

# FOIA MARKER

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**Collection/Record Group:** Clinton Presidential Records

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**Subseries:**

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**OA/ID Number:** 2906

**FolderID:**

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**Folder Title:**

[Resumes and Recommendation Letters] [loose] [2]

**Stack:**

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**Row:**

**29**

**Section:**

**4**

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**8**

**Position:**

**2**

# Withdrawal/Redaction Sheet

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                            | DATE       | RESTRICTION |
|--------------------------|----------------------------------------------------------|------------|-------------|
| 001. resume              | [Personally Identifiable Information] [partial] (1 page) | 00/00/1993 | b(6)        |
| 002. form                | re: Samuel Massie's SF-171 (1 page)                      | 03/00/1994 | b(6)        |

### **COLLECTION:**

Clinton Presidential Records  
Public Liaison  
Alexis Herman  
OA/Box Number: 2906

### **FOLDER TITLE:**

[Resumes and Recommendation Letters] [loose] [2]

2012-0741-F

rs2632

### **RESTRICTION CODES**

#### **Presidential Records Act - [44 U.S.C. 2204(a)]**

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

#### **Freedom of Information Act - [5 U.S.C. 552(b)]**

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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE  
WASHINGTON

July 12, 1993

Robert M. Cox. Ph.D.  
P.O. Box 638  
Golden, CO 80402

Dear Dr. Cox:

Thank you for telling me about Eddie Martin's interest in serving in the Clinton Administration.

I've sent a copy of your letter to Bruce Lindsey for his information.

Sincerely,

A handwritten signature in black ink, appearing to be "R. Rubin", written over a large, faint, oval-shaped stamp or watermark.

Robert E. Rubin  
Assistant to the President  
for Economic Policy

cc: The Honorable Bruce Lindsey  
Assistant to the President and  
Director of Presidential Personnel



# United States Department of the Interior

OFFICE OF THE SECRETARY  
WASHINGTON, D.C. 20240



SEP 24 1993

Mr. Eddie Martin  
1410 Briarcliff  
Northport, AL 35486

Dear Mr. Martin:

The Secretary of the Interior Bruce Babbitt and I are in the process of identifying qualified candidates for the position of Director of the U.S. Bureau of Mines. Your name has been submitted to us for consideration. If you are interested in being considered for this position, please send a copy of your resume and a list of references to Linda Stanley of my staff by October 15, 1993. If you have any questions please feel free to call Linda at (202)208-4457. I hope to be hearing from you soon.

Sincerely,

Elizabeth Ann Rieke  
Assistant Secretary  
for Water and Science

1410 Briarcliff  
Northport, AL 35476  
October 12, 1993

Ms. Elizabeth Ann Reike  
Assistant Secretary for Water and Science  
U.S. Department of the Interior  
Office of the Secretary  
Washington, D.C.

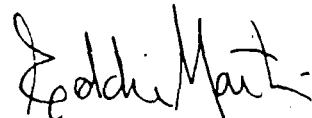
Dear Ms. Reike:

It was indeed an honor to receive your letter requesting a copy of my resume in order that I may be considered for the position of Director of the U.S. Bureau of Mines. This prestigious position may be the ultimate career objective of any mining engineer.

I am an African-American and a native of the State of Alabama. While I have spent most of my adult life working in the minerals industry, work experiences as a youth were those of a farm laborer and store clerk. I have a solid work record and, as the reference list attached to the resume may suggest, rapport with the United Mine Workers of America, the U.S. Department of Labor Mine Safety and Health Administration, and mine operators. My professional work experience encompasses most of the program areas of the Bureau of Mines.

Again, I am deeply honored and appreciate your consideration of my credentials. If you desire additional information, require clarifications regarding the resume, or any other matters, please contact me at 205-759-9408.

Sincerely,



Eddie Martin

Enclosure

**RESUME**  
**OF**  
**EDDIE MARTIN**

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|                        |                           |                                                 |
|------------------------|---------------------------|-------------------------------------------------|
| <b>1410 BRIARCLIFF</b> | <b>NORTHPORT, ALABAMA</b> | <b>TEL: 205/333-0074</b><br><b>205/759-9408</b> |
|------------------------|---------------------------|-------------------------------------------------|

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**QUALIFICATIONS**

**MORE THAN 20 YEARS EXPERIENCE IN THE MINERALS INDUSTRY AS A STUDENT, RESEARCHER, ENGINEER, SUPERVISOR, MANAGER, AND EXECUTIVE.**

**EXECUTIVE/SENIOR MANAGEMENT**

Experienced in the application of management sciences which include "Total Quality Management" and "Management by Objective." Extensive participation in the quality improvement process of the U.S. Department of the Interior Bureau of Mines.

Demonstrated competence in handling difficult situations and conflict, a wide variety of duties and responsibilities, as well as managing and interacting with a diverse workforce.

Characterized by others as a visionary/inspiring leader, imaginative in finding and implementing solutions to problems, willing to make controversial decisions, energetic, hard working and fair-minded.

**MINING ENGINEERING**

Received acknowledgement and recognition by the National and International Coal Mining and Ground Control in Mining Community for accomplishments in coal mine design and retreat longwall mining panel design, using stress control methods, for improved worker safety and mine workings stability.

Demonstrated competence and experience in mining engineering and underground construction, longwall mining, continuous and conventional mining production practices, strata control, mine rescue and recovery operations, ventilation, and mine planning.

Exceptional experience as the liaison person responsible for articulating and resolving technical concerns related to nontraditional mine plans of the U.S. Department of Labor Mine Safety and Health Administration, the United Mine Workers of America, and mine management.

## **MINERAL PROCESSING/HYDROMETALLURGY**

Supervised and performed research for processing a wide range of minerals and materials using mineral beneficiation and hydrometallurgy technology. Thoroughly experienced in mineral beneficiation and hydrometallurgy technology, both on the laboratory and production scale.

## **ENVIRONMENTAL TECHNOLOGY**

Performed extensive research in minerals and materials waste processing, utilization, and recycling. The wastes investigated included, but was not limited to, silicon carbide wastes generated during granite production; magnesium-chromite refractory brick waste resulting from copper smelting and steel making furnace operations; waste residues from coal conversion processes such as the synthane process for coal liquification, the synthoil process for coal gasification, and the solvent refined coal process for sulfur removal from coal; and waste gypsum from phosphate processing.

## **COMMUNICATION SKILLS**

Excellent communication skills as demonstrated by the numerous speeches and presentations made before civic, academic, and professional organizations. Published technical papers in professional journals and conference proceedings, and wrote technical papers for presentation at conferences and meetings on numerous subjects. Represented government and private employers on forums and panel discussions. Performed reviews of numerous technical publications, written on numerous subject areas, related to the Minerals and Materials Industry.

## **NATIONAL AND INTERNATIONAL PERSPECTIVE**

Well known throughout the national professional, technical and academic mining and mineral processing community. Received invitations to present technical papers from the national and international mining industry relative to the subjects of stress control and longwall panel design in coal mining. Actively involved in the transfer of government developed technology from federal laboratories to the private sector.

