Now, when was this? It sounds like now you've reached into the '90s?

BEANS: Yes, I'm into the early '90s. I'm probably into '92-94. When I told the mayor why I didn't think I could stay for another year, I didn't think the city council would change their mind. I'm looking for another job, and I heard that USAID was hiring, so I submitted an application to USAID. Believe it or not, there was reluctance to hire someone from the private sector. It was the old concern about the separation of government and the private sector, "Can this guy come in and really represent the government back to industry?" Questions which I understood completely, but I didn't feel there was a problem. I felt I was a better government employee and a better negotiator having been on both sides of the table, because I understood what was going on from the government's point of view and what their responsibilities were, and I understood what was going on in the private sector side. Having been on both sides, I felt that I was even a

better negotiator than I had been after leaving DOD. I went through the interview process, and they decided to offer me a job. I was very, very fortunate to get into USAID.

Q: At the time you were hired, was USAID looking for a particular kind of job. What was that?

BEANS: They hired me as a contract specialist to come in and to negotiate contracts for USAID in the area of International Development, Disaster Relief, whatever they were dealing with around the world. AID had a very broad portfolio: they were working in health, economic growth and development, democracy and governance. They had a particular organization which worked with disaster preparedness training, conflicts around the world. When you get into the agency, you see how big and complex it is. They do a lot of work, and they do a lot of good work around the world. I was being hired to come in as a contract specialist, and to take whatever procurement request I got from Washington and negotiate it, get it going.

Q: A question about the larger context of your early years in USAID. If I recall, you're now in the late 1980s. In Europe, the Berlin Wall is just about to come down, and the fall of communist governments would soon follow. Was USAID already thinking about what kinds of commitments it was going to have in Eastern Europe and the former Soviet Union?

BEANS: Yes, that would fall to the Administrator who dealt very closely with the Secretary of State. I'm now going to jump you forward a little, because I'm thinking in terms of the early '90s, as I'm getting ready to go back into USAID. I was in Hawaii, from '92 to '94. I'm hired by USAID in 1994. By then, USAID was more than thinking about Eastern Europe and the former Soviet Union; USAID was involved in a variety of projects in Eastern Europe. I was thinking the other day when Biden announced $1 billion dollars' worth of humanitarian support for Ukraine. There used to be a very big USAID presence in Ukraine, right before the Russian invasion, I'm sure they had to bug out after the attacks from Russia. It's probably being regionally done out of Poland, or some of the other countries which have a USAID presence. How do they get those contracts negotiated? How do they get the goods and services to the people that need it? These are very major questions that they're dealing with, and I'm sure AID thought about it, the day it was announced, "How are we going to set up to be successful and address the needs of the agency and the people? Do we make sure adequate supply lines are established to allow us to complete what we are trying to accomplish?" So, yes, I'm sure they're thinking about that.

Q: Back to the early to mid '90s—when you were interviewed and hired -- was it specifically for a region or a sector? Or were you going to do just about anything that came across your desk?

BEANS: It's a good question. It could have been for a region, I could have been hired to handle Latin American contracts, I could have been hired to do the Middle East, Southeast Asia. Washington, D.C., you probably know from the State Department, USAID has missions, like embassies, around the world in different countries. Headquarters does a lot of the Washington-centric work. Out of headquarters, they will

do, for example, these very large contracts for a particular sector, let's say, the bird flu, or the flu that just swept the country, we put out a health contract, and we do it competitively. It'll be what's called, we used to call them an indefinite quantity contract; the rest of the government called them indefinite quantity, indefinite delivery, IDIQ contracts. They're just huge contracts that have no money associated with them, companies come in, and they compete to be able to market their goods and services in that particular technical sector. We'll go out on a contract and say, "This contract is going to be worth a total estimated value of half a billion dollars, it's going to cover this technical area," companies submit proposals, and we go through a very strict evaluation of proposals, and make an award in strict accordance with the evaluation criteria. Then we award contracts to four or five companies that then can win task orders around the world. The missions can write an individual task order under this umbrella IDIQ so the missions don't have to do the work on their own.. They can say, "I'm going to ride the big contract out of Washington," and they'll do a task order against the big contract in Washington. I was hired to come into Washington, and I don't even remember whether they said, "You're covering a particular geographic area," it seems to me like I was doing whatever came across my desk. Although, I believe I did a lot of work supporting the West Bank/Gaza program.

Q: Let's take a moment to examine the process. Let's say you have $500 million to conduct a medicine or health-related project in Africa. You have distribution, training, issues of sustainability, etc. You request bids and eventually Mercy Corps or CARE, or one of the very large humanitarian NGOs wins the contract. But then, they turn around and hire smaller companies in each of the countries, or in each of the regions, to actually do the work.

BEANS: They do. That's exactly what happens.

Q: So, you as a contract officer, have to follow that each of the levels are on track from initial contractor to all the subcontractor? Is that the general way it occurs?

BEANS: In some ways you are correct. But often I have no privy of contract with individual subcontracts. We hold the prime contractor responsible for delivering the requirements of the contract. I can review the qualifications of the proposed subcontracts and approve them but the prime is held responsible for the results we are seeking.

What happens is, when I do a big basic contract, let's say I'm now a contracting officer in the West Bank, Gaza, and like the example that you just gave, I am working with a team of very talented technical officers that are health officers that know what they're doing. They're pretty tied into what's going on in the West Bank, Gaza, they know that CARE is working there, they know that all the different organizations which do this kind of work are there, and they're pretty much keeping up with what everyone is doing. No organization, I don't care whether it's USAID, State Department or any other federal agency, can take care of all the needs out there. There are so many needs it can occasionally be overwhelming. What you try to do is to see what they're covering, and if they're addressing a particular need, and they say, "Look, they seem to have this down pretty good. We don't need to concentrate our efforts there, we can get more bang for our buck by concentrating over here." It's almost like a mosaic, and you're putting pieces on

saying, “How can we best serve the people that are out there with certain things that are already being covered?” There’s cooperation between USAID and other agencies, we’ll get together and talk to them about what their plans are. At the mission, they’ve now got a Country Development Cooperation Strategy that they work out with the host government. The host government will know who’s asked for permission to work in the country and where they’re going. The example you used, if they’re distributing malaria drugs, here and there, they’ve got somebody to deliver the drugs, but they don’t have a facility where people can go get the shots. So, AID says, “I’ll tell you what, we’ll build some health clinics, and we’ll fully stock it, you can then have the people come there, you’ve already got the Malaria pills, there’s a place to distribute that.” Somebody else will come in and say, “We’ll work on transportation to get the people from rural areas in to get the pills.” It’s almost like a football game plan to try to cover all the particular things to the best of your ability to make sure that you’re meeting the needs of the people. But one thing that dominates everything the USAID does is, are taxpayer dollars producing the results we expected.

When you see it done well, it’s really, really beautiful. When it works out, and you start saying we’re really having an impact. All these companies coming together and working in unison, it’s really, really having a big impact on the people that need it. And we’re servicing taxpayers by making sure that the money is well spent. It’s a really good, satisfying feeling. I loved my work at DOD, I thought I was doing critically important work. You’re buying weapon systems to help protect the military, and our country. When I moved to USAID, it was a slightly different feeling. I felt good about DOD, I felt very good about USAID because of their mission of going out and helping people, and I felt that I was helping those less fortunate than myself. Having lived in different countries that we’ll talk about when I leave Washington, I could see it in Venezuela, I could see it in Puerto Rico, that there are needs out there that the U.S. can step in and be a big contributor to help alleviate. In the meantime, while doing that, we are hopefully improving economic development within a country, so U.S. companies can sell their goods and services to that country and people can afford to buy them. It’s helping in many different ways, and it’s very pleasing to me to be able to see it and be a small part of it.

Q: You start in the early to mid ‘90s. At that moment, because of all of the history that’s going on, do you have a recollection of an individual activity that was particularly noteworthy or really demonstrates the kind of thing that you did, all the way through down to the beneficiary level?

BEANS: It’s a great question, and it’s something that, I think, led me to what I’m going to tell you in the next story. When you’re working in Washington, and probably the same as State Department, there’s a different feel when you’re at headquarters at state, and headquarters at USAID, than when you’re out in an individual country, or you’re working with the local people. In the field, they always say, “Well, Washington is a hardship post,” for a number of reasons. First of all, when you’re out in the field, your housing is provided for, it’s easier to save money. Some countries are less expensive than here in Washington. When you come back to Washington, you’re on your own. You have to rent a place and or move into a home you already own. So that’s one reason they allude to it

as a hardship post. When you're back in Washington, the example that I gave you for an IDIQ contract where I set up this big mechanism to service the world, I don't see the individual actions going on. I'm setting up these large umbrella IDIQ contracts, and I know it's doing well in missions around the world. But if I stayed in Washington for my entire career, I really wouldn't get to see the positive results on the ground—which is why I hadn't been in Washington long. My boss at the time, Fred Will, really a great guy, comes in and closes my door, and he says, "Tim, can I tell you something? The action isn't here in Washington, the real good times, and the real enjoyment, are out in the missions where you're working with people, and you're getting to see the results of what you're doing on the ground and directly helping people. If I were you, I'd think about going out as a Foreign Service Officer." Now, you and I both know, it's rather difficult to change federal status. I mean, it's not overly challenging, but there are a lot of loops, you have to jump through to get to be a Foreign Service Officer. Except for at the time, contracting officers were a huge shortage category—they could not find enough government contracting officers around the world that were trained to do this work. It's a much nuanced specialty and it's a personal shortage area. It's been a shortage area since I came into the government. So, it was fairly easy for me to go down and say, "I'm GS [General Services], but I would like to be FS [Foreign Services]." They started doing the paperwork; it didn't take them that long. They said, "Okay, we're going to send you overseas as a Foreign Service Officer, non-tenure for three years until you prove that you've got what it takes to become a tenured officer. If you become tenured, then you're a Foreign Service officer going forward."

Q: And so here, one more question: contract officers in the Foreign Service, as I understand it, are specialists.

BEANS: They are, they're contract specialists. If you're talented enough and they feel that they can trust you, you're given what's called a warrant, where the government warrants you the ability to bind the federal government with your signature. Warrants can be from simplified acquisition level, which can be down to $250,000; they can be set at $1 million, $5 million, $10 million. For the really good contracting officers, they get what's called an unlimited warrant, where they can bind the government for any amount of money. They're trained enough to know how to read a contract to make sure that the price is fair and reasonable, that all the appropriate clauses are there. It is a specialty.

Q: But the reason I asked that is, if you enter as a Contracts Officer, are you also able, under foreign service regulations, to serve in a different cone?

BEANS: The answer to that is yes, you are. You can be a contracting officer and you come up and you perform at such a level where your peers, your other foreign service officers that are Minister Counselors, look at your behavior and the way you've worked over the years, and they say, "This person is able to move beyond contracts to a senior management position, they've got the talent to make that jump." It's a little harder when you get up to the top levels to switch from, for example, a Contracting Officer to a Controller. You could learn that, but you're going to fall back and come back up. But in senior management, if you're working at the Deputy Assistant Administrator level or something, you could go from contracts, and I think you are going to see that when we talk more about how that happens. The answer is yes, you can do that.

Q: So, to return to the beginning of your work for USAID, we're in 1994-95. Did you spend a lot of time learning the ropes in Washington, or did they send you out to overseas missions right away?

BEANS: I worked in Washington for a number of years before Fred Will came in and said, "Go overseas," and so I applied in the contract cone. It was easy for them to switch me from GS to FS.

Q: Okay. Now, there's one other little detail about the '90s in USAID, which is the reduction in force. How did that affect you, if at all?

BEANS: It didn't affect me, at all, and didn't affect contracts, because we were so short of people at the time. It was, as you would imagine, anytime you get a reduction in force at a government agency, it's very depressing. A lot of good people went out the door, very talented people. Nobody wants to go through that. But you're right, it was a difficult time. I almost felt immune to it because they couldn't let contracting officers go. They were saying we're 75 COs short to meet our needs around the world. They were constantly trying to recruit; there was a constant open recruitment for COs. So, they did not, fortunately, feel the wrath of the RIF [reduction in force] as bad as some of the technical cones did.

Q: By the 1990s USAID was moving away from large infrastructure projects. How did that affect your work?

BEANS: Well, I certainly was aware of it. I was certainly aware of the fact that USAID was moving away from large construction projects, for example. That held true until my second post, and when I got to the West Bank, Gaza, a lot of it was construction contracting, which I had not seen before. The big issue in the Middle East between Israel and the Palestinians is not oil, its water. They all sit over the same aquifer. The Israelis want to make sure they maintain that, and the Palestinians are always asking to drill more wells, because it's very arid, coastal dry, and sandy. That's one of the big disputes between the two. I did get into construction contracting, drilling wells, they were looking at putting in a desalinization plant in the West Bank, because of the water situation. For the first time, I started getting back into it, and why? It was because the West Bank/Gaza Mission was one of the only missions which had trained engineers. During one of the RIFs you referred to, USAID let a large number of the engineering corps go, it was decimated. But there were still a few places in the world where they were doing construction, mostly in the Middle East. All of our top engineers that did not get riffed were there. You would not find it in Latin America, you probably wouldn't find it in Southeast Asia, you wouldn't find it in Eastern Europe. The Middle East was the only place where we still had a cadre of very talented engineers, and so we could do that kind of work.

Q: Okay, I realize I've taken you a little too far ahead with this question. So, let's go back to your entry and early assignments.

BEANS: Okay. I have applied to become a Foreign Service officer, and I get notification from HR that you've been accepted. Okay. And of course, as you know, or as people that

have dealt with this for a while know, on your first assignment, you don't bid. You are placed somewhere on your first assignment. They said, "Tim, you are going to Honduras, as the Senior Contracting Officer in Honduras." Before that happened, I had been divorced from my first wife. I married my second wife, Anjuna, and she and I were now a couple going together. So, I said, "Anjuna, we're going to Honduras." Both of us were on board, she had traveled throughout the world and we got on a plane, and we arrived in Tegucigalpa. Before we left they sent me back to the Foreign Language Institute for twelve weeks of Spanish training. I went in and I started going through the class, and I still had some Spanish from the Peace Corps. I loved the training. I had been there four weeks, and like, I told you, the COs are so short overseas, they came in and said, "Tim, you're at a 2-2, you're ready to go." I said, "No, I want to be at a 3-3, I'm going to be dealing with ministers in the Honduran government." They said, "We need COs in the field now, you're ready to go." And so, I had four weeks of training instead of twelve, and I flew out. My Spanish was pretty good.