## **EDUCATION**

|                |                                                                                                              |
|----------------|--------------------------------------------------------------------------------------------------------------|
| 1987 - present | Ph.D Student Interdisciplinary Engineering Program<br>The University of Alabama<br>Tuscaloosa, Alabama 35486 |
| 1976 - 1979    | M.S. Degree in Mineral Engineering<br>The University of Alabama<br>Tuscaloosa, Alabama 35486                 |
| 1970 - 1975    | B.S. Degree in Mineral Engineering<br>The University of Alabama<br>Tuscaloosa, Alabama 35486                 |

## **EMPLOYMENT HISTORY**

|                            |                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1990 - Present             | Supervisory Physical Scientist<br>(Assistant to the Research Director)<br>U.S. Bureau of Mines<br>Tuscaloosa Research Center<br>Tuscaloosa, Alabama 35486                                                                                                                                                                                                                          |
| 1989 - 1990                | Independent Consultant, Mining Engineer<br>(Companies/Firms Serviced Listed Below)<br><br>Blue Diamond Coal Company<br>6305 Kingston Pike<br>Knoxville, Tennessee 37950<br><br>U.S. Steel Mining Company, Inc.<br>P.O. Box 599<br>Fairfield, Alabama 35064<br><br>Bradley, Arant, Rose, and White<br>Attorneys at Law<br>Suite 1400, Park Place Tower<br>Birmingham, Alabama 35253 |
| 1989 - 1990<br>(full-time) | Ph.D Student Interdisciplinary Engineering<br>The University of Alabama<br>Tuscaloosa, Alabama 35486                                                                                                                                                                                                                                                                               |
| 1983 - 1989                | Manager, Rock Mechanics/Strata Control Department<br>Jim Walter Resources, Inc., Mining Division<br>Brookwood, Alabama 35444                                                                                                                                                                                                                                                       |
| 1980 - 1983                | Strata Control Engineer<br>Jim Walter Resources, Inc.<br>Mine #5 and Mine #7<br>Brookwood, Alabama 35444                                                                                                                                                                                                                                                                           |
| 1975 - 1980                | Minerals Engineer, Project Leader<br>U.S. Bureau of Mines<br>Tuscaloosa Research Center<br>Tuscaloosa, Alabama 35486                                                                                                                                                                                                                                                               |
| 1970 - 1975                | Cooperative Education Student<br>Mineral Engineering<br>The University of Alabama<br>Tuscaloosa, Alabama 35486                                                                                                                                                                                                                                                                     |

## LIST OF REFERENCES

Mr. William Carr, President  
Jim Walter Resources, Inc.  
Mining Division  
Brookwood, Alabama 35444  
Tel. 205/481-6101

Mr. Charles Tipton  
United Mine Workers of America  
District 20  
Birmingham, Alabama 35253  
Tel. 205/323-1555

John H. England, District Judge  
Alabama Judicial Court System  
714 Greensboro Avenue  
Tuscaloosa, Alabama 35401  
Tel. 205/349-3870

Mr. Ted Helms, President  
Blue Diamond Coal Company  
6305 Kingston Pike  
Knoxville, Tennessee 37917  
Tel. 615/588-8511

Dr. Robert Cox  
P.O. Box 638  
Golden, Colorado 80402  
Tel. 303/236-6502

Dr. Lloyd Morley  
Drummond Endowed Chair of Mining  
Engineering  
College of Engineering  
The University of Alabama  
Tuscaloosa, Alabama 35486  
Tel. 205/348-6578

Representative Bryant Melton  
Alabama House of Representatives  
District 6  
5003 4th Avenue  
Tuscaloosa, Alabama 35401  
Tel. 205/758-6800

Congressman Earl F. Hilliard,  
Alabama Seventh District  
U.S. House of Representatives  
1007 Longworth Building  
Washington, D.C. 20515  
Tel. 202/225-2665

Mr. Gregory L. Singleton, Director  
Minority Engineering Programs  
The University of Alabama  
P.O. Box 870200  
Tuscaloosa, Alabama 35487-0200  
Tel. 205/348-1498

Mr. Joe Pavlich, Acting District Manager  
District #7  
U.S. Department of Labor  
Mine Safety and Health Administration  
Barbourville, Kentucky 40906  
Tel. 606/546-5123

Mr. William Meadows, Subdistrict Manager  
Birmingham Subdistrict, District #7  
U.S. Department of Labor  
Mine Safety and Health Administration  
Birmingham, Alabama 35253  
Tel. 205/290-7300

Mr. Milton Zimmerman  
Supervisory Coal Mine Safety & Health  
Inspector  
Birmingham Subdistrict, District #7  
U.S. Department of Labor  
Mine Safety and Health Administration  
275 Forest Road  
Hueytown Alabama 35123  
Tel. 205/744-5536

## **PUBLICATIONS**

### **Mineral Processing/Environmental Technology**

Recovery of Silicon Carbide from Granite Sludge. U.S. Bureau of Mines Report of Investigation 8074, 1975.

Recovery of Copper from Chrome Refractory Wastes by Magnetic Separation and Froth Flotation. Master Thesis, University of Alabama, May 1979.

Beneficiation and Recycling of Waste Chrome Refractories from Steelmaking Furnaces. U.S. Bureau of Mines Report of Investigation 8501, 1980.

Characterization of Residues from Coal Conversion Processes. U.S. Bureau of Mines Report of Investigation 8489, 1980.

Beneficiation and Recycling of Waste Chrome Refractories from Copper Smelting Furnaces. U.S. Bureau of Mines Report of Investigation 8562, 1981.

### **Mining Engineering**

How to Eliminate Roof and Floor Failures with Yield Pillars, Part I. Coal Mining, December 1984, pp. 62-70.

Longwall Design Improvement in Coal Mines Using Finite Element Analysis. Proceedings of the 26th U.S. Symposium on Rock Mechanics, Rapid City, South Dakota, June 26-28, 1985, pp. 695-703.

Yield Pillar Usage in Longwall Mining at Depth, No. 4 Mine, Brookwood, Alabama. Proceedings of the 26th U.S. Symposium on Rock Mechanics, Rapid City, South Dakota, June 26-28, 1985, pp. 695-703.

Tailgate Support for Longwalls - Reduction or Elimination Through Design. Proceedings of the 16th Annual Institute on Coal Mining, Health and Safety Research, Blacksburg, Virginia, August 24-29, 1985, pp. 223-236.

How to Eliminate Roof and Floor Failure with Yield Pillars, Part II. Coal Mining, January 1985, pp. 44-51.

Total Yield Pillar Longwall Development - Experimental Results, No. 4 Mine, Brookwood, Alabama. Proceedings of the 27th U.S. Symposium on Rock Mechanics, Tuscaloosa, Alabama, June 23-25, 1986, pp. 398-404.

Strata Control Advances at Jim Walter Resources, Mining Division. Proceedings of the 7th International Conference on Ground Control in Mining, Morgantown, West Virginia, August 3-5, 1988, pp. 66-75.

Strata Control Profile, Jim Walter Resources, Inc., Mining Division. Strata Control/Rock Mechanics Dept., Brookwood, Alabama, May 1987.

An Evaluation of Primary/Supplemental Roof Support and Mining Projections for Mains and Longwall Panels, Scotia Mine, Ovenfork, Kentucky. Consulting Report prepared for Mr. Ted Helms, President, Blue Diamond Coal Co., Knoxville, Tennessee, February 1990, 96 pp.

Recommended Longwall Development Panel Layouts Using the Yield Pillar Concept and Assessment of Current Pillar Sizes, Blue Diamond Coal Company, Inc., Scotia Mine. Consulting report to Mr. J.K. Cornett, Vice President, Operations, Blue Diamond Coal Company, Inc., September 1986, 8 pp.

Mains, Barrier Pillars, and Longwall Panel Designs for Effective Strata Control, Oak Grove Mine. Consulting Report to Mr. L.J. Simpkins, General Manager, Oak Grove Mine, U.S. Steel Mining Co., Inc. May 1989, 26 pp.

Pre-mining Strata Control Assessment for a Proposed Blue Creek Mine. Consulting Report to Dr. Duk Won Park, Department of Mineral Engineering, the University of Alabama, August, 1989, 32 pp.

## **PRESENTATIONS**

### **Mineral Processing/Environmental Technology**

#### **Beneficiation of Waste Gypsum from Phosphate Processing.**

Presented at the Meeting of the American Chemical Society, Chicago, Illinois, August 25-29, 1975.

#### **Beneficiation and Recycling of Waste Chrome Refractories.**

Presented at the Meeting of the American Ceramic Society, Refractories Division, Bedford Springs, Pennsylvania, October 6, 1978.

#### **Recycling of Waste Magnesite-Chrome Refractories.**

Presented at TMS-AIME Annual Meeting, Las Vegas, Nevada, February 1980.

#### **Application of Traditional Minerals Processing Technology for the Separation of Municipal Waste Plastics.**

Presented at the Federal Laboratory Consortium (FLC) Spring Conference, San Diego, California, April 22-25, 1991.

## **Mining Engineering**

### Control of Floor Heave in Coal Mines.

Presented at the Second International Conference on Stability in Underground Mining, Lexington, Kentucky, August 6-8, 1984.

### Yield Pillar Applications - Impact on Strata Control and Coal Production.

Presented at the Fourth Conference on Ground Control in Mining, Morgantown, West Virginia, July 22-24, 1985.

### Stress Control Method Applied to Stabilization of Underground Coal Mine Openings.

Presented at the 25th U.S. Symposium on Rock Mechanics, Northwestern University, June 1984.

### Development of Pillar Design Alternatives for the Control of Abutment Stress During Retreat Longwall Mining in Deep Coal Mines.

Presented at the 1986 American Mining Congress Coal Convention, Pittsburgh, Pennsylvania, May 6-8, 1986.

### Longwall Gate Roads - Theory, Design, and Results at Jim Walter Resources.

Presented at the 1989 American Mining Congress Coal Convention, Pittsburgh, Pennsylvania, June 1989.

### Longwall Design Improvement in Coal Mines Using Finite Element Analysis.

Presented at the 26th U.S. Symposium on Rock Mechanics, Rapid City, South Dakota, June 26, 1985.

### Yield Pillar Usage in Longwall Mining at Depth, No. 4 Mine, Brookwood, Alabama.

Presented at the 26 U.S. Symposium on Rock Mechanics, Rapid City, South Dakota, June 26, 1985.

### Tailgate Support for Longwalls - Reduction or Elimination Through Design.

Presented at the 16th Annual Institute on Coal Mining Health and Safety Research, Blacksburg, Virginia, August 27-29, 1985.

### Total Yield Pillar Longwall Development - Experimental Results, No. 4 Mine, Brookwood, Alabama.

Presented at the 27th U.S. Symposium on Rock Mechanics, Tuscaloosa, Alabama, June 23, 25, 1986.

### Strata Control Advances at Jim Walter Resources, Mining Division.

Presented at the 7th International Conference on Ground Control in Mining, Morgantown, West Virginia, August 3-5, 1988.

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| 001. resume              | [Personally Identifiable Information] [partial] (1 page) | 00/00/1993 | b(6)        |

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Public Liaison  
Alexis Herman  
OA/Box Number: 2906

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## **Technology Transfer**

Transferring Bureau of Mines Developed Technology - Opportunities for the Minerals and Materials Industry.

Presented at the 1991 Southeast Mining Institute, Tuscaloosa, Alabama, May 22-24, 1991.

## **HONORS AND AWARDS**

Honor Graduate, Seminar For New Managers, U.S. Office of Personnel Management, Oak Ridge, Tennessee.

Consolidation Coal Company Fellowship, Consolidation Coal Company, Pittsburgh, Pennsylvania.

Minerals Resources Institute Fellowship, Minerals Resources Institute of Alabama, The University of Alabama, Tuscaloosa, Alabama.

Salutatorian of the 1970 Graduating Class of Riverside High School, Northport, Alabama.

Presidential Classroom for Young Americans, Presidential Classroom Foundation, Washington, D.C.

## **COMMUNITY INVOLVEMENT**

Member of Weeping Mary Baptist Church, Tuscaloosa, Alabama.

Treasurer of PTSA, Collins-Riverside Jr. High School, Northport, Alabama, 1993-94.

Chairperson of Parent Advisory Committee, Collins-Riverside Jr. High School, Northport, Alabama, 1993-94.

Assistant Coach, Warrior Baseball League-Dizzy Dean Baseball Association, Northport, Alabama.

Assistant Coach, West Alabama Youth Football League, Northport Juniors, Northport, Alabama.

## **PERSONAL DATA**

Born (b)(6), married, three children, good health. Willing to relocate.

## **DETAILED PROFESSIONAL EXPERIENCE**

### **Supervisory Physical Scientist, Assistant to the Research Director U.S. Bureau of Mines Tuscaloosa Research Center**

#### **Duties and Responsibilities:**

This position, staff assistant to the Research Director, is under the general administrative direction of the Research Director, shares responsibility for, and participates, in a coordinative capacity, and in concert with the Research Supervisors, in all technical functions. This includes technology transfer, development of programs and policies, maintenance of communications within and external to the Center, and making recommendations involving a variety of projects and programs. The purpose of the research conducted at the Center is to provide a base for expanded production of minerals to fill the needs of the expanding population, while at the same time ensuring the conservation of the natural resources and preventing the degradation of the environment.

#### **(1) Technology Transfer Officer**

- Functions as the Center's technology transfer officer with the primary duties of setting up programs to highlight Bureau of Mines research, making presentations to industry and professional societies, and taking the lead in transferring the Center's research results to interested parties, including identifying opportunities for cooperative and outside funded research to augment Tuscaloosa Research Center's projects and programs.

#### **(2) Technical/Scientific Assistant**

- Provides technical/scientific staff assistance to help maintain a vigorous research program that will provide solutions to mineral processing problems, maintains liaison with the Research Supervisors and Group Supervisors in assisting and advising on the emphasis and continuity of the research and support functions in accordance with official directives.
- Works closely with the Research Director and Research Supervisors in formulating and updating research proposals and maintains the long-range research program plans for the Center.
- Provides the Research Director and professional staff with technical advice, counsel, and recommendations concerning current and proposed research programs and reports.
- Provides technical advice to the public about research accomplishments and ongoing projects at the Center, and responds to public inquiries about Bureau of Mines programs in general.
- Reviews and evaluates Reports of Investigation, Technical Progress Reports, Information Circulars, and other technical publications derived from Tuscaloosa Research Center's research program as well as the research program of other Centers for the purpose of

quality assurance and conformance to the goals, priorities, and interests established by the Department of the Interior and the Bureau of Mines.

- Furnishes professional advice and counsel to officials and field engineers of various agencies and industry; receives visitors from the research, industrial, and academic communities; and is consulted about various technical matters by telephone or letter.