Q: Was there any other training or consultations before you went out?

BEANS: It's an excellent question, it's a relevant question. I'm afraid my answer is not going to be as good as I'd like it to be. There was cross cultural training during the language training, all the teachers were from Peru, Colombia and Ecuador and from other different countries so that you got used to the different accents. We would have brief discussions on what to expect when we got in country. I did not feel when I went through it, I'm sure that they probably improved it since then, but I did not feel that I got a lot of training as to what to expect when I hit the mission. I got on a plane, I went down to Honduras. I'm arriving very confident, I can speak some Spanish, never been to Honduras, certainly confident about my contracting skills. I didn't really know, and I didn't think the training was that adequate in '95 to tell us what to expect when you walk into your first mission. Even what to expect when I hit country, what my relationship is with the mission director, the Ambassador: all of that was learning on the fly.

Q: At this point, as you prepare to go out, it's just you and your new wife. Your kids are grown and moving on to their university or professional life?

BEANS: Both boys were grown; they both had graduated from college. Jason went to Boston College and Eric went to Virginia Tech. Jason and his wife, Kim, started a very successful company in Chicago called Rising Medical Solutions. They are doing quite well. Better than their day ever did. Eric started a company called Texting Base and recently sold it to a larger company out in California. He is working on starting another company. Neither boy followed their dad into government work.

So Anjuna and I pack up all our things and send them on to Honduras. She and I were excited to see our new post and start our Foreign Service adventure.

Q: Just take a moment to put us in the timeline. When does this particular aspect of the job supporting the Israel-Palestinian agreements begin?

BEANS: Very good question. I joined USAID in 1994. I was stationed just outside of Washington D.C., in Rosslyn, Va. The procurement office was not downtown at the time. I just worked on actions, constantly stayed in the office. This is at a time when my boss, Fred Will, came in, closed the door, and basically said, "Tim, you know, the real action is overseas, at the missions. Getting out, seeing what you're doing, being able to visit the sites, and seeing implementation on the ground and people actually being helped. That's where the action is. Sitting back here in an office, you don't get a feel for what we're really doing at USAID. You should think about becoming a Foreign Service Officer." I think in the last interview, I told you that I had applied. It was easier at that time to go from GS to FS, particularly in the area of contracts, because they were so short of Contracting Officers. I was accepted, they went through all the paperwork. In 1995, I was assigned for my first overseas assignment as a Contracting Officer to support the mission in Honduras. That's about where we left off the last interview.

Q: Yeah, yeah. It's interesting that they decided to move you away from the work required for the Oslo Peace Process, since it was getting underway just as you started and needed a lot of attention, both from Washington and the field.

BEANS: Okay, that's a really good point. I think this emphasizes the difficulty USAID had at filling Contracting Officer positions overseas. When I became Deputy Director of Procurement in Washington, one of my responsibilities was to fill the procurement positions that are requested for missions around the world. I was constantly dealing with many more requests than I had Contracting Officers. It was a balancing act of trying to move things around, and how do I regionally cover missions that want a CO and need a CO, and I don't have the talent to put them there. That's probably why they sent me overseas, there was such a shortage of Contracting Officers in the field. So, I went to my first assignment in Tegucigalpa, Honduras. I went to language training first. And because I had been a volunteer in Venezuela, and I spoke Spanish, it came back to me fairly quickly. I was supposed to be there for sixteen weeks of Spanish. I think after four weeks, they said, "You're good enough, go in." I said, "No, I've got a lot of work to do." And they said, "We need you in the field right away." Again, this shows how the shortage was really affecting the agency. So I went in country, to my new post. It's very exciting to go into your first overseas post and try to figure out how things work. I told you, I felt very strong as a Contracting Officer coming in, I knew how AID worked. I knew all the rules and regulations, but I had never been on a mission. So, I went out to the mission, I met my staff, including all the FSNs [Foreign Service Nationals] that were really good and quite talented. They had already served with a number of COs before me. One of the things that you learn when you're a Contracting Officer is there is a different level of expertise with each CO. You find some are really good at some things; some aren't particularly strong in other areas. The FSNs deal with the various Foreign Service Officers, and they learn what's going on, who's strong, who's not. They pick up a lot of things that maybe you don't know when you come in. I was blessed with a really strong staff down in Honduras. I am still close to many of them so many years after leaving.

I taught a number of USAID procurement courses after I retired. I would tell the class, the FSNs at Honduras trained me on how to be a good Foreign Service Contracting Officer. And they said, "What do you mean, they trained you?" I said, "I came in

knowing the rules and regulations. I could quote the regulations; I knew this and that. They came into my office and said 'Tim, the Mission Director wants you to move actions as fast as possible. Whatever it is that we're trying to do to help the people on the ground and Honduras, the sooner that we implement a contract, and they can get a team in on the ground doing work, the sooner the people of Honduras get what they need.' I thought about it, and I said, 'Wow, I can do that, I can move things quickly.'" So, we set up a little team on how we were going to do it. I moved the FSNs around to where I felt it was the best fit for what we were doing from the different offices. Things started moving very rapidly, and I felt we had a really strong procurement team down in Honduras. Tegucigalpa was the capital of Honduras. My wife would call it a pueblito, it was a small town. At the time they had grocery stores, but none were fully stocked. We'd invite you over for dinner, for example, she would say "I have to go foraging for food," because she'd have to go to each one of the places to get what she needed. No one store would have everything she needed. So, it was an interesting time for us. We had a nice little place on a hill overlooking the city, and I had three wonderful years there. My staff was amazing and life was good. I had one more year to go in Honduras, when I got a call from Mark Stevens, who was the head of contracts back in Washington. He said, "Tim, we need you to move out to the West Bank, Gaza, and take over that program." I said, "Mark, I've still got a year to go here, I haven't bid or anything." And he said, "You told us when you signed up, you said 'I would be willing to serve wherever needed.'" And I said, "I did say that. When do you want me out there?" He said, "We'd like you out there very quickly." So, I packed up all of our stuff, got the movers in, shipped everything to the West Bank, and went back to Washington to coordinate with them for a brief stay. Then I flew out to Tel Aviv to start my four years out in West Bank, Gaza.

Q: Now, just a quick question. It's interesting that they placed you in Tel Aviv, even though Jerusalem would have been much closer to the West Bank.

BEANS: Correct. And that's one of the things that were probably, from a Foreign Service point of view, the most interesting mission that I've ever worked at. As you know, the Israelis wanted the embassy to be in Jerusalem, which under Trump, they finally made happen. All other presidents prior to Trump didn't do that, because there was such a dispute about Jerusalem: West Jerusalem and East Jerusalem. The Palestinians wanted West Jerusalem to be their capital. So, it was very controversial, the move back there, although it was very supported by the Israelis, they wanted the embassy there, and of course, they wanted the West Bank. Jerusalem was always left undecided because it was critical to a potential two state solution.When I got out to the West Bank program, one of the reasons they put me there was in Honduras, I had a portfolio that amounted to under $30 million. When they called me to go to the West Bank, they said, "Tim, they've got an OYB [Operating Year Budget] of—" I remember, it was either $75 or $100 million a year. Plus, they had just gotten a $400 million supplemental from Congress to support the peace process that was trying to take place. So, we were looking at the $500 million and no CO out there. When I arrived at the post, there was one contract specialist in the office. I had left four back in Honduras, with $25 million. So, I basically had to hire up and train up a whole staff to handle that kind of money. I was also looking at different kinds of procurement. It was the first time I'd gotten into major construction contracts. The Palestinians, one of the big things they wanted were wells; they wanted access to

clean water. And that was a big, big issue out there, bigger than oil. There's a large aquifer that sits under Israel, and the West Bank and Gaza, and they all have to extract water from that same water supply. The Israelis were very reluctant to allow the Palestinians to just drill, because it took away the water from them. You had to get permits; it took a long time to get the approval to drill a well. But that's what we were doing. We were doing wells and we were doing roads. While I was in the West Bank, Gaza, the Second Intifada started. So, you had numerous attacks, Palestinians would occasionally bomb buses and things like this. It was a very tense time to live there, because of what was going on, attacks going on constantly. There was frustration on the part of the Palestinians that wanted their own state to be an independent country. Many Israelis believed that they would never have peace, unless the Palestinians had a place they could call their own, a home they could call their own. There were many Israelis that were pushing for Palestine to have a separate country. There were others that said, "No, it'll never work." Within Israel, there was a constant debate about how things should work. But it was a very interesting time out there.

Jerusalem is one of the great cities of the world. Having traveled, I've been to seventy different countries, Jerusalem is special. You really feel the history and culture of the region. You go into the Arab Quarter, and you've got all the spices, and everything set up and you get the sounds and the smell, and you work your way through. And then all of a sudden, within a very short distance, it changes quickly, and you get a completely different feel: you're now in the Jewish Quarter. You walk a short way, and you come out. There's the Wailing Wall, one of the most historic, religious sites for the Jewish people. While you're there at the Wailing Wall and you're thinking, "This is magnificent," you look up at the top, and there's the Dome of the Rock, which is the third holiest site for Muslims. And you say, "I see why this is a rather complex situation to deal with." It really was an interesting time.

The Mission Director there started bringing me into some of the meetings with the senior Israeli people for different kinds of procurements. I got to meet [former President of Palestine] Yasser Arafat, and [Palestinian diplomat] Saeb Erekat, and the negotiator for the Palestinians. I started becoming involved in both sides. As a Contracting Officer, instead of just sitting and pushing contracts out, I started getting a little feel for what it's like to be a more senior USAID official and work with the State Department, and other agencies. This was really a growth period for me, during those four years. I thought we did a great job. When I first got there, I inherited the contracts that were left by the former Contracting Officer. Very good Contracting Officer, but I saw some vulnerabilities that concerned me, I was afraid that a couple of things that were done should be changed to decrease vulnerabilities for the mission. So, I went to the Mission Director and said, "Look, I'm going to renegotiate these contracts and get them back in proper shape." He said, "No, I liked the way the other guy did it. Just keep things moving." And I said, "I think we are vulnerable if the IG [Inspector General] comes in here, I think we've got some problems. Let me do this. It'll be fine." He wasn't sure. He said, "I'm not sure this guy knows what he's doing." I notified the IG that I saw some problems that I was addressing. So, the IG put a team together to come in. In the meantime, he went to Washington and said, "I'm not sure Tim's doing the right thing." They sent a team out from Washington. They all came in, and the team from Washington looked at the

contracts. They agreed with me that they should be changed, that there were some serious contractual vulnerabilities. The IG team came in and wrote a large report saying, "We would have hit the mission up for some glaring flaws, if it hadn't been changed and renegotiated before we arrived. But the CO found them and corrected them, so everything's okay." So, the mission director all of a sudden said, "Whoa, this guy knows what he's doing." And from then on, I got a lot more leeway as a CO within the mission for the four years that I was there. It worked out really well. I developed a really good staff, probably one of the best staff that I have worked with since I've been with USAID.

Q: You were then located in Tel Aviv?

BEANS: In Tel Aviv, that's correct. If I wanted to go to the West Bank, or I wanted to go to Gaza (Gaza was more difficult to get into), we had to get permission from the Israelis. You would wake up on the morning that you finally got permission to go in, and you'd have a notice saying, "We've gotten the word that there's a potential attack today. The visit is canceled." It was always iffy as to when you would get in. But when you would get in, it was always interesting to go in and actually see the projects that you're working on.

I remember when you're doing fixed price contracts, you negotiate a contract, you try to get the fairest price, where the contractor can make money if they do a good job, and they're diligent and manage money well, and you protect both sides. We went out and we had the Mission Director, State Department people, the technical team, everybody came out to the site to celebrate the beginning of drilling the wells. All the required pipes were there and they began to break ground and begin work. I think somebody, even from Washington, one of the AAs [Administrative Assistant] came out and we had a big celebration, and then went home. The next day, I got a call saying, "Last night there was a firefight between the Israelis and the Palestinians. Tim you got to come out and see this, all the pipes have holes in them from the shooting." When I see the construction site, the pipes resemble Swiss cheese. I am immediately faced with a force majeure [frees both parties from a contract if an event prevents one of the parties from performing by an "act of God"]. It was not the fault of the contractors, just a fight between two competing armies. We have to repurchase the pipes, which was a legitimate cost. But that was fairly normal in that particular area. We'd do work, we'd be so proud, it would look good. Then something would happen through no fault of anybody, and we'd have to redo it or improve it.

While I was out there, Yasser Arafat had a ceremony in Bethlehem called Bethlehem 2000. A number of Heads of State came in from around the world for this ceremony. It was during Christmas time. One of the things that they wanted to do was to improve the roads into Bethlehem. So, one of the projects we had was a road building project for that particular area. We went in and if you've ever been out to Israel, when you get near Jerusalem, and you get near Bethlehem, there are a lot of hills. So, you're building roads along the side of the hills in fairly challenging conditions. And we did, and they pulled it off and Bethlehem 2000 went very well. After that, the Israelis were concerned that something bad was happening in that area, so they sent some small tanks in. The tanks went on these roads, and the roads collapsed and gave way. So, we had to go back and

redo all the roads again. That was something that was fairly typical of working in the West Bank: you're always trying to either make sure things were really done right or going in and improving them if something bad happened. But it was a wonderful time for me personally. The Second Intifada continued the whole time that I was living there. While I was there, I got a Superior Honors Award for my support for the Middle East Peace Process, doing the contracting work and things that the agency felt contributed to the peace process. I was in my fourth year, and I got a call from Washington. The head of contracts wanted to interview me for the Deputy Director position in the Office of Acquisition and Assistance in Washington. So, I did a phone interview with him, and I told him what I would do if I was supporting him in Washington, and how I looked at the job and. Lo and behold, he called and said, "You've been selected. You are to move back to Washington as the Deputy Director." Now it's my second mission, I have not ever bid on a post yet. I'm just being moved around the chessboard.