(3) Supervision of Administrative/Support Functions

- Plans, coordinates, and supervises activities of the Administrative Service Group consisting of budgeting, purchasing, property, and the library functions; the Mechanical Services Group, and the Center's Computer Specialist.
- Performs full range of supervisory duties for the assigned programs and employees which includes assigning work, approving leave, planning work operations, evaluating performance, maintaining accurate job descriptions, evaluating training needs, selecting and recommending new employees.
- Formulates the plan, delegates specific responsibilities, and establishes the check points for evaluation of program success.
- Formulates cost effective operations and maintenance factors for inclusion in full Center operation budget development.
- Directs the mechanical operation and preventative maintenance program at the Center.
- Works to achieve affirmative Equal Employment Opportunity/affirmative action objectives.

(4) Safety Program

- Oversees the application of the Centers safety program.
- Develops and implements safety policy and procedures for Center operations.
- Provides advice and guidance to supervisors in the aspects of accident prevention, hazard identification, fire prevention, and occupational health.
- Inspects facilities to ensure compliance with OSHA standards.
- Initiates reports of safety program status to the Research Director and higher management levels.

(5) Miscellaneous Duties

- FEMA Region 4 representative for the U.S. Department of the Interior Emergency Minerals Administration.

- Performs special assignments as requested by the Research Director.
- Administers the motor vehicle management and operators program.
- Incidental operator of motor vehicles

Significant Accomplishments:

- (1) Selected to represent Tuscaloosa Research Center on Bureauwide Administrative Systems Users Group.
- (2) Selected as the Quality Improvement Team initiator and served as a member of the Bureau of Mines team on the opportunity "Identification and Development of New Supervisors and Managers."
- (3) Established a technology transfer database to track technology transfer contacts and evaluate the Center's response to requests for information, publications, and other research products as well as technical assistance for program effectiveness evaluations and to provide a record of customer contacts.
- (4) Designed and arranged for the continuous display of a collateral duty (safety, EEO, employee assistance, and handicapped employment) program exhibit to demonstrate managements support, employee rights, procedures and policy, and contact persons for each aspect of the program.
- (5) Set up or arranged for the exhibits at elementary and high schools, as well as college career days in order to highlight the Bureau of Mines research activities while promoting careers in science and engineering. Many of the schools had high minority enrollment and many of the colleges were Historically Black Institutions.
- (6) Became an active participant in the Federal Laboratory Consortium for Technology Transfer. Made presentations to highlight Bureau of Mines technology transfer accomplishments, attended regional and national meetings, visited other Federal laboratories, and encouraged the Tuscaloosa Research Center staff to present research accomplishments at non-traditional technical conferences and meetings such as NASA's "Technology 2002, the Third National Technology Transfer Conference and Exposition."

**Independent Consultant  
Mining Engineering  
Rock Mechanics/Strata Control**

**Duties and Responsibilities:**

Provided consulting service, upon request, to coal mine operators or their representatives in most aspects of underground mine strata control. The requests included recommending the type of primary and supplemental support for roof and rib control, pillar layout and sizes for longwall panels, bleeder, and main entry development in order to provide for optimum safety/stability and production, and barrier pillar sizes for the protection of bleeder and main entry development.

- (1) Prepared quotations for services which delineated the costs and deliverables of specified consulting requirements.
- (2) Performed assessment of mine conditions which included observations, geological interpretation, stability analyses, and the installation of instrumentation.
- (3) Performed theoretical calculations with the input variables of rock mechanics data, mine depth, and geological environment.
- (4) Developed mine designs/layouts commensurate with theoretical calculations, considering ventilation, and longterm stability requirements.
- (5) Prepared final consulting reports which summarized the results of calculations, correlated calculations with underground observations, and made specific recommendations as requested and summarized in the quotation for services.
- (6) Presented the consulting report and defended the recommendations in meetings of company officials, production management, representatives of miners, mine safety and health enforcement officials, and others as requested.

**Significant Accomplishments:**

- (1) Provided mine designs for several major coal producers using stress control applications that are new to the coal mining industry.
- (2) Successfully applied the new technology in different geological environments and at varying depths using variable rock mechanics data.
- (3) Through confidence and experience, instrumental in the rapid transfer of stress control mine design to several coal fields.

**Manager, Rock Mechanics/Strata Control Department  
Jim Walter Resources, Inc., Mining Division**

**Duties and Responsibilities:**

This position was classified as an executive management position under the general direction of the Vice President of Mining Engineering. The Manager planned, coordinated and organized all strata control related functions, including longwall strata control at all mine sites. Consistency of strata control standards, primary and supplemental roof support quality and performance was evaluated by the Manager of Strata Control. Specific duties and responsibilities included:

- (1) Supervised the Rock Mechanics/Strata Control staff at the Central Mining Office and at all mine locations. Prepared, monitored and analyzed the Rock Mechanics/Strata Control budget for the Department.
- (2) Coordinated roof control program between all mine locations and supervised roof movement and ground subsidence monitoring programs.
- (3) Advised President, Vice Presidents, General Manager of Ventilation, mine management as well as mine location strata control personnel on the most suitable support systems, measurement techniques, and instruments available for face work consistent with geological evidence.
- (4) Maintained current knowledge of latest technology regarding roof, rib, and face supports, including longwall face supports.
- (5) Assessed and took action as required on reports from mine locations.
- (6) Coordinated and interfaced Strata Control with Geology, Mine Planning, Ventilation, Industrial Engineering and Longwall Departments in order to optimize coal production, increase safety and reduce costs.
- (7) Initiated and coordinated investigations, projects and reports related to strata control.
- (8) Prepared strata control reports and technical papers for outside publication.
- (9) Recommended pillar sizes and designed layouts for mains and longwall panel development in order to provide for effective strata control.
- (10) Reviewed primary roof support systems at each mine in order to assure maximum strata stability, increased safety and optimum production.

- (11) Interpreted the results of longwall face surveys and recommended changes in order to assure maximum worker safety and optimum strata stability.
- (12) Recommended changes in roof support systems so as to impact on improved safety and coal production while minimizing costs.
- (13) Prepared longwall production efficiency report, shield performance reports and other reports relevant to longwall production delays attributable to face operations management, ventilation, strata control, and maintenance.
- (14) Functioned as liaison between mine management, the United Mine Workers of America, and the Mine Safety and Health Administration.

Significant Accomplishments:

- (1) First recorded application of multi-entry pillar (stress control method) mining plans for the control of floor heave in deep coal mines in the history of International Coal Mining Industry.
- (2) First recorded application of the yield-abutment-yield pillar concept for the control of longwall abutment stresses during retreat longwall mining.
- (3) Transfer of yield-pillar technology to all mines in the Mining Division and to the International Coal Mining Industry.
- (4) Development of yieldable rib bolt angle compensating device for the control of ribs subjected to high lateral loads.
- (5) Developed detail plans of geological mapping and geological interpretation of mine development in order to predict geological anomalies in the virgin coal so as to impact on improved worker safety and maximum coal production.
- (6) Designed and wrote the safety plan for the application of polyurethane roof grout for coal mining which serves as the industrial standard.
- (7) Trained key mine management personnel in the injection of polyurethane roof grout (including safe handling procedures) for strata control on longwall faces.
- (8) Designed a longwall shield withdrawal plan which removed mineworkers from exposure to the longwall gob, while simultaneously reducing roof support materials requirements.

**Strata Control Engineer  
Jim Walter Resources, Inc.  
Mines No. 5 & 7**

**Duties and Responsibilities:**

This position was at the deepest shaft coal mines in the United States. The incumbent reported directly to the Mine Manager and indirectly to the General Manager, Rock Mechanics/Strata Control. Specific duties and responsibilities included:

- (1) Reviewing and updating all roof control plans at the mine site.
- (2) Updating roof control plan data as required by law.
- (3) Recording and technically assessing all materials used for roof control at the mine.
- (4) Interpreting geological structures in the mine.
- (5) Completion of all surveys and measurements required by the Strata Control Department.
- (6) Initiating and overseeing special projects related to coal production and roof control.
- (7) Preparation of isopac maps of seam thickness, bottom of coal and mining height.
- (8) Mine rescue salaried coordinator at the mine site and served on the mine rescue team.
- (9) Evaluation of all longwall barrier pillars and recommending changes in barrier pillar sizes in order to achieve long-term strata stability.
- (10) Evaluation and interpretation of geological phenomena and recommending roof support alternatives so as to effectively mine coal in difficult geological conditions.
- (11) Developing methodology and a program of evaluation for strata control on the longwall faces.
- (12) Maintaining records of mine projects and coordinating project responsibility with strata control engineers.
- (13) Transfer of yield pillar technology to all mines in the Mining Division.

**Significant Accomplishments:**

- (1) Change of roof bolt spacing from 4' centers to 5' centers. This was done after determination of roof support effectiveness using strata control instrumentation and

observation of 4' center spacings. Net results, thousands of dollars in savings over life of mine.

- (2) Successful investigation and interpretation of abutment pressure, stress/strain on mine strata to ascertain cause of coal sloughs with simultaneous gas release in #5 Mine. Net results, the continued uninterrupted operation of the segment of the mine where problem occurred.
- (3) Investigation into causes of floor heave which shut down coal production in the western area of the mine. This investigation led to the first recorded application of stress control methods in coal mining. The technology has allowed the mine to remain productive and saved the jobs of mine workers.
- (4) Evaluation of increased depth of cuts using continuous mining machines.
- (5) Change of roof support requirements in the mining of 24' wide roadways at the mine. Net result was the permission to mine 24' wide roadways with limited use of supplemental roof support.
- (6) Served as briefing officer on Mine Rescue Team. Extensive training was received relative to mine rescue procedures and post mine disaster procedures.

**Project Leader, Mineral Beneficiation Research Group  
U.S. Bureau of Mines, Tuscaloosa Research Center**

**Duties and Responsibilities:**

The position required specialized training and knowledge in the fields of mineral processing and extractive metallurgy and hydrometallurgy. Solutions of problems assigned represented a major technological advance and opened the way for extensive related developments in the related mineral fields. Specific duties and responsibilities included:

- (1) Devising new and improved mineral beneficiation processes for laboratory and pilot plant use.
- (2) Planning flow sheets, designing technical guidance, and reviewing the work of assigned lower grade professional and sub-professional personnel for accuracy and adherence to the standards of quality demanded.
- (3) Correlating chemical, energy dispersive x-ray and qualitative spectrographic analyses in order to determine the applicability and effectiveness of mineral separation processes.
- (4) Preparation of reports and technical papers for outside presentation.

**Significant Accomplishments:**

- (1) Developed processes for recovering Silicon Carbide from waste granite sludge.
- (2) Developed processes for recovering copper impurities from reverberatory and converter furnace slags and the reconstitution of magnesite-chrome refractories into new refractory products. Performed continuous pilot scale testing of process to evaluate technology.
- (3) Examination of energy conversion wastes from the Synthoil and Synthane Processes for coal liquification and gasification, respectively. Results demonstrated useful applications for these waste materials.

**Minerals Engineer  
Minerals Beneficiation Research Group  
U.S. Bureau of Mines, Tuscaloosa Research Center**

**Duties and Responsibilities:**

This position was an entry level professional position with the U.S. Bureau of Mines. The position was under the direct supervision of a higher grade professional engineer or metallurgist.

- (1) Performed flotation tests for mineral separation, including the type and quantity of reagents used.
- (2) Completed series of flotation tests and interpreted results.
- (3) Prepared samples for chemical analyses, x-ray diffraction, and energy dispersive x-ray analyses.
- (4) Performed particle size examinations using sieve analysis and Darcy particle size analysis.
- (5) Set up equipment for pilot plant operation and sampled unit operations.
- (6) Performed crushing and grinding of samples in preparation for testing.

## OTHER EXPERIENCE

- Temporary lecturer, Mineral Engineering, University of Alabama, January 1982 - May 1982.

Involved the preparation of lectures, lecturing and evaluation of progress for undergraduate students in mineral economics.

- Equal Employment Opportunity Officer (collateral duty/20% of full time), U.S. Bureau of Mines, Tuscaloosa Research Center, June 1979 - January 1980.

This position required coordinating all equal employment opportunity matters with department heads and Chief of the Center. It also required implementation of all special emphasis programs dealing with hiring under the affirmative action program.

- Collateral Duty Equal Employment Opportunity Counselor, U.S. Bureau of Mines, Tuscaloosa Research Center, August 1978 - June 1979.

Responsible to the equal employment opportunity officer, the counselor functions in the informal stages to resolve a complaint before it reached formal stages.

- Consultant, Blue Diamond Coal Company, Knoxville, Tennessee, October 1984 - January 1985.

Consulting agreement between Jim Walter Resources, Inc., Mining Division and Blue Diamond Coal Company. Agreed to provide longwall panel design for first application of the longwall system of mining, inclusive of pillar sizes and basic layout.

- Proprietor, Martin's Barbecue, Tuscaloosa, Alabama, July 1978 - January 1980.

Owned and operated small business specializing in fast food.

## CONTINUING EDUCATION/TRAINING

- Magnetic Desulfurization of Coal Symposium, Auburn University, Auburn, Alabama (24 hrs.)
- Basic Equal Employment Opportunity (EEO) Counseling, U.S. Civil Service Commission, Atlanta, Georgia (40 hrs.)
- Equal Employment Opportunity Seminar, U.S. Bureau of Mines, Detroit, Michigan (36 hrs.)
- Equal Employment Opportunity Seminar, U.S. Bureau of Mines, Houston, Texas (36 hrs.)
- Improving Your Impact, Leadership Seminar, U.S. Bureau of Mines, Tuscaloosa, Alabama (20 hrs.)
- Statistical Design of Experiments, University of Alabama, Tuscaloosa, Alabama (48 hrs.)
- Mine Rescue Training, Jim Walter Resources, Brookwood, Alabama (40 hrs.)
- First Aid Methods, Jim Walter Resources, Brookwood, Alabama (16 hrs.)
- Shot Firing in Underground Mines, Jim Walter Resources, Brookwood, Alabama (16 hrs.)
- Alabama Real Estate Licensing Course, Tuscaloosa, Alabama (48 hrs.)
- Alabama Insurance Licensing Course, Birmingham, Alabama (48 hrs.)
- Seminar for New Managers, U.S. Office of Personnel Management, Oak Ridge, Tennessee, (80 hrs.)
- Budget Execution, U.S. Office of Personnel Management, Atlanta, Georgia (40 hrs.)
- Introduction to Supervision, U.S. Office of Personnel Management, Atlanta, Georgia (40 hrs.)
- Problem Management, Solutions Management, Tuscaloosa, Alabama (16 hrs.)
- Essentials of Leadership: Theory and Practice, Solutions Management, Tuscaloosa, Alabama (16 hrs.)
- Training in the Prevention of Sexual Harassment, USBM Division of Personnel, Tuscaloosa, Alabama (8 hrs.)
- Bureau of Mines Quality Leadership Workshop, McManis Associates, Inc., Washington, D.C. (36 hrs.)