I moved back to Washington. I made good friends on both sides. It was a fantastic four year assignment. When I arrived at my new job as the Deputy Director of Contracts, I was immediately fully employed. One of the big responsibilities of the deputy director is you're responsible for the placement of Contracting Officers in all the missions around the world. I had about, at the time, 110 to 115 Contracting Officers that I could place around the world. I had 160 requests for Contracting Officers from various missions. I cannot make everyone happy, and I like to make people happy. So, that was very challenging. We started looking at doing regional work, where a larger mission with some really good COs and a good staff, were told, "Not only will you cover, hypothetically, Egypt, but we'd also like you to cover Lebanon, which we couldn't put a Contracting Officer in for security reasons. We started dividing the world up that way, from a regional point of view, where the strong missions could support smaller missions, and make sure that they got their work done. It was a balancing act which continues even now.

I was the Deputy Director in the Office of Procurement from 2001 till 2002. Not very long, about seven to eight months. And Mark Ward, who was at the time the Director of Procurement, got an assignment overseas, I believe, as a Mission Director. He had come from General Counsel, every person that had been the Head of Contracts, at least recently, had always been a lawyer that had come from General Council; they moved them into the head contracting job. Lawyers, of course, understand contracts, but they prefer lawyers to Contracting Officers. So, I moved in and acted while he was gone. The staff in Washington wrote a letter to the Administrator and said, "Please consider Tim for the Director of Acquisition and Assistance job." The decision was made that I would be the Director of Contracts. Professionally, that was probably the biggest growth period of my career, because it was such a big job. You had a huge staff in Washington, you had all the overseas COs you had to oversee, and you had to obligate huge sums of appropriated dollars by certain dates. The Office of OAA also was responsible for procurement policy, and of course, that's a big job also. It was the first time I had to put a team together, and I went out and got an incredible group of people to support me. Some of them were already in the job, of course, and I had to win them over, they were directors of particular technical areas. I hired a guy named Jeff Bell as my deputy, who was a superstar. Jeff and I basically worked together and ran the office.

Let me jump back. Andrew Natsios was the administrator for USAID. He was a very intelligent guy. He had come out of the Big Dig in Boston, with Andy Card. Andy was at the White House with the President, and Andrew was at USAID as the Administrator. I really looked up to Andrew. Politically, we were from different points of view, but I said, "This guy's very intelligent. He cares about USAID." When he came in, he started doing a lot of public speaking. And it was, "USAID is broken, nothing works, it's dysfunctional." It was basically a canned speech. At the time that he made it, it was probably true; we had a lot of problems. But as a result of him coming in, and his sincere desire to see the agency run more efficiently, it motivated me to say, "What can I do to improve the OAA?" And I said, one of the things I want to do is find out how we're doing as a contract unit. So, I started meeting with the Professional Services Council in Washington, which dealt with contractors. I started dealing with InterAction, and Inside NGO; I went to SID [Society for International Development] and started speaking at their meetings. I started doing a lot of public outreach to find out where we were doing a good job, and where they were having problems with our policies. One of the big complaints was with Indefinite Quantity Contracts [IQC], which was one of the big things we did in the procurement area, and you're going to see that plays a big role. We had these Indefinite Quantity contracts, which everyone else in the government called Indefinite Delivery, Indefinite Quantity [IDIQs]. We eventually changed and got in line with the other agencies and changed the name. But at the time, these contracts were basically big contracts covering large areas of health, economic growth; democracy and governance, disaster preparedness, etc. They were full and open competition where everyone competed for them. We usually would select, depending on the complexity and the dollar value, three or four contractors with the appropriate skill and management set, and award them a contract. They would then be the only pre-qualified contractors that could bid on all future task orders. The basic contract to the selected contractors had no money but established a big umbrella contract for all future competition.

Q: So theoretically, these large contractors could be doing programs anywhere in AIDs world, at any of the missions.

BEANS: That is exactly right, and a very good point, they would compete for task orders at any mission that wanted to do that kind of work throughout the world. The missions could say, "I would like to ride that big contract in Washington. And I would like to do a contract here at my mission for exactly what is covered under the basic contract." All four of them would compete for that particular piece of work at that mission, and whoever won would begin work at the winning mission. Now, if a company came out and won two task orders in a row, where they've got to get Chief of Party and a whole staff out, gear up and rent the office space that they need, buy cars, living quarters, and all the materials they need to do the job, they may be so busy they choose not to bid on the next task order. So, it worked out really well as the work moved around. I had been in the job about a year and people started coming to me and saying, "Well, we've got to redo this IDIQ." And I'd say, "Well, why do we need to redo the IDIQ? How old is it?" They said, "It's two-and-a-half years old." I said, "It's a five-year contract." They said, "We've hit the ceiling." The contract was originally written as a guesstimate of $200 million. And within two years, they hit the ceiling. So I said, "Well, who sets the ceilings?" They said, "We do." And I said, "All right, I want all the ceilings set at $2 billion or more going

forward." They said, "We're not going to spend two billion dollars on any IDIQ." I said, "We don't have to. It is only a guess as to how much we could potentially spend. It's just that we don't know what's going to happen. We don't know if a war is going to come up. We don't know if we're going to need these things in future emergencies." So, we immediately raised the ceilings of all the new IQC [Indefinite Quantity Contracts] contracts that we did, which in a few years really paid off big time when the wars in Iraq and Afghanistan started.

Q: So take a moment here. Can you describe what an example is? I can more or less understand the legal description that you've just made. But how does it play out in the field?

BEANS: Okay. You mean the actual contract, or?

Q: Yeah, how, let's say, you mentioned delivery of health support goods, training health workers, or delivering relief supplies to relieve a certain illness? How would that work under the new contracting system that you had—

BEANS: The IDIQs were written very broadly, to cover health that it would give you a litany of things that could be covered under that contract. If hypothetically, and this happened later on in my career in Vietnam, when Avian Influenza came, and Vietnam registered the first death from a transfer of a disease from an animal to a human, USAID began working under one of the big IDIQ contracts with the CDC [Center for Disease Control and Prevention], and went into the villages in Vietnam to investigate what's going on, to try to understand the H5N1 infection that was starting to spread in the bird population. Like the COVID scare that just swept the world, all kinds of medical things could come up. They could go in and set up medical clinics in Africa, to try to address malaria. Under that contract, contractors could bring in netting and different things that would help the native population avoid getting malaria. Infectious diseases are all over the world. Dengue fever in South America was a big issue. Under that contract, we could send teams in to look at Dengue, and how do we best address it? And what do we do to help stop the spread? We would sometimes work with the CDC and other medical organizations, depending upon the severity of what was going on, to try to go in and figure out how to do it, and is this really dangerous? But I remember, for the Avian Influenza, I went out with a guy named Dennis Carroll from the CDC who investigated these types of things. He was a great guy and a super talent. We went to the village where the individual died. It was still unknown how the villager caught the disease and died. We're walking around the village, and I said to Dennis, "Any ideas what I can do to be careful and not catch this thing?" Because I was nervous in Vietnam, that the houses where we were investigating were built on stilts, they were off the ground. You had a small set of steps going up, and people slept in rooms above the ground. But chickens were running around all over the place and birds were everywhere. And Dennis said, "Yeah, don't breathe deeply." I feel much better now.

So, it was that kind of work overseas that you would get involved in. But what are the advantages to the IDIQ? I wanted to know how we could make it easier for the contractors to respond to solicitations quickly so we could obligate money in a timely

manner. As I mentioned earlier, I met frequently with the contracting community to see how we were doing and what we could do better. During one of these meetings, they were complaining about the IDIQs. And I said, “I thought you guys loved them.” They said, “Well, the problem is, you’ve got fifteen different types of IDIQs, different pricing mechanisms, all these different financial requirements. It’s very hard for us to turn a proposal around in thirty days. Depending on what comes out, we may have to redo our whole pricing system to meet the changing requirements.” So, I went back and met with my staff, and I said, “Why do we have fifteen different types of IDIQs?” They said, "The independence of the Contracting Officer. They could do whatever they think is best and whatever they want." And I said, “Look, nobody in this organization is going to argue for the independence of the CO more than me, if it makes sense. If we’re trying to move a lot of money, and we don’t have enough staff to do it, and we’re increasing the ceilings on the IDIQ so that we can do larger contracts, then why don’t we simplify the way we do this? Let’s pick out two strong IDIQ formats, and that’s all we’ll have, so the industry can have their system set up, and they can turn around and respond faster.” Well, that was very well received in the industry, they said, “That really helps us tremendously.” The ceiling increase helped them tremendously. We simplified and standardized a lot of the way we did business. That was one of the things I wanted to do. Basically, trying to help Andrew Natsios, who wanted to improve the functioning of the agency. I was listening to his speeches and saying, “We’re going to improve the contracting function, so that we can contribute to a much better public perception of the agency, by the outside.” Andrew asked me, this is one of the biggest professional growths in my career, he said, “Tim, I’m making an all hands address on Monday. I’d like you to come up and make a speech from a Contracts point of view of what’s going on.”

So, Andrew got up, and he made the same speech, “It’s broken, nothing works.” I admired him so much. But I honestly felt he was not aware of how his pushing the agency was beginning to pay huge results. And I follow him as the second speaker. I came up and I said, (and this is from memory, but it was such a major thing in my life that I could almost go back to that day) “The Administrator’s correct. We have had a lot of problems and the agency has been viewed poorly by the public. But as a result of his leadership, we have begun changing things, and making improvements, in Contracts.” Then, I went through a litany of things that we have changed and how the industry had really liked them. And I said, “We are making the improvements that Andrew said are needed. I’m very proud of what we’re doing in contracts. We’re supporting the Administrator’s vision and producing good results.” After that speech, everyone started coming up to me and, “Oh, Tim, it’s so good to hear something good about our agency,” and shaking my hand. I get in the car, and I’m driving down Constitution Avenue towards Rosslyn on cloud nine and the phone rings. It’s Andrew’s secretary, and she says, “He wants you in his office immediately.” So, I took a turn at the State Department, turned around, and went back to the office. I went up to his office, and his secretary said, “He’s waiting for you.” I opened the door and he’s got two chairs in the middle of the room. His backs to me, but I can see his arms are crossed, and his legs are crossed. I knew he was upset, and I had to make an immediate decision at that point in time. I said you go in and apologize and you grovel, or do you speak truth to power? And I went in, and I said, “Look, Andrew, I realize I work for you, and if you give me an hour to tell you where I think you’re screwing up, I will give you my resignation.” And then he said, “Sit down.”

I said "Look, you've been here two years. You came into the agency and pointed out problems and concerns you had. We've got problems, I get it. But you have been here almost two years and you are making the same canned speech. Why do we even need you? My concern is you are not seeing the improvements the agency is making as a result of your motivation and leadership, we're actually making changes; you've motivated us to do this and that," and I go into detail about what my shop has been doing. He says, "Go ahead," and I went ahead, and I told him, "You know, I think we're doing great jobs, you're not recognizing what we're accomplishing, or what you are motivating the agency to accomplish. Talk to the private sector, they're getting it, they're really happy. Our status among the contractors has gone through the roof." We had a very candid conversation about it. I don't know how long it went, I think maybe an hour in retrospect, but it seemed to me like hours, because it was a tense and candid conversation. When I got up, I said, "Do you want my resignation?" And he said, "No, but don't ever embarrass me in a public situation again." I said to him, "I'll never forget it." I said, "Well, then clear your speeches with me before you go on!" And it was the first time in the whole meeting that a little smile came on his face. He said, "Get out of here." And I said, "Okay," and I walked out, and I went home very subdued. When I got home, my wife said, "How did it go?" And I said, "I just may have lost my job. But I think I did the right thing. I told him what was really going on; I don't think anybody tells him what's really happening." She goes, "Well, if you think you did the right thing then don't worry about it, you just be happy with yourself."

I came in the next day, not knowing what was going to happen. There's a note on my desk saying, "Andrew wants you in his nine o'clock meeting." Every day that he didn't have a speaking engagement, or was on the Hill, or with the National Security Council or something, he'd have a nine o'clock meeting with all of the political appointees, all the AAs that had been approved by Congress for the various major positions in the agency. I came in and I sat down in the meeting. I was not political, obviously, and he said, "Tim is going to be sitting in our meetings from now on. All of the work we do in this agency goes to his office; everything we do has to go out as a Contract, Grant or Cooperative Agreement. He's critically important to this agency, so he's going to be sitting in these meetings." This really lifted the status of Contracts in the agency tremendously.

Q: A technical question. The changes you made to reduce red tape, making it easier for companies to bid and win contracts. Were there vulnerabilities to the approach that you found as you went along?

BEANS: It's a very good question. When I think about it, I think I decreased vulnerabilities as well. When you've got Contracting Officers out in the field, writing new IDIQs that had never been seen, because they have the authority to do that as Cos, you don't know what is being put on the street. What I found was a lot of the COs would know Contracting Officers that were well respected, and they'd call and say, "I'm doing this contract, you have some language," and they would send language in. It would be good language; it would be excellent language for a particular type of contract. They would try to shoehorn it in, and it reads really well, but there were potential conflicts with the type of contract they were writing, but the language was beautiful. I started going around visiting missions, and I went to, hypothetically, Egypt, and I read a particular

contract, and I went down to Bogota, Colombia, and I read a contract, and I couldn't tell the contracts were from the same agents. Some of them were radically different. I felt that was a vulnerability to us. So I said, "We're going to simplify, we're going to standardize the way we do business. Policy started sending out information; our contracts will look like this. Here's how they have to be done. Here are the terms and conditions that go with every cost type contract with every fixed price tag contract." I think we started decreasing vulnerabilities as opposed to increasing vulnerabilities. Not only that, but it made it easier and faster for CO's to make important awards.

Q: Another question on process. How did you ensure that the contract elements you oversaw did not conflict with or duplicate other activities in USAID or those undertaken by other agencies.

BEANS: Very good point. Basically, I don't initiate a procurement request. USAID is a very large organization. It's got many different offices, usually divided geographically and technically. You would have the Africa Bureau, Near East Bureau, Latin American bureau, etc. Within those bureaus, you'd have technical expertise based on what it is they're trying to accomplish. The technical people would decide what is to be procured and what results they are trying to achieve in each program. What are the countries actual needs? They're communicating with the missions as to what the missions want to accomplish., What Washington can do to support the field work, and what kind of contracts can we put in place? They would basically send me a procurement request, saying, "We would like to do this, this and this." Once I got the request, once the controller confirmed that there was money available to do that particular thing, and I had all the ducks in a row, then we could proceed to put it on the street, receive proposals, analyze those proposals in strict accordance with evaluation criteria, and then make a selection as to the winning contractor.