May 17, 1994

Julius L. Chambers, Chancellor  
North Carolina Central University  
P.O. Box 19617  
Durham, NC 27707

Dear Julius:

Thank you for your letter recommending that George Quick be promoted at the Department of Transportation. I appreciate your words of support.

By copy of this letter, I am letting Veronica Biggins, who is Assistant to the President and Director of Public Liaison, know of his interest in a senior level position. I am sure he will be given every consideration.

With best wishes,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM



Office of the Chancellor

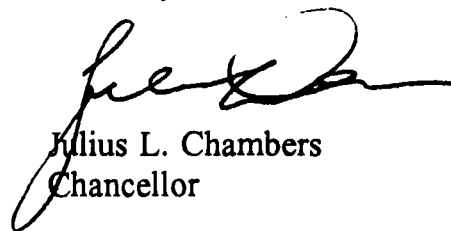
April 27, 1994

Ms. Alexis M. Herman  
Assistant to the President and  
Director, Public Liaison  
2nd Floor West Wing  
THE WHITE HOUSE  
Washington, DC 20050

Dear Alexis:

George Quick asked me to raise with you his efforts to be promoted within the Department of Transportation. I support his efforts and am attaching some information he provided.

Sincerely,



Julius L. Chambers  
Chancellor

JLC:ig

Enclosure

MAY - 8 1994

CHARLES S. ROBB  
VIRGINIA

WASHINGTON OFFICE:  
Russell Senate Office Building  
First and Constitution Avenue, NE, Room 493  
Washington, DC 20510  
(202) 224-4024

United States Senate  
WASHINGTON, DC 20510-4603

COMMITTEES:  
ARMED SERVICES  
COMMERCE, SCIENCE,  
AND TRANSPORTATION  
FOREIGN RELATIONS  
Chairman, East Asian and  
Pacific Affairs Subcommittee  
JOINT ECONOMIC COMMITTEE  
Vice Chairman,  
Democratic Policy Committee

November 23, 1993

The Honorable Bruce R. Lindsey  
Assistant to the President  
and Director of Presidential Personnel  
The White House  
Washington, DC 20500

Dear Bruce:

As you continue to examine the credentials of individuals who are interested in serving the Clinton Administration, I respectfully submit the name of George B. Quick of Stafford, Virginia. Mr. Quick wishes to receive consideration for a senior level position with the new Administration, and he has my recommendation.

Mr. Quick's resume is enclosed for your review. As you can see, his credentials are well established. I strongly recommend this Virginian, and I hope you will call me if you need any additional information.

Thank you.

Sincerely,



Charles S. Robb

CSR\dh1  
Enclosure

State Offices:

Old City Hall  
1001 East Broad Street  
Richmond, VA 23219  
(804) 771-2221

Regional Offices:

Dominion Towers, Suite 107  
889 Waterside Drive  
Norfolk, VA 23510  
(804) 441-3124

8229 Boone Boulevard  
Suite 808  
Vienna, VA 22182  
(703) 266-3006

1 Court Square  
Suite 340  
Harrisonburg, VA 22801  
(703) 432-1851

Dominion Bank Building  
Main Street  
Clintwood, VA 24226  
(703) 828-4104

Signet Bank Building  
630 Main Street  
Danville, VA 24541  
(804) 791-0330

Crestar Bank Building  
310 First Street SW, Suite 102  
Roanoke, VA 24011  
(703) 886-0103



EVA M. CLAYTON  
1ST DISTRICT, NORTH CAROLINA

COMMITTEES:  
AGRICULTURE

SUBCOMMITTEES:  
SPECIALTY CROPS AND NATURAL RESOURCES

ENVIRONMENT, CREDIT AND RURAL  
DEVELOPMENT

DEPARTMENT OPERATIONS AND  
NUTRITION

SMALL BUSINESS

SUBCOMMITTEES:

PROCUREMENT, TAXATION AND  
TOURISM

RURAL ENTERPRISES, EXPORTS AND  
THE ENVIRONMENT

PRESIDENT

DEMOCRAT FRESHMAN MEMBERS

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-3301**

April 13, 1994

WASHINGTON OFFICE:  
222 CANNON BUILDING  
WASHINGTON, DC 20515  
(202) 225-3101

DISTRICT OFFICES:  
134 N. MAIN STREET  
WASHINGTON, NC 27589  
(919) 267-4800

400 WEST 5TH STREET  
GREENVILLE, NC 27834  
(919) 758-8800  
1-800-274-8672

Ms. Veronica Biggins  
Director of Presidential Personnel  
Presidential Personnel Office  
The White House  
Old Executive Office Building, Room #151  
Washington, D.C. 20500

Dear Ms. Biggins:

It is my understanding that Mr. George Quick has received support for an appointment at the senior management level with the Clinton Administrator. I am delighted to be included with those who have expressed their support.

I have reviewed the resume of Mr. Quick and am impressed with his responsible appointments over the past nine years in the civil rights and equal employment field. The education and training of Mr. Quick makes him exceptionally qualified for a senior management position. His experiences should serve the Administration well.

I believe if given the opportunity, Mr. Quick will be a loyal member of your team. Your favorable consideration will be appreciated.

Sincerely,

*Eva M. Clayton*  
Eva M. Clayton  
Member of Congress

EMC:11

THE WHITE HOUSE  
WASHINGTON

March 8, 1994

MAR 10 1994

The Honorable Melvin L. Watt  
United States House of Representatives  
Washington, D.C. 20515

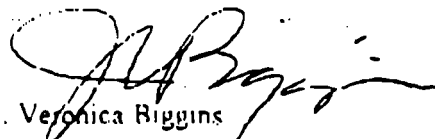
Dear Congressman Watt:

The thoughtful letter of recommendation which you wrote on behalf of George Quick was recently brought to my attention.

You speak highly of George's qualifications and I am pleased to let you know that your insights and support have been carefully noted.

Your views are important to us as we continue to assemble the best possible team. I look forward to collectively collaborating with you on issues of mutual importance in the months and years ahead.

Sincerely,



J. Veronica Riggins  
Assistant to the President and  
Director of Presidential Personnel

THE WHITE HOUSE  
WASHINGTON

AUG 12 1993

August 5, 1993

Ms. Wilma J. Roscoe  
Vice President, National Association for Equal  
Opportunity in Higher Education  
400 12th Street, N.E.  
Washington, DC 20002

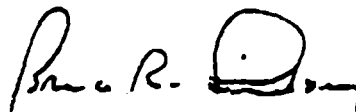
Dear Ms. Roscoe:

Thank you for your recommendation of George Quick. You may be assured that he will be given every possible consideration. I appreciate your bringing him to my attention.

Your views are important to us as we seek to assemble the best possible team. I look forward to our working together in the months and years to come.

Best regards.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce R. Lindsey". The signature is fluid and cursive, with a large, stylized "B" and "L".