Contracts doesn't decide what we are doing technically, it's usually a technical call. All the contracts we did were what they call 'design contracts' where USAID designed what was to be done in the field. They would say, "You shall have a Chief of Party and a senior engineer. And you shall do this and this and this, and you'll set up clinics in these three cities." I mean, really directed the contractors' work. The reason that we eventually moved away from that specific direction is because then the program belongs to the U.S. government. If it doesn't work, if we don't get the results that we're after, and Congress was always pounding on us about what results we were achieving, Well, if we didn't achieve the results we were seeking, it was our program, the contractor said, "I did exactly what you wanted, I would never have done it that way. But you know, that's your design." So we've moved away from these design contracts, and we're going to more of performance-based contracts, where the government is not concerned with telling the contractor how to do it. They're saying, "Here are the results we would like to achieve. You, industry, tell us how best to do that." Then it is your program. All we want are the results we demand in the contract.

I mean, in the old days, I'd read these proposals. If you took out the name of the contractor, I wouldn't know who it was; they knew how to say exactly what the government wanted. Now you've got a situation where people could take a radically

different approach. Let's say we're trying to get clean water or we're trying to remove plastics from the ocean somewhere. Somebody comes in, and they say, "I'm going to do a very strong software approach to this. The stations that are around are so bad, we're going to improve that, which is going to have this result, and it's going to have this effect." Others would come in and say, "I'm going to take a more hands on approach," completely different. So, you're not looking at the same proposals, you're looking at well-thought-out different approaches to achieving something. And then, because it's the contractor saying, "This is my approach," they now own the project. If they don't achieve the results, we can set it up in such a way where we incentivize them to meet or exceed the results. We can, you know, reward them with a higher fee. You could have award fees; you can have incentive fee contracts. You can also not pay them if they said they were going to do something and didn't achieve the results, you can withhold some of the fee. So, it's a much better approach that they're moving to now than we had back then. I think it's a logical evolution in contracts. Basically, Congress wants to know, what are you achieving? We should be concerned with results, and not with telling them how to do it. Some of these people have done this for forty years, and we've got very talented Technical Officers that come out of college, and they're saying, "Okay, I've got to design a $500 million program, what did the previous guy do?" And they're trying to come up with things where industry would say, "That's not what you want to do if you want to get the results you're trying to achieve." So, I'm seeing a really good evolution in procurement towards the better in the latter years, that's what we're teaching now in the schools.

But anyway, after this episode I got moved up to the morning meetings with Andrew, it was my first year as the Head of Contracts. RoseMarie Depp was the head of HR, and she came into my office and closed the door and said, "Well, Tim, I've got good news and bad news." I said, "Give me the good news, and give me the bad news, whatever." And she handed me the evaluation slip for promotion recommendations into the Senior Foreign Service. I was a FS-1 at the time. She goes, "Look where you're ranked: number one in the agency for promotion to Senior Foreign Service. The problem is the unions are opposed to you getting promoted." And I said, "What did I do to the unions?" She said, "Well, the requirement is in order to be in Senior Foreign Service, you have to have served overseas eight years." If you remember, I was in Tegucigalpa three, then they said move over here. I had only had a little over seven years in the field. She said, "They oppose you moving up, because you don't meet that requirement for promotion." So, I wrote to Andrew Natsios, and I said, "Look, this is really hurting me financially, it's hurting me for my high three, and it is hurting me professionally. I want to do everything I need to do to get into Senior Foreign Service. I'm requesting to be sent overseas so I can fulfill my requirement for promotion." Andrew writes back, by the way the Iraq war was starting up. CNN was embedded with the troops moving up towards Baghdad, and we were responsible for helping with the war effort. Congress had recently appropriated $2.6 billion, it was the first supplemental that they gave for the Iraq War. DOD was in the room, State Department, Commerce, and USAID. They said, "We've got to get these things going." I had moved the ceilings up on IDIQ's into the billions, so we were in position to make quick, competitive awards in support of the war. And, of course, there's the Competition and Contracting Act, which says that every procurement in the government should be competed. There are exceptions, but they're very, very difficult to

meet. They mostly applied to DOD and to NASA [National Aeronautics and Space Administration], if you read them, very little possibility of foregoing competition. So, what I did was I said, "Look, we just awarded a logistics contract, a big logistics contract." We ran a competition, and it was under the IDIQ, with a very high ceiling. The first thing they needed were logistics support in Iraq, when the troops arrived, they need water, and they need bases, and they need everything set up. The only contract that we let that was not competed was that first one. I justified going on that contract by the fact that three weeks earlier, we had done a giant competition and awarded a contract to the best firm to do that exact same kind of work, and so we went to that firm. Based on that justification, that was the only contract we let that was not fully competed. Everything else, we went out very quickly to these four contractors that were already included, and we competed all the contracts for the Iraq War. When the smoke cleared, little USAID had awarded $2.2 billion of the $2.6B. When Congress did the second supplemental, we awarded the first $2 billion. Then DOD came in and said, "Cease and desist. We've got this from now on." They set up a shop in Crystal City [Virginia] and moved a bunch of very talented Contracting Officers in and they started dealing with all new requirements. It was a very challenging time for me because our IG would sit out outside of my office until we made an award, and they immediately wanted the paperwork. Any awards made for Iraq or Afghanistan were going to be scrutinized by Congress, by the IG, by everybody, even the press.

Q: The IG who sat outside your office was USAID's, not the special IG for Iraq known by the initials SIGIR?

BEANS: Correct, absolutely. It was USAID's. No, SIGIR was just starting up, as a matter of fact. But you have the GAO [Government Accountability Office] auditors coming in, too. There are a lot of people and I've always been big fans of theirs, feeling they did a great job, and they really need to come in and make sure things are done right. I do feel some of them were rather aggressive in their reviews; they would find commas out of place and write it up. It would be in the Washington Post; they find these little picayune things. It would really upset me, I'd say, "Man, they should be writing about what a great job we did, and they picked this little thing." The good thing from my point of view was when all this was done, not SIGIR, but GAO came in and did a big audit of all the money that was spent for the Iraq War. They put out a large report. I'm paraphrasing, but one of the great things was, it said, "USAID did it correctly. They competed everything they awarded. Nothing was done under the table or given to a contractor." And then they had other things that they said about other organizations that did some work. I thought we really came out very well in the big overall report. It was a challenging time to say the least.

In my second year there, RoseMarie Depp comes in again with the promotion list. She tells me, "You're ranked number two in the Agency for promotion." Typically, a promotion board for USAID will recommend 15 or 16 for promotion, and I was number two. The number one was the new Mission Director in Afghanistan, He's a star. The unions objected to my promotion again, for the second year. So, I've missed out on a promotion two years in a row. The same reason was used for the second objection to my

promotion. I still lacked eight years of overseas service to be allowed into the Senior Foreign Service. This meant I had now lost two years as a Senior Foreign Service Officer.

I went to Andrew Natsios [Administrator of USAID], and I said, "Look, this is just too much. It's really hurting me professionally and financially." He wrote a letter to the unions, after my first recommendation to be in the Senior Foreign Service, saying, "Tim is in a critical position," and this is from memory, so please forgive me. But I do remember that letter: "Tim is in a critical U.S. foreign policy position, supporting our international efforts to fight the war in Iraq, and the startup in Afghanistan. He is critical to our entire foreign policy objectives of the President. I cannot let him go at this time." The letter was so well-written I was convinced that if I was recommended a second time, they would definitely approve me for promotion. Andrew told the union I had requested to go overseas but he could not release me. I thought for sure if I do well and I get recommended the next year, they would say, "We'll make an exception." No, they didn't. I went to Andrew and said, "I've got to get out. Unfortunately, I've got to get out and get my time in the field, or I'll never get promoted."

That's when he decided to send me out as the first Mission Director to the newly created Regional Development Mission for Asia [RDM/A]. It was headquartered in Bangkok, Thailand. Of course, the Thais by now had graduated from the USAID program. They were now a donor nation in ASEAN [Association of Southeast Asian Nations]. They didn't need a mission in Thailand, but they allowed us to set up a headquarters in Bangkok, because it's a transportation hub for all of Southeast Asia. We had no mission in Vietnam, Myanmar, Laos or China, and that was a wonderful part of the world to work. I had a very talented staff and together we did some amazing things. We had an incredible Environmental Officer that worked with me, and he got an Asia Environmental Compliance and Enforcement Networks set up in the Philippines, which had all the ASEAN countries plus different islands that joined the network. We even got the Chinese to agree to come in, which was amazing. It was a big playground. We would go over to Vietnam and do our programs and have to fly in technical people for their projects. After I left the mission, both Vietnam and Myanmar each got their own stand alone mission.

Q: Didn't we have a mission in Cambodia as well?

BEANS: We still do have a pretty good-sized mission in Cambodia. I'd go down there and visit them occasionally. They have some interesting programs, and yes, they have a stand-alone mission. They've got all the elements that you need to run a full-fledged mission. Cambodia is a very well respected and big mission.

While I was in Bangkok, we also had a large number of Contracting Officers supporting the war in Afghanistan. When I was still the head of the OAA, Afghanistan was taking off in importance. We could not find any CO's willing to go to Kabul, but many CO's would work out of Bangkok. We had a large group of Contracting Officers and Contract Specialists that supported Afghanistan from Bangkok. They would fly into Afghanistan to do some work, and then come out. Years later, after I went back to Washington, they said, "Now we've got a mission set up in Afghanistan. All CO's must serve from our new mission in Kabul. It became what was called a 'hardship post,' and everyone had to serve

in one hardship post. That post tended to be Afghanistan, for most people. They would do their one year overseas at a hardship post, or you couldn't bid on anything else. If you get my drift.

Q: Did you go to Afghanistan from Thailand while you were there?

BEANS: No, not from Thailand. I went to Afghanistan, I think a dozen times in the private sector when I left the government and worked for somebody else, but we'll get to that. The regional development mission for Asia was my entire work. Very exciting, because I'm regionally covering Vietnam, I'm covering Myanmar, which had its own problems at the time; it was difficult to get in and became more difficult later. In fact, the Legal Officer that I worked with in Thailand became the Mission Director in Myanmar.

Q: You arrive in Thailand, give us an anchor year.

BEANS: It was 2004. The day before I left, when Andrew assigned me to this post, there was a ceremony. The Professional Services Council in the Washington, D.C. area has their big annual conference. I was nominated for Public Sector Partner of the Year for the work that I had done with the public sector in improving contracting. I was nominated with a gentleman from DOD and one from the Department of Energy. I called my son, Jason, and I told him, "Your dad's been nominated," and he goes, "Who are you up against?" I said, "DOD and Department of Energy." He goes, "Well, you know you lost." I said, "Thanks, but what's your reasoning?" And he says, "Those kinds of awards always go to the biggest money agencies, they've got so much more money than you. You know, it's just an honor that they picked you from a much smaller agency." So, I went to the ceremony, totally relaxed, saying "I'll get to clap for the winner," and I was selected the Public Sector Partner of the Year 2004. I still haven't been promoted, I still have never bid on a post anywhere in the world, and now I've just been assigned to Thailand without bidding.

So, I'm going out to Thailand the next day. And I've got maybe seventy staff that had been out there, they'd been building it up. People had been babysitting the mission, till they got their first official mission director. I go out and I'm learning the program, what we're doing, and what's going on after leaving one of the highest-pressure jobs in USAID. I mean, it's the Head of Contracts with everything that was going on with the wars, constantly up on the Hill, testifying before the Congressional Black Caucus as to how well we're doing on small business, and over here as to what we're doing, and I was in the meetings with many of the political people on the Hill. I felt like I was a real player. Then I moved out to Bangkok. I said to my wife, "What am I doing? This is so slow." I have a $100M budget after dealing with $25B in Washington. We arrived in October of that year. Two months later, on December 26, the day after Christmas, I got a call from the Ambassador. He said, "Tim, are you watching CNN?" I said "No, sir, I was just reading." He says, "Turn on the television. We just got hit with a tsunami." And it was the giant tsunami that hit out there in 2004. He said, "I'd like you in my office tomorrow morning. During the briefing, he said I want you to be the first one down the coast to assess the damage." Because CNN was reporting out of Phuket, which was the big city that you could still get into, all the roads going down to the villages were wiped

out by the wave, and you couldn't drive down there. Coastal road transportation was out of the question. It had destroyed the roads and everything, so the reporting was just coming out of a small section of Thailand at the time.

Q: By now you have outstanding abilities in contracting and team-building, but did you feel you had enough experience in assessing humanitarian needs?

BEANS: It's an excellent question. And the answer is no, I did not. I had a gentleman who worked for me with the Office of Federal Disaster Assistance, Tom Dolan, that reported to me. He was a great guy and I would often talk to him about issues he had addressed around the world. I was very interested in disaster assistance but I was not a trained expert. The Ambassador made the assumption. He said, in essence, "Since you are the Mission director of the RDM/A, I want you to go down the coast and let me know how bad the situation is. So tomorrow, I'm going to put you on the Navy plane, and you go down the coast and then report back." So no, I was not professionally trained, but I learned very quickly as to what was going on when I got down to Phuket. It's hard to describe when you come in after a disaster like that. There are bodies, and there are seriously injured people. There are people that are looking for their family members they can't find, there are people that can't find their mother and father. There were other humanitarian assistance organizations already there; the Thai government had teams in setting up tents, bringing in needed supplies. The Office of Federal Disaster Assistance already had a team on the way. They came out and of course they started setting up computer systems so they could begin tracking the dead and missing. It was a kind of organized chaos. People were working everywhere and trying to do whatever they could to be of assistance. The Thai's started accumulating a list of the dead once identified, so that we can notify next of kin.

It's huge, and to see it live on the ground, it's a very quick education as to what goes on during those kinds of disasters. I flew down the coast about 100 feet above the water. Thailand is a big embassy, it's got everybody at the table for Country Team, Virtually every major agency is represented, all the three letter agencies, everything you can possibly think of. It had DOD at the table, and DOD had their own airplane. So, we flew down the coast the next morning, just off the water level, seeing what was going on. The devastation was beyond belief, it was much worse than was being reported on television. I went back and told the Ambassador, I said, "It's much worse than they are reporting on the news, we've got a really horrible situation on our hands, we need to react quickly." This was at a time where, if you remember, George H.W. Bush and Bill Clinton started raising funds for the tsunami victims, and they came out to Thailand. The Ambassador said, "Tim, this is your show. You guys are rebuilding and addressing the needs of the people, so I want you to escort them and show them some of the work you are doing to address the people's needs. So money was being raised by the two Presidents, donations were offered by many people around the world, there were organizations in the states ordering relief and assistance supplies they wanted to donate. The Thai Government said, "We've got this." Remember, Thailand had graduated from USAID support and was a donor nation itself. They said we do not need financial assistance and we will handle the problem on our own. And the Thai government did do a fantastic job. Now, I did get permission from the Thai Government to work in a couple of small villages to rebuild

community centers or help install new water systems. We selected a town that was devastated by the tsunami and decided to help them rebuild. I invited Ambassador Ester Coppersmith to be our guest of honor as we broke ground for a Coastal Livelihood Program. She came out and was extremely impressed with the work the mission was doing. Of course, the two presidents came out, and I took them down and showed them what we were doing. The background photo was of all the destroyed big boats. I took President Bush and President Clinton down and explained to them what we were doing. That was very exciting for me. CNN filmed it and it was a big story on T.V., and my mother's calling me from the states saying, "Hey, we just saw you on television with the two Presidents." So, my complaint about Thailand being so slow for the first two months changed drastically after the tsunami, and I was very gainfully employed for two years after that.

Q: And of course, Thailand was not the only country affected.

BEANS: No, Indonesia, in fact, got slammed. The worst part of the tsunami destruction was in Banda Aceh, where I think from memory, over 230,000 people died when the wave hit. I went over to Banda Aceh with Congressman Jim Kolbe, who came out from the Appropriations Committee. They asked me to accompany him. So, I took him around, we went around Thailand to observe the destruction, and I've got some pictures of the destruction with the head of the Thai Red Cross. We showed him the devastation there, and then he and I got on a military transport and went over to Banda Aceh. When we arrived, we each got on a different helicopter. We started helping the Marines pass out water and food to the people that had survived and had nothing. It was really depressing to see such desperate people. After all the aid had been unloaded, they flew us out to the USS Abraham Lincoln aircraft carrier, and we were the guest of the Admiral overnight on the ship. So, I was back in the game, things were really picking up and I felt involved again. In the meantime, doing all this work, I got a call. I didn't make the call. I got a call from Coca-Cola that asked me if they could meet with me. I said, "Certainly," and I set up a meeting with the head of Coca-Cola for Southeast Asian Operations. He said "Tim, we would like to give you $100,000." I said, "Why would you give me $100,000?" They said, "Coca-Cola is basically interested in water. We need access to clean water in order to produce Coca-Cola. You're working in this little town down there to rebuild the town. We would like to contribute to the water system for the town." The light bulb went off in my head and I said, "I wonder how many other companies would be willing to come in and work." USAID did not have many public-private partnerships at the time. So, we had a signing ceremony. They gave me a check for $100,000, which went into the water system for this coastal project that we did.

I started saying, "I wonder who else is out there that would be willing to do this kind of thing." I got in touch with Microsoft; they have representatives around the world that represent Microsoft and look for opportunities to improve their corporate image. I got in touch with a representative and I said, "Look, I'm doing a large education project in Vietnam. Would Bill Gates be interested in helping USAID expand the impact of our education project? I could use some computers; I could use anything he'd be willing to do." So, she went back to headquarters, and they came back and agreed to help. They gave us a large number of computers and software, which made my USAID program

explode. It was a much bigger program than I could make with the money that I had. In fact, when we had the ceremony to celebrate it, Bill Gates came out to Vietnam. He and I got pictures with senior Vietnam officials. I'm on the stage with Bill; it was at the Hanoi Opera House. I said, "Bill, I've really got to thank you. This is really great, what you've done to this program, it's just made it so much more effective." He said, "Tim, look out and tell me what you see." I looked out; it was an auditorium full of all these young kids banging away on computers. The kids were chosen by academic excellence; these kids were like the crème de la crème of Vietnamese students. I said, "I see some of the smartest kids in Vietnam." And he said, "I see the future leaders of Vietnam, and I want them to grow up on Microsoft computers." He was generous from the bottom of his heart, but he was looking twenty years down the road, saying, "I want these kids, when they get to be the senior officials making the decisions, to have an affinity for Microsoft products, and hopefully select us when they're running some agency in the Vietnamese government in the future." It was a long-term strategy, which I really admired, but his generosity really helped improve the program. There's so much that went on there. It was just an incredible time.

You can't live in Southeast Asia, and not be aware of the Trafficking in Persons issue that goes on there. A lot of women are tricked into the trade; you're going to be a hostess at a big restaurant in a dynamic city. They'll fly from a country, they arrive, and their passport is stolen. They're put into very horrible conditions. It's just something that you see as you travel around Southeast Asia, and one of the things I wanted to do was to have some kind of impact to help these people. So, I started looking and I went back to Microsoft. Microsoft said, "How much money do you have?" And I said, "I've only got $400,000. I don't have much money, but I want to do something." They said, "Well, we'll double your money. Why don't we buy a house in Thailand, which we'll fix up for rescued people, train them up, and give them a new livelihood." It was much needed, and I really liked the idea. But I really had a desire to reach these young women before they got sucked into the trade. What can I do on the front end, so that we're not rescuing them? We got a meeting with MTV [entertainment channel]. MTV came in and I told them what we were interested in doing and they brought in some materials that they had done in Eastern Europe to address the same problem. It was absolutely amazing what they had done. They had put together these films and presentations which showed what happens to people, how they get into the trade from Eastern Europe; it was a little darker than I wanted. I said, "Southeast Asia—we got to change it because of the culture that we're dealing with." They got it right away. They said, "Look, we've got the studios, we can put these films together. What we try to do, because it's MTV, and it's the music industry, every time there are these concerts around Southeast Asia, we will come in, we will set up a big screen, and we will play these educational videos before music concerts to get the word out. We'll get senior, well-respected people in the industry in every country; Lucy Liu from the United States." They would get all these singers or actors that the young people knew, and they would do the voiceover of this presentation for people in each country. I only had $400,000, but their proposal to us was something around $14.2 million, with studio time and all the things that they were doing. So around this time, I got a call from Washington. And the senior person, the senior AA in the Management Bureau, says, "I am interested in you working for me as the Senior Deputy Assistant Administrator in the Management Bureau," You served as the Head of OAA, one of the

largest offices in the Management Bureau. You have participated in a number of Mission Management Assessments; you know the Bureau as well as anyone and I think you are a perfect fit for the job. I honestly felt it was the perfect job for me given my employment history and I felt it was the right move.

Q: And DAA stands for Deputy Assistant Administrator.

BEANS: Yes. It's the senior non-political position; the Assistant Administrator is approved by Congress and nominated by the President for their position. The Senior Deputy Assistant Administrator tends to be the senior, or a senior, Foreign Service Officer in the agency that moves up and supports the political person who comes in. So, after two years in Thailand, I loved my work there, and I loved the staff, but I moved back to Washington to accept this position. This is my fifth job at USAID, I still have never bid on a single post. I have not once said, "I'd like to serve here or there." It's just been, "You go here, you go here, we need you here." It's worked out well for me. I've got a lot of friends that are Ambassadors and Mission Directors; they said, "I've never heard of anybody that did their whole Foreign Service career and they never bid on a post, that they were just moved around." I think that had to do with the fact that I was in contracts, and it was such a hard position to fill. That it must have had a lot to do with it.

Q: Before you return to Washington, are there other examples that stand out in your mind of public-private partnerships you developed in Southeast Asia that had sustainability?

BEANS: I think it's a very good point that you're making. I got this project, you know this from working with State, you go in as a Foreign Service officer, you do the best job you can up until the point you leave. Then another talented person takes that ball and carries the project forward. I got this thing started. I had really talented staff that took it forward from there. So, I go back to Washington, and I'm working there. It had been, in fact, I think it was even after I left the government. I get a call from the White House, saying, "Tim, would you be willing to come and talk to senior White House fellows and interns, about public-private partnerships? You've got some things going on in Southeast Asia and tell them how you can leverage U.S. taxpayer dollars and get a bigger bang for the buck when industry comes in and works with you?" I said, "Yeah, I'd love to come in and talk to them about it." They said, "Well, we'll show you and your wife the White House Christmas decorations and afterwards you can address the staff."

I came in and did the tour, I told my wife, "I'll be out shortly, I'm going to go in and talk to these people." I walked in and here's the guy from MTV that I had worked with in Thailand. I said, "Oh my God, what are you doing here?" And he said, "Don't you realize that that public-private partnership that you helped start is the longest public-private partnership AID has ever had? It's been going for a number of years. AUSAID [Australian Aid] has now come in and kicked in money. I think the DFID [Department for International Development] had come in, the Germans had contributed. It's been going on for years and years, the one that you originally got started." I was flabbergasted. I said, "You gotta be kidding me." He goes, "No, it's the thing that everybody points to to show public-private partnerships can work." That was very exciting for me to hear, and then to see the thing that we put together with Lucy Liu, talking to girls about what

happens and how to be careful in life. Then addressing the White House Fellows and interns about what we were able to accomplish. I told them about the Coca-Cola incident, I told him about Bill Gates coming out, and Bill Gates offering to help with this. If I had been there longer, if I had done another two years there, I would have tried to hit every company I could think of that would have some potential interest in something I was pursuing. A lot of companies liked the publicity of saying, "I'm working with the U.S. government, or I'm working with USAID and this particular country where I am trying to establish a presence," and it really plays well for their marketing. So it's just finding that right match, where they can utilize that, where they can take their money, I'm sure it's tax deductible for that kind of a contribution. They probably get a lot more bang for their buck from that small contribution from them, compared to what they can utilize from the publicity of, "We're working with the federal government to address trafficking persons, education in Vietnam," or who knows what else we could have gotten into.

Q: How did you identify potential private sector partners? Did you work with Chambers of Commerce and others that would favorably consider buy-in?

BEANS: As a matter of fact, we did go through the Chamber of Commerce. Thailand has an American Chamber of Commerce in Bangkok; we contacted them immediately and let them know what we were thinking of doing. They liked the idea; they supported us and would send people our way to try to find the match. Some of it was just us digging in and saying, "What companies are out here in Southeast Asia?" Usually, the larger corporations have a presence and we are seeing if we could find their representative in the area. Then bringing them in and saying, "Here's what we're doing." Sometimes they were very interested, and they said, "Great program, we'll get back to you." We may not have heard anything back, but it's just never giving up. It's just pounding the pavement and saying, "I know there's a match out there. If I can take a half a million-dollar program, and I turn it into a $2 million program, and someone's giving me that much more, think of what I'm doing for the taxpayers, saving them money." So, it's very rewarding. The White House gig opened my eyes to a sustainable project, and what the ramifications are, when you've got something that goes for years, and people keep funding it. It's just so rewarding to know that you did have a vision. I wanted to affect these people before they got in. You were able to pull it off, and now it's still going years after you've left. It's really a nice feeling.

Q: I interrupted you. You were talking about the Presidential Management interns and the whole group of people who would work together.

BEANS: I'll tell you something funny. Remember I told you I had President George H.W. Bush and Bill Clinton come out. I took them around and that was very exciting. I enjoyed both of the presidents; I really liked both of their personalities. I came back to Washington, and they had a ceremony to honor the people that had worked on the tsunami, and I just happened to be in Washington at that time. So, they invited me and a lot of senior people from USAID. Both presidents talked about what they had done. After it was over, President Clinton came down and I walked up and I said, "Mr. President, it's good to see you again." He looked at me and he goes, "Thailand." I said, "Yes, sir, Mr. President. I had the pleasure of showing you around Ban Nam Khem in Thailand, and

some of the destruction that had taken place. We were supplying the fisherman with boats." He talked to me for about five minutes, which is not that long. But when the President is in the room with all these dignitaries, he never took his eyes off of my eyes. He's looking at me and talking to me, and I said to myself, "This is incredible. No wonder they say this guy is so charming." He wasn't looking around, like, "Who am I going to talk to next? Let me get rid of this guy." I felt like I was the only guy in the room. It was incredible. So, he moves on, and I go, and I see President Bush. I go up and I said, "Mr. President, it's good to see you again." He says, "Remind me where I met you." I said, "Mr. President, I had the pleasure of showing you around Ban Nam Khem in Thailand." And if you know anything about Bangkok and the coast, it's ninety-five degrees every day, and the humidity is almost that much, too. So it's hot, we all had short sleeve shirts on. He goes, "Oh, you look different with your clothes on," and I said, honest to God truth, "I bet you say that to all the guys." When I said it, I said, "Oh, shit, I'm gonna be tackled by the Secret Service or something." He started laughing, I started laughing. There's a picture where he's got his hand on my shoulder, we're in stitches. It was all from that joke. And I said, "This guy's got a great sense of humor. I mean, he's really a class act." I had never met the president before that particular time. It was a special day that I'll never forget. I never did meet his son, George Bush. But I've got friends that have met him, and they said, he's got a real good sense of humor, too, good personality. So anyway, that was my time in Thailand. It was really good, I had left contracts in a big job, I had gone out there. That became a big job with the tsunami. I'm escorting presidents; I'm taking members of Congress around, and doing certain things that I was very proud of.

So, I go back to Washington as the DAA of the Management Bureau. I hadn't been there long, and a senior person called me in and said, "Tim, I want you to take care of something." He took out a piece of paper handed to me, and I opened the piece of paper. It had a number of Foreign Service Officers that I know that became senior in USAID. I said, "Yeah, I know all these people." And he says, "Alright, I want you to get them and fire them. Get them out of here." I said, "Excuse me, what do you want me to do, fire them? They are tenured Foreign Service officers. Just how do you propose I fire them?" He said, "I've tried working with them. It doesn't work. I know you're very talented, you're resourceful. I want you to fire them." And I said, "Do you know anything about my reputation? I tend to work with people and try to get the best out of them. Let me work with these guys. I know they're challenging. I don't know what happened with your relationship, but—" He said, "Nope, I've tried. It's not going to work. Your first job is to fire them." I folded the paper back exactly the way it was given to me. I handed it back and I said, "I think you made the wrong selection for your Deputy." From that point on, it was one huge nightmare. Avery difficult year. I did everything I could, I tried to be helpful and repair the relationship. But I was totally sidelined from that point on. I just decided that things were not working out and I was going to leave the agency, I was going to go back to the private sector.