Bruce R. Lindsey  
Assistant to the President and  
Director of Presidential Personnel



U.S. Department  
of Transportation  
**National Highway  
Traffic Safety  
Administration**

400 Seventh Street, S.W.  
Washington, D.C. 20590

JAN 26 1994

Ms. Janet Reno  
Attorney General of the United States  
Department of Justice  
Tenth and Constitution Avenue, N.W.  
Washington, D. C. 20554

RE: Announcement #: 17-93-SES,  
Title: Director, Equal Employment  
Opportunity Staff

Dear Madam Reno:

I learned today that my colleague, George Quick is being considered for a position within your organization. I wanted to take this opportunity to inform you of this highly regarded candidate Mr. Quick, who has served as my agency's Director of Civil Rights for over two years. Mr. Quick's work within our agency has been outstanding. Singlehandedly, he has revitalized NHTSA's civil rights and diversity efforts with vigor and integrity. He is an intelligent, articulate, and energetic spokesperson and implementer of equal opportunity and management initiatives.

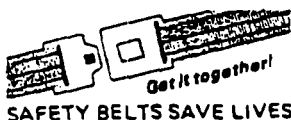
Mr. Quick has been outstanding in conveying listening sessions and action groups to identify employee and agency needs and to develop appropriate programs to meet those needs. He can negotiate at all levels of the agency and is persistent in fulfilling important objectives.

His job is not an easy one and yet he performs his responsibilities with dedication and diplomacy. I have no reservation in recommending him to you and would be happy to discuss his accomplishments with you personally if that would be helpful to you. I can be reached at (202) 366-1788 (work) and (301) 340-9329 (home).

I know George would be an outstanding member of your team. Thank you so much.

Sincerely,

Barbara D. Kernan  
Associate Administrator



AUTO SAFETY HOTLINE  
(800) 424-9393  
Wash. D.C. Area 366-0123

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-4006**

January 26, 1993

George B. Quick  
Director of Civil Rights  
100 Jolly Roger Cove  
Stafford, VA 22554

Dear George:

I was happy to learn of your interest in serving this great nation through an appointment with the Clinton Administration. I have contacted Secretary Mike Espy of the Department of Agriculture and requested that he give you serious consideration with an appointment with that agency. Good luck in your pursuit. Please do not hesitate to contact me if I can be of assistance to you.

With warm personal regards and best wishes in future endeavors, I remain

Sincerely Yours,



James E. Clyburn  
Member of Congress

## RESUME

George B. Quick  
Director of Civil Rights  
100 Jolly Roger Cove  
Stafford, VA 22554  
(703) 720-1164

### Employment:

10-15-91 to Present

Position: Director of Civil Rights  
Agency: U.S. Department of Transportation  
National Highway Traffic Safety Administration  
400 Seventh Street  
Washington, D.C. 20590  
(202) 366-6795

### Duties and Responsibilities:

My responsibilities of planning, coordination and managing a several internal and external nationwide programs. My staff supervises a variety of programs through the officials in Headquarters and ten region offices. Through these component they audit, and supervise state and local officials and their respective agents. Specific areas supervised are:

Civil Rights, Diversity, Disadvantage Business Programs, Title VI & VII complaint investigation and adjudication, Minority Recruitment and Special Studies and Research Programs.

Provides for and conducts in-depth equal opportunity compliance reviews and investigation as follows:

- (1) deemed necessary to assure effective program implementation and
- (2) requested by higher authority; and conducts such reviews related to contracting and grant-in-aid activities of headquarters elements of the Administration.
- (3) develop alternative dispute resolution approaches for the agency.
- (4) develop initiatives to increase the participation of Historical Black College and Hispanic Universities in grant programs.
- (5) participate in discussions with community organizations and contact special studies.

7-5-88 to 10-15-91

Position: Equal Employment Manager

Agency: U.S. Department of Health and Human Services  
Administration for Children and Families  
370 L'Enfant Promenade, S.W.  
Washington, D.C. 20447

Duties and Responsibilities:

Planned, organized, directed, evaluated and implemented a positive management oriented equal employment program that include efforts to resolve systemic problems. Serve as the expert advisor to the Associate Administrator, OMIS, and Administrator, ACF, concerning all aspects of ACF EEO activities. Provides consultation to managers and employees on EEO laws, regulations and procedures. Directs the informal and formal complaint stages of alleged discrimination to assure the prompt and fair adjudication and resolution of complaints. Directs and evaluates the EEO Counselor Program. Directs analysis of cases, prepares and finalized proposed dispositions to the Associate Administrator, OMIS and Administrator, ACF, and monitors corrective actions. Acts as chief official in dealing with complainant's representatives, legal counsel or union representative in all areas of EEO negotiation.

6-19-87 to 7-15-88

Position: EEO Manager

Agency: U.S. Department of Agriculture  
Agriculture Research Service  
Washington, D.C. 20250

Duties and Responsibilities:

Equal Employment Manager for the Midwest & Southern Plains Areas, USDA-ARS. Responsible for providing leadership, technical advice and counsel to Area & Center Directors in promoting, administering, and evaluating Area-wide EEO activities. The Areas include more than 1600 employees in more than 100 occupations located in numerous Area, Center, and Field locations (see attached Supplemental Statement for details of duties and responsibilities currently being performed).

9-30-85 to 6-8-87

Position: Equal Opportunity Manager

Agency: U.S. Army Corps of Engineers  
Kansas City District (KCD)  
601 East 12th Street  
Kansas City, MO 64106

Duties and Responsibilities:

Served as the Equal Employment Opportunity Manager for a command and its subordinate activities, consisting of approximately 2000

employees engaged in a wide variety of professional, technical, administrative, clerical, and trade/crafts occupations. As principal advisor to KCD Commander, I was responsible for the overall planning, administration, and evaluation of the Command EEO/EO programs for civilians and militant action. Complaints processing, Federal Women's Program, Black/Hispanic/Handicapped Employment programs, and other special emphasis programs and their respective committees which are primarily concerned with carrying out affirmative action and non-discrimination policies and resolving systemic procedures such as minority/women representation in professional/technical/administrative and other categories.

8-1-83 to 9-30-85

Position: Equal Opportunity Specialist  
Agency: U.S. Department of Labor  
Federal Bldg., Room 7007  
400 N. Eighth Street  
Richmond, VA 23240

Duties and Responsibilities:

I was responsible for planning, organizing, and carrying out all of OFCCP's Programs within framework of Executive Order 11246, Section 503 of Rehabilitation Act and Vietnam Era Readjustment Assistance Act of Section 402 in areas of employment due to a person's race, color, creed, sex national origin, religion, or disability (mental and/or physical); conducted research relating to needs for public relations and social actions; initiated and conducted analytical surveys and studies and presented data in oral or written form, received complaints and attempted settlement through mediation, conciliation, and negotiation; made presentations to various community groups concerning human relations problems, prepared printed materials on special employment problems for public information, spoke before and provided technical assistance for community groups and federal contractors on the integration of ethnic groups and females into industry labor.

6-19-87 to 7-15-88

Position: Investigator  
Agency: U.S. Consumer Product Safety Commission  
230 S. Dearborn Street  
Chicago, IL 48226

Duties and Responsibilities:

I represented CPSC in geographical area covered by the Resident Post responsible for:

- (1) receipt and investigation of consumer/industry/trade complaints;
- (2) surveillance of industries subject to CPSC jurisdiction;
- (3) evaluation of consumer products marketed by the industries;
- (4) implementation to CPSC's injury data system;

- (5) coordination with other related government agencies; and
- (6) implementation of information and education outreach programs directed to consumer, regulated industries, general public, and others.