In the meantime, Henrietta Fore came in as the head of USAID, and I just loved Henrietta. I thought she was an exceptional administrator like Andrew, both of them are superstars. She wanted to know why I was thinking of retiring and I told her about this incident. She was aware of it, and she, in her own way, took care of it. She said, "But

look, we don't have a senior DAA in the DCHA Bureau, [Democracy, Conflict and Humanitarian Assistance]." I think Bill Garvelink had gone out as Ambassador to the Congo, one guy went out as the Dean of a religious school in Texas, and another guy retired. They lost three senior DAAs in a very short period of time and they had no one there. She said, "Would you please go up and be the senior DAA until we can get two more people in?" I said, "For her, I would," I thought the world of her. I went up and I had a really good year there. They've got so many important offices—the Office of Conflict Management and Mitigation, Office of Foreign Disaster Assistance, OTI [Office of Transition Initiatives]; it was a huge division. OTI has a lot of notwithstanding authority, they can do things that other offices in USAID can't do. They're an important agency, I worked with them. That was a fun year. I was so fed up with the Management Bureau that Henrietta saved me from retiring.

Q: And OTI is the Office of Transition Initiatives. If I understand correctly, they're the ones who go in immediately following a conflict, try to get a nation, or at least a region back on its feet?

BEANS: Absolutely. You've got a good understanding, that's what they do. They get in early on, they give themselves a timeline, they say, "We should go in, we should not be here longer than X amount of time. We should have made an impact by then and can move out." But yeah, they come in some very difficult situations, and they do some really good work. I enjoyed working with that.

Q: It sounds like you were prepared for the job after having worked in a similar situation. In the post-tsunami assistance example, you were able to coordinate every kind of assistance to get the affected areas back on their feet.

BEANS: You know, it's really a good point, you make. I walked into that job, totally confident in a new job, that I understood what they did, how they did it, how I could be impactful, and help them do their job. Yes, you're absolutely right. A lot of times, you'll go into a new job, and you spend six months trying to figure out what's going on. That's a job I walked right into, and I felt I could help the AA, there was a political AA there who was really sharp, that I can help him do the job he was trying to do, because I understood what they were trying to accomplish, and I had worked with those offices before in the past. So, it was a very enjoyable year.

Q: As an outsider, it does appear that USAID has developed the ability to see how long it takes for basic humanitarian assistance to reach those who need it and then switch to the more long-term issues of reconstructing community and medical institutions.

BEANS: Yes. In my opinion, and I watched them do this, they did exactly what you just said. Immediately reacting to a crisis and knowing how to do that, and then transitioning over to longer term development and reconstruction. You've got immediate needs after a disaster. I told you when I left Honduras, it was $25 million. The Mission Director there wanted me to stay and flew to Washington and said, "You can't take Tim. Look, you've got a $25 million program in Honduras." And the Head of Contracts argued that he had $500 million in the WB/G with no CO. Where do I put my talent? And she didn't have

anything to argue after that, so she went back. When I went to the West Bank, Gaza, I think it was three weeks after I left, Hurricane Mitch hit Central America and devastated Honduras, just devastated floods and everything. Giant humanitarian assistance went in there, they needed multiple Contracting Officers, they needed much more than Tim Beans, they needed a bunch of them to do all the stuff that needed to be done for an emergency. Obviously, they couldn't say, "Well, we're going to leave Tim here three more weeks, because a hurricane is gonna hit." But those kinds of things happen around the world all the time. AID was very good at responding to the immediate aftermath of a disaster, but maybe even better at long-term building, coming in after that, and putting teams in the ground.

Q: Is USAID going to go one step further and work with countries at risk for tsunamis, monsoons, earthquakes, etc. to better predict when they will occur and then be ready to scale up with host governments to more effectively conduct relief and rebuilding?

BEANS: I've been out of the agency for a while, but the question is very relevant. Knowing USAID and knowing how much interest they put in global climate change and what's going on in the world, there is no doubt in my mind that there's not a think tank within USAID that's not doing that exact same thing. We know that they're going to be increased storms here, here, and places that have never experienced these things before. How do we preposition ourselves? They do have warehouses where they keep equipment for this type of thing. It is probably a huge issue at USAID right now, and I am sure that there are other federal agencies doing the same thing. I'm sure that there are other agencies besides USAID that are frustrated that certain powers-to-be aren't taking it more seriously. I believe it is a thing that's really happening, and in our lifetime just the last ten years, we've seen what's happened. First time you've had tornadoes in a certain season, and it's happening with regularity. Never happened before, that's not a fluke. There's something going on out there that we really need to think about as a country. I would love to be involved with that. I wish I was a younger officer now. That would be an interest of mine.

Q: I didn't mean to take you too far afield. So, you were working for the year under Henrietta Fore.

BEANS: Worked for a year under Henrietta. Then I went to her, and I said, "Henrietta, I'm going to retire and I'm going to go to the private sector." She said, "Are you sure?" And I said, "Yes, I think I've had a great run. I think now what I'd like to do is I would like to go work for the implementers that are doing the work on the ground that AID would love to do and envision doing." I mean, as I talked to Technical Officers, they always wanted to have more of their finger in the actual mix, instead of overseeing other people doing the work. But that's the nature of the beast. We're never going to get the Operating Expense (OE) to have that many people working for us, and so we're going to have to depend on the private sector. I wanted to go out and see what it's like to implement on the ground, to take a USAID project, and we're responsible for working with the people in the field.

I retired in 2008. It was a great career. Altogether, between my time at DOD, at FAA, with the Peace Corps, and the Foreign Service I had about 29 years of federal government service. USAID was the highlight of my career; it just helped me grow as a senior manager. I was dealing with certain things, I think the incident with Administrator Natsios, where I went in, and I felt I was taking a big risk talking to him so candidly. Because, you know, to tell him, "This is the way that things are going. Actually, you are having the effect that you're trying to achieve. It's just you're not spelling it correctly." To his credit, after that, he started talking about the improvements that are going on in AID, and AID is getting much better. The whole rhetoric changed, and I think it helped the agency, our status on the Hill improved tremendously. So, I look back and I said, "That day could have made or broken me as a Foreign Service Officer." I'm really glad that I could tell him to his face what was going on, and what a good job he was doing leading us. I wish more people were able to do that. I wish someone would go tell Putin right now that things are not particularly going well for him. I'm not sure that a lot of people can go in and tell people what they don't want to hear. I think it helped my career tremendously and helped me as a person grow. That just about completes my USAID career.

Q: Yes, but you went on to related jobs in your post-USAID professional life.

BEANS: Yes. I had a great career at USAID, but I decided to go back to the private sector. I had not even had a chance to put out my resume when I got a call from the President and Vice President of Chemonics, which is one of the largest implementers, probably the largest implementer of programs, for USAID. They're a very well-respected company. They talked to me, and I said, "You realize I cannot market back to USAID; I have a one-year restriction from going back to the agency." They said, "We're fully aware of that, we'll put you in the Latin America Bureau as the director of Latin America, and just see what you can do." It was almost like, 'Don't worry about it until you come out of the penalty box.' So, I said, "I can't just sit around and take money from Chemonics for nothing." And so, I looked at their portfolio, they had nothing, they were winning so much at USAID, and they had diversified into some other areas, but nothing in DOD. So, I went down to SOUTHCOM [U.S. Southern Command] down in Florida, and I started marketing for Chemonics with DOD. They had a big need in the Caribbean, the whole Caribbean area, because of their need to respond to disaster assistance after hurricanes. I went down and told him that we had some really good people that could do that, and I thought we could be competitive. We submitted some proposals and we won a IDIQ contract down there with SOUTHCOM. We started bidding on task orders from various islands and won some work. We started implementing programs in various islands. So, we won some, lost some, but it was the first time Chemonics had gotten into that particular DOD arena, to my knowledge. It was really good opening that up. I had connections in South America, people I knew. So, we marketed as much as we could, I didn't do the actual marketing. I would steer my people and say, "Let's go check out this mission. Let's check out that mission." But my face was never seen, until I had done my one year in the penalty box.

Almost to the day after I came to Chemonics after one year, they called me in and they said, "We would like you to consider taking the Senior Vice President's position for a

new division they were setting up called 'Afghanistan, Pakistan,'" or their new AfPak. Of course, Afghanistan was taking off financially at USAID; a lot of money was going into Afghanistan and Pakistan. I took over that, I had virtually no staff, and I started recruiting people, people came to me, and we started building that program up for Chemonics. I was there for two years in that position. It became the largest financial revenue for Chemonics, that particular division, at that particular time. Not necessarily because of my talents, but because of the size of the contracts that were going out. We were bidding on $100 million, $200 million programs, and when you win three or four of those, it's a pretty good amount of money. I liked it very much, I felt really good about what we were doing. I thought we put together one of the better divisions that Chemonics had. The only problem with it is, I had to go over to both Afghanistan and Pakistan to oversee the programs. So, I did, and this is from memory, so I apologize if it's not right, but probably seven or eight trips during that two-year period to oversee the programs. If a renewal of a contract was coming up, I wanted to go out and interface with the Contracting Officers, the Tactical Officers, and the Mission Director in Afghanistan. It was probably my least favorite country that I've ever visited.

Q: What did Chemonics focus on in these two countries? What type of activity?

BEANS: We won quite a few agriculture programs. Chemonics hired some very good Chiefs of Party. Very talented staff, actually they have two contracts people that I've worked with in the West Bank, Gaza, and I didn't even know they'd been hired. Once they got to the point where they were international consultants so to speak, they could go wherever they wanted. They went over there and the pay in Afghanistan was good because of all the differentials, like danger pay. This is across the board, all the contractors, to draw the talent, you had to pay a good salary. People financially made the decision to go over and, "I'll put myself in that kind of position, I will work hard for the Afghan people. We'll put together good programs." They found it advantageous for their families to work in that environment and make that kind of money. We had some really good programs agriculturally. I was surprised. We started working with the farmers, of course, to increase productivity on the farms on different kinds of products. The big push was to move them away from poppy and heroin and move to other traditional agricultural products. It was a difficult sell, because the poppies grew very easily, the farmers didn't have to do almost anything. Instead of having to worry about getting the poppies to market, the element that dealt in that, the criminal element in Afghanistan, would come to the farmers and take it. So, for them, it was very easy, and it was very financially advantageous. We were trying to get them to move towards pomegranates and different types of agriculture. And we actually did; we increased productivity on farms, we built roads, and built cold storage near the airports. Towards the end of my time there, we were actually exporting Afghan pomegranates to the United Arab Emirates and to India and selling them.

Now around this time, I'm watching TV when I come back from Afghanistan, and Richard Holbrooke [Former U.S. Ambassador to the United Nations] was on one of the talk shows, and I admired him for years. He was talking about how we're wasting all this taxpayer money because we're putting it into agriculture, and nothing's being done positively in agriculture, and this and that. It just so happened that during one of my

visits, I flew back, and I sat near Holbrooke, he was in a nearby seat. When we landed at Dulles Airport, I went up to him and I said, "Mr. Ambassador, it's a pleasure to meet you. My name is Tim Beans, I work for Chemonics. You should really hear about some of the things that we're accomplishing there, because I think you're wrong going on television and saying nothing is being done agriculturally." He goes, "Well, it's not." And I told him the story about the pomegranates and us working and selling Afghan pomegranates overseas. And he goes, "That's not true." I go, "Actually it is; you ought to check on it. There are some really good programs going on, things are being accomplished in a very challenging environment." He talked to me, I'm guessing, for forty-five minutes about what was happening and asked me very good questions. His assistant was traveling with him, and he said, "Get his business card, I want to call him and talk to him." I gave him the card, and I did not hear back from them. But hopefully, at least he would start looking into it and thinking about it before he started talking. So, I was very proud of what we accomplished at Chemonics.

At this time, Chemonics was set up in geographic regions. So, you had a Latin American Vice President, you had a Vice President of Middle East affairs, AfPak, Southeast Asian affairs, but there was no Vice President in Southeast Asia. And of course, I think, you know, from my previous conversation, I knew the region very well. I knew all the ambassadors; I still had those contacts. I knew all the Mission Directors and the personnel. I felt I could take that program and just increase it substantially, not to the level of Afghanistan, because there wasn't that kind of money being spent there. But I can certainly have a very vibrant program for Chemonics. So, I approached the President and I said, "Look, I would like to be considered to take over the Asia program." He said, "That's not how we work here at Chemonics. You have one area, you work very hard on that, you get as much as you can out of it." I was trying to convince him "Yeah, but I know I could do both divisions at the same time."I was trying to convince him he had a unique talent here and I could do both. Of course, Chemonics has been very successful without Tim Beans, and they wanted to stick with their traditional program—"You stay in Afghanistan."

After my sixth or seventh visit there, I always told my wife, "Well, I hope I see you on the other side," because it was very dangerous. All the contractors were 'outside the wire,' as they say. We were not within the embassy compounds with the Marines and the security guards; we had to find our own place. In fact, part of one of my duties going over there was to pick out a place for us to stay when we want to contract, figure out with some of the people how we were going to get the electrical system set up, the heating and all the things they needed. They had these huge homes over there, which were referred to by the locals as, "Poppy Palaces," because they were three stories high. Some of them had ten or twelve bedrooms. That's where the international development community was going; they were renting these homes. When the local population saw this influx of people, everybody needing those homes, the rent started to go up, because they said, "We've got these guys." And they did because you really needed it. We had to hire our own security to take care of that particular compound. So, we were hiring people from Nepal and South Africa and Australia, much trained former soldiers, who gave you at least a sense of security because they were outside at night. You could go to bed and say, "Well, if we're attacked, we've got some protection." Chemonics was attacked while I

was there. We had a car bomb go off, which brought down part of the building. Some of our people were injured. So that was a very big issue for us, in that we flew everybody from Afghanistan to Dubai, in hospitals. We put them up in a hotel; we brought professional counseling in for Post-Traumatic Stress, because some people were really upset and having problems. Other people had been through difficult things that were not quite as upset. So, of the staff, about 50 to 60 percent decided to return to Afghanistan, even after that incident, and we lost about 40 percent that said, "I can't go back after that." Well, living with the danger was a constant.

Q: Here let me just ask you, you assume that the people who are going after you are the commercial poppy growers, or the people at the next step, the ones who are processing the poppy into opium, the distributors, essentially the narcotics cartel?

BEANS: You know, I could not answer that question, because I didn't know who was going after us. We always felt the Taliban was getting more and more involved at the lower levels of Kabul. They were very strong in certain rural areas. The U.S. had taken back some areas near the airport spaces. The military just did a remarkable job in Afghanistan. But I don't know who it was that was going after us. I don't know whether it's a poppy cartel, it could have been the Taliban. It could have been the Taliban working in that area to generate money to buy weapons and things like that. Who knows? It was just a constant threat. I was always uncomfortable traveling there. Not as bad in Pakistan, but still Pakistan, you had to be very careful. We had programs in Pakistan in Lahore and Islamabad. So—

Q: Just one more question on agriculture. You mentioned pomegranates. What about the more basic crops, cereals, wheat, millet?

BEANS: Well, there are certain crops that you could grow out in Afghanistan, and certain things that didn't take. So, we worked in different areas, and it wasn't just pomegranates. That's where we saw our most success. So, we went in and worked in all the different areas trying to improve their productivity, teaching them new methods on how to increase crop production, how to do rotation of crops and things like that. And of course, we were assisting them in getting their product to market, it was very difficult. They would produce incredible produce, and their difficulty was getting it to market and selling it while it was still fresh. So, USAID did a lot to help the farmers set up different places they could sell, places they could make increased revenue for what they were doing. This was our whole purpose: to increase the revenue of the farmers and hopefully turn them away from any other things that the U.S. government at the time did not want them to be involved in. It worked well; I got Afghanistan up and rolling, I mean my staff and I did. It wasn't me personally; I was blessed with an incredible talent. I had just been there long enough about two years, I said, "I gotta get out of here." I said, "Asia would be a nice change." When they said, "No," I was disappointed, but not crushed. It was right around this time that I started getting feelers, from DAI, which was another company: Development Alternatives Incorporated. Another company that I really respected, I'd say Chemonics and DAI were two of the better implementers in the USAID area. They came over and they talked to me, and the job sounded so exciting, and I didn't hear, "Afghanistan, Pakistan." So, I said, "You know, maybe this will be a good opportunity

for me to get away from that particular environment." So, I accepted the job and went over to DAI; I've always respected them. Jim Boomgard, the President, was a person that I had worked with for years and thought the world of. I went over to DAI as Senior Vice President there.

This was from 2010 to 2012. I was there for a couple of years. I was responsible for management, oversight of corporate contracts and procurement. As you would imagine, it was a background that I brought in. I was also supposed to be involved with project management and have a certain technical side of the house. The problem was, I think Jim wanted me to come over there and thought it would be a nice coup to have Tim Beans as the former Director of Contracts. But he had a very talented vice president that had this successful portfolio. And he did not tell her before he hired me, that he was planning to take part of her portfolio and give it to me. So, there was a natural tension, I didn't understand it at first. I said, "What's going on?" She was doing a great job running her program, and now it's being taken and given to this new guy coming in. So, it wasn't a perfect match out of the blocks. I wanted to do whatever I could. So, I said, "Jim, what other things can I do—how about security? I'll take security for the company and make sure I've learned quite a bit about that from working." He said, "That would be great. You take over security, procurement contracts, other things," and I was a Senior Advisor to him too. So where did DAI have their biggest security concerns? Afghanistan, Pakistan. So, I spent a lot of time going over for DAI back to that area. Like I told you before, we can hire our own people, and we would hire very good security guards, where you at least felt safe going to bed. At the time [Former President of Afghanistan] Karzai was concerned about the Afghan military, which we know later on what happened when the Taliban came into Afghanistan. They weren't as strong as the people we hired, but he was making an effort to build them up. So, he put forth a, I don't know if it was a decree, a law, whatever, that said that all the U.S. firms and all the other implementers around the world had to use Afghan soldiers as their security around the house. I mean, the Germans were there, AUSAID was there; everybody had contracts supporting Afghanistan, not just USAID. And of course, many of these people we didn't know, we couldn't vet, they'd show up with uniforms and guns. Some of them could not speak English at all, so it was difficult to communicate. The fear factor went through the roof for me and for some of the staff during that particular time. So, it was very challenging every time I went over there, because you'd go to bed sometimes and you just didn't know.

DAI, I learned this after I took over, had been attacked before I came over to the company. The facility that they were in was attacked, and there was shooting. Some of the guards were shot, I think, and injured or killed. All the DAI staff went up to the roof, and they laid down flat while a firefight was going on. This is from secondhand, so the fighting was probably going on for about a half hour before U.S. troops arrived. They found out that the shooters were Afghan soldiers that had mistaken other people with guns to be bad guys. So DAI was being shot at by local Afghan police. That was settled, but that kind of incident, and others that happened to other companies out there always left you with this, "I hope everything goes well on this particular trip." Of course, everywhere you went, you had to go in an armored vehicle with guards with guns. I mean, if I went out to the sites to see how we were doing, we faced the same thing we kind of did in the West Bank, Gaza. You get all ready to go, USAID Technical Officers

would come out, we were so proud to show him some of the stuff we were doing. They were excited to get outside of the embassy. And constantly the Regional Security Officer would get word of something going on in the area: that the tensions have increased, there was a potential attack along this road. So many of the trips were canceled at the last minute. We've tried to arrange them, and you just couldn't get them out of the embassy. And I understand, that was their job to protect the diplomats. But it was just frustrating, because these are the people that would talk to the Congressional people coming out and could explain that U.S. taxpayer money was really making some good advances and achievements. So basically, how we'd have to tell them is we'd have to come in with slideshows of what we've done, which is good, but it's not like being there and touching the product, seeing it, talking to the locals, and seeing what's going on. So, I felt disadvantaged in that effect, but I was not the Lone Ranger, everybody was going through the same thing.

So, I stayed with DAI for a while. After going to Afghanistan and Pakistan, again, a number of times, I just said, "Maybe it's time for me to just hang them up. I've had a great career, let's just call it quits." And DAI was very good to me going out the door, no hard feelings, and I still think the world of the company. So, when I left there, I did some short-term consulting with a firm called IRD [International Relief and Development, recently renamed to Blumont]. I went over and took over business development for them for a short period of time. I didn't know much about the company when I got joined, they were having very difficult times with indirect cost. I didn't think it was being managed the way I would like it to be managed, and I saw problems on the horizon. So, I said after a short period of time, "I'm going to go out." I was being approached by people to come in and teach USAID programs in Procurement and Contracting. I felt like I had died and gone to heaven, because that was something I could really give back. I was coming in as a teacher that had not only been in government contracts in three different agencies and been the head of contracts for the agency I'm teaching to, but I had also been a Senior Vice President in two of the biggest implementers on the outside. I felt I could bring a lot to the table as I was teaching this course, and I enjoyed it thoroughly. Most of the courses were held here in Washington, South Africa, or Thailand. That's where they were taught. Going back to Thailand, I had friends, I loved South Africa, and of course, DC was my home. So, I taught for several years, and would probably have still been teaching today if the pandemic hadn't hit. When the pandemic hit, all contracting overseas ceased. There was no international travel, you couldn't go out. Very difficult to get out of countries and then get back into the States. So, I was approached, and they said, "Tim, we would like you to teach remotely like you and I are talking right now." I said, "You know, seven, eight hours a day teaching on a computer, where students are all around. I've got all these students; they can cut off the thing and say I'm listening to you, but they're not there. I couldn't see their reactions and everything." I said, "That's not me. I like to interface with people and see that they're getting it and be able to talk to them after class if they need it and stuff like that." So, I decided I'm not going to do that anymore.

Q: Let me just ask you about the period in teaching. Government contracting and so on is very detailed, and anybody who's going to wade into it needs a course. As you were teaching, did you bring in any knowledge about public-private partnerships, or how to encourage them, how to develop them?

BEANS: I did. I thought that was one of the big advantages I brought to teaching, because at the time, there were not a lot of public-private partnerships at overseas missions. A lot of them took place in Washington; they had a very strong office back in Washington that did this. But I believe I was one of the first people to start having success in the missions away from there. So, I could tell them what was going on, that as Technical Officers and Contracting Officers to look for these opportunities, which a lot of people never told them about, that they're out there. I thought I brought that to the table. Hopefully, some people went back to their missions, and were able to make something work. So yes, I thought that was an important part of my teaching. It was built into the course, by the way, public-private partnerships; there was a short segment teaching them about it, and that it's there. But I could amplify on the small section of teaching and say, "Hey, it really works," and explain to them about some of the things that we got going in Thailand during the tsunami. So, it was something I really enjoyed doing, I felt like I was giving back to the agency. All the time and effort that they had given me, I was then able to share that back with USAID.

When a lot of this was happening, I was also getting inquiries between classes, because you may have a two week course every two months or every month. Well, during the interim, I got a request. I was requested by the company I was working for, for when I go down to El Salvador to do some mentoring of Foreign Service Officers down there. I went down and I worked with some very sharp people down there. I was working as a mentor, Senior Mentor, helping new people in the agency. They had some regional programs; El Salvador was a regional hub for Honduras and Guatemala. I had some ideas on how to do regional programs between the three countries, having done it before. I felt that that was very effective.

Q: Now, in what areas were the regional programs, was it energy generation or agricultural?

BEANS: No, a lot of it was, and it's even become more popular, to try to have programs that would keep the people in the country and not moving north towards the U.S. border. Even back then you started to have migration. I mean, people were living in towns, we'd go to these villages in Guatemala, up in the mountains. There was not much for them there to do, there were no economic programs. So that's where USAID came in and said, "Let's try to generate some business that will pay these people, give them a reason to stay in their country and not move north." I've talked to a lot of friends that didn't understand why all these people are moving up to the border, and why is everybody trying to get across the southern border? If you spend any time down in the Golden Triangle, and you see some of the difficulties that they're dealing with—particularly with the surge in gangs while I was down there, and it's continued, young kids being pulled into gangs, out of school on their way to school—you see. If I were a family, I told them, I would probably make the same decision to try to improve the life of my family and go someplace that was safer, and I had more opportunity. I think that's what's drawing people out. Most of the AID programs were trying to develop something that would increase economic opportunities there, improve governance, certainly corruption does not help at all. We were working with the governments to try to improve democracy. Whenever a hurricane would hit, we would come in with our knowledge of how to deal with disasters and

things like that. So that's basically what I did. I was in El Salvador for maybe four months, three months. I came back to the States, and Guatemala had heard about my work over there. I went down to Guatemala and did the same thing for them for a period of time.

Then the Mission Director who had been in El Salvador, who I think the world of, Larry Sacks, he's really sharp; he's down in Colombia now. Larry called me from Colombia and said, "Tim, can you come down?" If you remember what was going on with Venezuela and Colombia along the border, they were trying to get AID across to Venezuela and the Venezuelans were blocking the border, they had a new potential president for Venezuela the U.S. was backing. Larry was spending an inordinate amount of time up on the border. He said "Tim, I need somebody to come back and just keep the trains running." So, I went out to support him, and keep the things going in Colombia, while he was constantly being pulled out. He was dealing with the highest levels of the Colombian government and the new proposed Venezuelan government. So, Larry Sacks, had me come down; I really enjoyed my time in Colombia. I stayed there for ten months, I think, so I almost spent a year down there. Again, I got to know the AID programs down there, I kept my finger in it as to what was going on. I felt that I was giving back again to USAID. I would help the Contracts work with the Contracts area, although they had a really strong Contracting Officer down there. When she was out and things I could sit down with the Contracts people and say, "Have you got any problems? What are you working on? Wow, have you thought about this?" So, I did whatever I could do to improve the mission, although it was one of the strongest missions that I have worked with. Colombia just had exceptional talent and I just felt blessed to have been down there working with them.

Since then, when I came back, I'm still doing consulting for some large architectural and engineering firms that are bidding on construction contracts all over the world with USAID. Of course, I told you that I had done a lot of construction while I was in the West Bank, Gaza. So, I do some consulting with them and advising them on certain ways to approach certain procurements. If they put a proposal together, I'll read the proposal and say, "You know, you may want to think about adding this, or talking about this," so I still keep my finger in it. I'm still doing some things that I enjoy.

Q: I'm curious about two things since you've mentioned Colombia. Did you get out to the border area to actually see what was going on? And what were your impressions?

BEANS: I did get to the border area, once. I got up to the bridge where they were trying to go across; in fact, that's where the fire started (not while I was there). My impression was that I was incredibly impressed with the Colombian government, and their generosity. They were taking—like we've got people at the southern border, and you and I both know what's going on down there. Some of the problems that this caused was a tremendous influx of Venezuelans into Colombia. The Colombians could have cut that off and said, "No, we're not taking them." But no, they opened their hearts, and they allowed the Venezuelans in, and the generosity was unbelievable. It did cause problems then and probably to this day because the Venezuelans coming in, had almost nothing, they'd lost everything when they moved, they could only take what was on their back and

they could carry. So, when they got to Colombia, they wanted work, they wanted to eat, they wanted money. And they tended to take jobs away from the Colombians, because they would work for much less money. A very simple example: if I've got a restaurant, and I'm paying a Colombian so much to work in my restaurant, and a Venezuelan comes in with the same talent, maybe even higher education and says, "I will work for half of that." Well, you can see what happens to the bottom line of an industry; they say, "Well if I can save money there." The Colombians started to feel that the Venezuelans were taking jobs from them, and it caused some tension up on the border. Even in some of the cities, the Venezuelans would not just stay on the border, they would move to some of the larger cities, or the coast. You started seeing similar problems all over. But to the Colombians' credit, they really opened their hearts to the Venezuelans and helped out.

My understanding is in the earlier history between Venezuela and Colombia, when Venezuela was doing quite well, Venezuela was the wealthiest country in Latin America, before the changeover to the socialist government. Oil was coming out of Maracaibo. I mean, they were just an economic engine. At that time, there was pressure from Colombians coming into Venezuela. The Colombians remembered that they needed the Venezuelans, the Venezuelans were there to help the Colombians. And so that when it happened in the reverse, I think both countries realized what was going on. This could happen to me someday, also.

Q: And the other question, since you were there ten months, they did have the peace accord between the government and the FARC [Revolutionary Armed Forces of Colombia—People's Army], and some of the other smaller groups. But how effective was it? Did you still feel that there was some insecurity that was going on?

BEANS: Yeah, I was in Bogotá, I did not feel any insecurity whatsoever. I respect Larry a tremendous amount, and Larry would tell me that they're actually seeing major improvements: that fighting is decreasing, that the armies are kind of breaking up, that the peace accord really was taking hold, and people were feeling it. So that was a wonderful feeling for me, for the Colombian people, and everything. So, what's happened since? I've heard recently that some militaries are reforming again, it's a constant problem, as you would imagine. I hope it doesn't happen; I hope it doesn't take off again in that direction. But all of Latin America, just like the United States, by the way, are going through difficult political times, tensions between different parties, and wanting to rule not radically different than we're seeing here in the United States. So, there was a division. I really think democracy and governance is a very important part of USAID's programs. It's not the easiest program to implement anywhere in the world, it's very difficult. But I think the time spent on it, if it takes, is worth every penny that we spent. It's much better for us in our southern border to have a functioning democracy over autocracy or worse, a socialist government, or something else down there that causes whatever upheaval it does, and causes some migration again, in our direction. So, the money spent in that particular area, if it does decrease the flow of people north, it's worth every penny we spent. Sure. So that sounds like, because you're mentioning the restrictions that you faced with regard to COVID, we're approaching very recent times now. Correct, we are. I think recently, I got a note on training courses. I think USAID is looking at potentially going back to having more training courses. They're putting

together teams of people that would bid and say, "This is the talent we're putting on the table to go out and do this. This is the kind of program we've got." So, I think you're starting to see the beginning of the end of, at least our initial two-and-a-half-year reaction to, the pandemic. Starting to slow down, people are starting to get on planes again, and travel.

Q: The other question I had was, you had mentioned contracts, USAID contracts for construction. Certainly, in the West Bank, which was an exception, but for a very long time, USAID had kind of moved out of the area of construction as a form of assistance. What sort of construction are they doing now in terms of going back into this area?

BEANS: Well, a lot of what I'm seeing, and it's not construction per se, like bricks and mortar. I told you that we're moving towards performance-based contracts, and that allows contractors to propose different approaches to whatever we're trying to address. An example would be in Indonesia, which is, of course, a big island nation. They've got to protect the beaches and the waters. Pollution and global climate change is affecting them, plastics are getting into the ocean in huge quantities. So, they would like to see who's got programs and how we can keep clean water on the island, and make sure that waste is not being pumped into the ocean. For that type of project, they'll bring big architectural engineering firms in, and they've dealt with this and other parts of the world, say how they propose to address tiny particles of plastics that are floating. Some people would say, "We're going to go in, and we'll rake up as many as we can." Others have different approaches; others would say, "If you want clean water, here's how you do it." So those are the kinds of things I'm seeing, it's not per se, brick and mortar, like I saw in the Middle East. But it's the big architectural engineering firms that work in water and wastewater treatment that understand these problems. These are big issues for some of these countries, and so you want a big company that comes in and knows what they're doing. That's going on.

Q: Have you seen an example of that, of harvesting plastic and doing something with it?

BEANS: As a matter of fact, I'm consulting right now with a very talented architectural engineering firm called CDM Smith. They're working on it, and they shared with me their particular approach. It's so interesting, because I'm seeing it on the Technical side, as opposed to the Contract side, as to how they're thinking about how to approach that particular issue. Indonesia should be coming out fairly soon with a proposal to address that. I think I saw a proposal that came out of Sri Lanka, same thing and an island nation, where they're trying to figure out how to deal with pollution and the effects of climate change, rising seas, all kinds of different things that are going on. So, this issue of global climate change has unfortunately taken a little bump here with the war between Russia and Ukraine. The oil issue that's affecting a lot of countries going out, is not allowing them to put the time and effort into global climate change that all of us would like. It seems to have kind of taken a back burner, because of the price of energy going on. But it is a major issue for all of us going forward. I hope that we can get back on track and start addressing it as a world, as everybody in the not-too-distant future.

Q: A more general question of advice. Having worked in USAID and then in the private sector, how would you advise you USAID, regarding its assistance strategies, work force, and areas of engagement.

BEANS: I've got a big concern with USAID. I'd love to be able to go in and help them on this, because it's something I dealt with directly when I was at USAID. I told you when we were Head of Contracts; we had more requests for Contracting Officers than we could fill. It was a balancing act of, how do I move the chess players around the board, so that I can cover the missions that couldn't get a CO that wanted a CO? That problem existed before I came in, that problem exists today. I'm now mentoring Contracting Officers. I work as a mentor, and I call every two weeks and talk to COs in the field and try to give them advice and counsel on certain things. Of course, I hear what's going on from their perspective. They recently had a worldwide procurement conference. Again, it's almost at a crisis level at AID: they don't have contracting officers they need. I thought when I was there, there was no real program; we do training for a Contracting Officer, Representatives, and Administrative Officer Representatives to Technical Officers, and there's program training on Project Design and Development. I think, since all of AID's work, virtually every single thing they do, goes through contracts, and is led out in the form of a Contract, Grant or Cooperative Agreement (billions of dollars), that they should think about investing more time and energy in a program of recruiting young people, training them up in procurement, and having a constant thing like DOD did. DOD is known as the best training grounds; they invest a lot of money in procurement. They have extensive training programs; I've always thought AID should think about it. Because AID is like DOD, a lot of money goes out the door in this particular area, it's constantly a crisis for them, and they're always short of contracting officers. It increases the vulnerability for the agency, for having problems and potentially not moving money. Or, if it's an attempt to move the money, you could potentially do it really rapidly, and not take the time and do it correctly. That, again, is a vulnerability.

So, I would think, if I was to go back and advise AID, I would say, "Why don't you guys think about developing a program like DOD? Hire talented people out of college, send them to the Federal Acquisition course, let them work in contracts for a while, then send them to Cost and Price analysis, Contract Administration, all the different courses that DOD has required by the Federal Acquisition regulations. Let's start having a constant influx of talented young people so that as we lose people in the field, we've got the ability to go out." Right now, what they try to do is they try to hire from the outside and the competition is extensive. They love to get people that were trained to DOD, but they just aren't available. The private sector is competing with the government. There's a price competition going on: the private sector tends to pay more than the government does, at least out of the blocks. They don't have the retirement systems that the government does. So, I would try to sell the government on the fact that it's a very nice career in the federal government if you make a run for twenty years, or something. But I just think it's a need that they're probably up against NSDD 38 (restrictions, and how many people they can have). But I would go up on the Hill and make the case that we would save money in the long run and decrease vulnerabilities if we had our own training program for Contracts people, since this is the biggest area that we've got. It has been a crisis from the time I was there, and now many years later, I'm hearing that it's a crisis again. So, they have not

figured out a way to fix it yet. It would be a relatively easy fix if we got the ability to bring in more people with OE money, because you're talking about hiring people. Now they're going to have to hire—

Q: Right, take a moment to explain what OE money is.

BEANS: The whole government works on what they call "operating expenses, operating money," basically pay salaries and rents and things like that. It's akin in some ways to indirect costs in the private sector. In other words, we'll get program money, which allows us to go out and do these programs, but to pay for the Ronald Reagan Building to pay for the people that come in and work there, most of that money is operating expenses. Of course, the federal government controls how much of that goes to each agency. If we were to hire up and do this, we would have to make the case to Congress that we would need an increase in people, probably an increase in the budget to bring these people on, but that we would save money in the long run, because we would not have this inability to service the missions around the world. There's a push now at USAID, and it's been going on since Raj Shah was Administrator. It's a correct push, by the way, to bring in more local organizations to do the work on the ground, instead of hiring U.S. firms and sending very talented U.S. teams in to do the work. They do it well; they know what they're doing. But when the money runs out, they pack up, and they go home, there's no more money to pay for, and there's nothing on the ground there. So, the trend now is to, "Let's build local NGOs up, so that when we leave, they're able to do the work, and potentially learn about how to generate income from other sources." You've got local talent, that's much less expensive than the foreign talent; it is the way to go. It is something that is being pushed, maybe a little too hard. The reason I say that is, because you've got a big vulnerability from local institutions that do not have the financial capability to control U.S. taxpayer dollars. It is very strict in government contracting, and what you're required to do. So, if you start pumping a million dollars into a local NGO, and they don't have the financial systems or procurement systems, and somebody comes in and audits them at the end, and says, "This is a disaster," not only is that company hurt, but so is the USAID reputation and our view in Congress.

It is almost country specific. I think India, for example, almost went totally to local organizations, because India has so many strong NGOs, with really good financial systems. I could go to other countries, and I could find two or three NGOs that I could right now trust with money and not think that they were going to get in trouble; others would need to hold their hand and help them, and that's what they are attempting to do. They said, "Alright, let's, let's give them smaller contracts, and let's build them up," which is a great idea. But in order to do that, you need manpower to work with them and help them overcome those things. It also increases the vulnerability for the Contracting Officer, because when they sign that they're saying, "This firm is capable," they have to do a responsibility determination that they can handle the money. So, they're out on the limb, they're being pushed to go that direction. And they're saying, "Okay, I'm supposed to increase these firms but I can't find them out there. I would like to bring in a U.S. firm to work with them for a couple of years, so that I know they're okay." That, again, is expensive. So, I think they're thinking correctly, they're moving in the right direction. Just don't move there so fast because you're increasing the workload on the COs. I've

told people, you give me a $100 million contract, and you give me a $1 million dollar contract, I have to do almost the same amount of work on both contracts. The only difference is I have to write a slightly longer negotiation memorandum and explain $100 million versus $1 million, but the actual work and putting it on the street and competing it, getting proposals, and analyzing those proposals: it takes just about the same amount of time. So, it's easier for a CO to do a larger dollar contract, then divide that into 15 smaller contracts, which increases the workload and everything. So, again, that would strengthen my argument for why we should have our own little system of building up these Contracting Officers, so we have adequate contracting officers in the field to do what they're trying to do. And I don't believe that we have it right now.

Q: One other challenge to contracting. What happens when you have this incredibly difficult supply chain problem? It's obviously an exogenous factor you always have to plan for, but it became huge during COVID.

BEANS: Absolutely. And it's a problem for USAID that we're trying to address. We're trying to get some results that we can show Congress that the money is being well spent. The supply chain problem affects the implementers more than it does us. They're coming in, and they have put together a proposal and said, "I can order these necessary items, we'll get them in from wherever we're going to buy them." They're promising to do that within a certain period of time. If the supply chain is interrupted, and they can't get critical materials, you're probably looking at a contract extension. They can't get the work done within time. It's through no fault of their own if it's the supply chain and everyone's being affected. So, a three-year contract may have to go out to a four-and-a-half-year contract, so that they can wait to get the materials to do what they're going to do. It is a huge problem, I'm sure. But I think it would be a bigger problem for the implementers. It's a big problem for AID because we have to go to Congress and say, "Programs are slowing down, and it's not happening because everything's sitting on boats off of Long Island, or Long Beach, California and can't get into port." So yes, I think it's a very good point, and it affects the entire government and procurement. I'm sure DOD when they're trying to buy; hopefully, DOD has gone more to in-country purchase of items, so they're not dependent. But there may be certain items that they have to get overseas, and if those items aren't coming in ships aren't being built, or aircrafts not being developed and stuff. So, it's probably a universal problem across the country.

Q: Okay. Now, are there any other major issues that are becoming salient for contracting, other than this supply chain problem?

BEANS: Again, I think I touched on a little bit, the fact that we're pushing for what they call local solutions. We want money to go to local organizations. Obviously, those contracts at the beginning are going to have to be smaller, and so you're going to have to do more of them. They're working with what they call "Grants Under Contracts," where we allow the contractors to give out grants to small organizations and nurse them and help them along. It's a good program, it increases vulnerability; the government has basically taken the responsibility they had, and they put it on the contractor, because of the shortage of manpower, that we can't do it in house. And we have to move the money, so we've moved it over, we figured out the split they call GUCs [Grants Under

Contracts]. But that also puts the implementers under more financial strain because of the audits; they're responsible for all the grants that they give out. If somebody falls and doesn't have a proper accounting system, or they're audited, they're held accountable. Contracting is really interesting, from a government point of view, or the private sector, very, very important. That's why I would like to see more resources go in that direction, because of what we're trying to accomplish as an agency. Eventually, if this works, and I'm talking years and years down the road, we would see a large decrease in the U.S. contractors that are implementing. You'd have fewer of them, there'd be smaller contracts, and you're going to start seeing more money going into the country, into local things, which is going to create jobs, and it's going to do everything that AID has been trying to do over the years, with economic growth and development. It's just the way to go. I just don't want to see them push too fast, too hard in that direction, until we've got the appropriate resources to address it.

Q: Are you concerned, local implementers being influenced by any kinds of criminal organizations, whether they're Narcos, or gangs, or others?

BEANS: I don't think you could work in Central America, even in parts of South America, where you're not concerned about whether a company could potentially be influenced by those. That is just part of the nature of the business you're in. The U.S. government is making efforts to address drugs, drug traffickers; I think they did a decent job in Colombia. Remember the coca [cocaine] trade there was huge. The government came in. I'm not sure about some of the intervention methods, like the spraying, which hurt the soil of farmers, and killed the coca crop. But it was just like squeezing a filled water balloon: you'd squeeze it, and it would pop out and other areas. So now a lot of it moved down to San Pedro Sula, and Honduras has become a center of this kind of trade. It's very difficult to wipe out. I almost wish some of the criminals would come into the government, because they really are innovative. We could use that kind of talent; use their talents in different ways. But, I think you'd have to be concerned, and that would be part of your responsibility and looking into it. The Technical Officers are interfacing with the local implementers constantly. Hopefully, they would pick up that something's going on, and would raise some red flags and concerns, and we can look into it in more detail.

Q: That brings me to the end of the questions I have. But do you have any final thoughts that I didn't cover?

BEANS: No, I think we just about reached the end. I'm very, very blessed to have had the opportunity to work at USAID, to be exposed to different cultures, different languages, to move around the world, it's given me an opportunity to travel in the regions I've lived in. So, I've been to seventy different countries before the pandemic hit, and hopefully now I'm still young enough to hit a couple of more before the sands of the hourglass run out. But I feel it's been a wonderful opportunity. I think they do great work, and I'm a huge fan of USAID. They've got good leadership; Samantha Powers is doing a great job as Administrator. I just wish them all the best. I want to thank you for giving me the opportunity to hear some of my story, and hopefully that'll help somebody in the future say, "Hey, maybe I could do what this guy did. I'm interested in that kind of work. I

could go in," because we could use all the talent we could get. And so, thank you, thank you very much for this opportunity.

Q: My pleasure, both on behalf of ADST, and our partner for this project, the USAID Alumni Association, I want to thank you for recording your legacy of service.

End of interview