8/79 to 3/82

Position: Investigator  
Agency: U.S. Department of Labor  
300 Fayetteville Street  
Raleigh, NC 27602

Duties and Responsibilities:

Investigated all aspects of complainant's allegations of discrimination covering contractor's employment procedures. Made initial decision on validity of the complaint, and resolved it. Directed and participated in highly complex desk audits of contractor compliance, including requesting and reviewing written affirmative action plans and data from contractors. Directed and participated in investigations and compliance review of contractor industrial relations activities covering all aspects of employment requirements for minorities, women, the handicapped, and Vietnam-era veterans, such as recruitment, employment, classification, union management relations, employment advancement and accommodations. Directed highly complex investigations of and personally conciliated complaints of alleged class discriminations, drafted conciliation agreements and letters of commitment.

5/69 to 12/78

Position: U.S. Marine Corps  
Agency: First Marine Corps District  
Long Island, NY

Duties and Responsibilities:

Non-Commissioned Officer in Charge Recruiting, Recruiting Sub-Station, Petterson, NJ. I supervised six persons. Y recruiting Sub-Stations covered 144,000 square miles. I made speeches at all of the universities and colleges in my assigned area, and led a task force that specialized in recruiting for highly skilled jobs and officer's training. Some of the specialized areas were: Aviation, Engineering, Intelligence, and Electronics. I was awarded 26 certificates and a gold sword for my outstanding service in specialized recruiting.

Education:

Merrick Moore High School

B.A. Criminal Justice - Shaw University

B.A. Public Administration - Shaw University

Graduate School - North Carolina Central University - 9 hours

Graduate School - Virginia Union University - 40 hours

Doctorate of Divinity - Redeem Bible College - Honorary Life Credits in Ministry

Federal Executive Institute - Graduated, October 31, 1992

Eastern Theological On Masters Of Divinity- Graduated on May 21, 1994

LIST, BY DATE, ANY SIGNIFICANT AWARDS, CITATIONS, AND SPECIAL ASSIGNMENTS:

March 6, 1992 - Certificate of Training from DOT for completing The Power of Vision Course

December 1989 - Certificate of Appreciation from Assistant Secretary of the Family Support Administration for implementing a successful Civil Rights Program

June 15, 1989 - Certificate for completing Manager's Employee Relations Training

**Office of the President-elect  
and Vice President-elect**

January 19, 1993

Mr. George B. Quick  
100 Jolly Roger Cove  
Stafford, VA 22554

Dear Mr. Quick:

We are pleased to receive information about your qualifications for serving in the new Clinton/Gore Administration. It is good to know that people of your ability may be interested in public service. We have entered your name and qualifications into our personnel system for careful consideration.

Thank you for your interest and I hope we can count on your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Dick Riley". The signature is fluid and cursive, with the first name "Dick" and last name "Riley" clearly distinguishable.

Richard Riley  
Director for Personnel

January 19, 1993

George B. Quick, Director  
Department of Transportation  
Office of the Administrator  
400 7th Street, S.W.  
Room 5201  
Washington, D.C. 20002

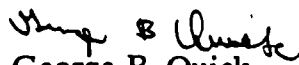
Everett B. Ward  
Executive Director  
Democratic Party of North Carolina  
PO Box 12196  
Raleigh, North Carolina 27605

Dear Mr. Ward,

Thank you for accepting this application for a job within the Clinton/Gore administration.

Your assistance is greatly appreciated.

Sincerely yours,

  
George B. Quick

GBQ/srq

Enclosures

**Office of the President-Elect  
and Vice President-Elect**

December 29, 1992

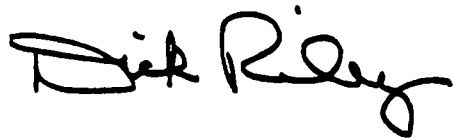
Mr. George B. Quick  
100 Jolly Roger Cove  
Stafford, VA 22554

Dear Mr. Quick:

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Thank you for your interest and I hope we can count on your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Dick Riley". The signature is fluid and cursive, with the first name "Dick" and last name "Riley" clearly distinguishable.

Richard Riley  
Director for Personnel

May 17, 1994

Sydney M. Avent, Sr., Vice President  
Administration and General Counsel  
Philadelphia Gas Works  
800 W. Montgomery Avenue  
Philadelphia, PA 19122

Dear Ms. Avent:

Thank you for following through on our conversation when we were at The Philadelphia Congress of the National Political Congress of Black Women's reception. I appreciate your interest in working in the Clinton Administration.

By copy of this letter, I am letting Veronica Biggins, who is Assistant to the President for Presidential Personnel, know of your interest in a senior level position at the Department of Energy or Department of Commerce. I am sure she will give you every consideration.

With best wishes,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

## Philadelphia Gas Works

Sydney M. Avent  
Senior Vice President  
Administration and  
General Counsel



800 W. Montgomery Avenue, Philadelphia, PA 19122  
Telephone: (215) 684-6644  
Fax: (215) 684-6646

May 3, 1994

The Honorable Alexis M. Herman  
Assistant to the President and  
Director of the White House  
Office of Public Liaison  
The White House  
Washington, DC 20500

Dear Ms. Herman:

It was my pleasure meeting with you in Philadelphia on April 17, 1994 at the reception by The Philadelphia Congress of the National Political Congress of Black Women.

As we discussed, I am currently interested in a senior policy position with the Department of Energy or the Department of Commerce. I view an opportunity to work in the Clinton administration, in either department, as a viable step to transitioning from a municipally-owned utility, Philadelphia Gas Works, to an investor-owned enterprise.

I am available to come to Washington to discuss these potential opportunities at your convenience.

A copy of my resume is enclosed. Thank you for your consideration.

Sincerely,

Sydney M. Avent

enc.

cc: Barbara Cox

MAY 8 1994

**SYDNEY MARIE AVENT**

6712 Anderson Street  
Philadelphia, PA 19119  
(215) 849-5721 (Home)  
(215) 684-6644 (Work)

**EDUCATION**

**LEGAL:**

University of California at Los Angeles  
School of Law, J.D., May, 1979  
. Moot Court Honor Society  
. Communications Law Externship

Villanova University School of Law  
. Graduate Tax Courses

**UNDER-**

**GRADUATE:**

University of North Carolina at Chapel Hill  
B.A., Psychology, August, 1972  
. Psi Chi National Honor Society

**EMPLOYMENT:**

1984 - Present: Philadelphia Gas Works  
Legal Department  
800 W. Montgomery Avenue  
Philadelphia, PA 19122

September, 1990 - Present: Senior Vice  
President Administration and General Counsel  
. Responsible for managing the Human  
Resources, Public Affairs, Corporate  
Planning, Information Systems, Medical and  
Legal Departments  
. Provide guidance and direction for  
corporate-wide administrative activities  
. Participate in formulation and execution  
of short and long term corporate policy  
goals and objectives  
. Coordinate administrative projects  
requiring integration of multiple company  
activities across operational and  
functional lines  
. Assistant Secretary, Philadelphia  
Facilities Management Corporation

January, 1988 - August, 1990: Senior Vice  
President and General Counsel  
. Responsible for all in-house and outside  
counsel legal services  
. Responsible for counseling senior  
management on general corporate and  
federal and local regulatory matters  
. Manage major litigation: superfund, due  
process class actions, equal employment  
opportunity  
. Utility Management Development Program,  
Stone & Webster Management  
Consultants, Inc.

October, 1985 - December, 1987:  
Corporate Counsel

December, 1984 - September, 1985:  
Senior Attorney

January, 1984 - November, 1984:  
Staff Attorney

May, 1979 - December, 1983:  
Gulf Oil Corporation  
Law Department  
P. O. Box 8056  
Philadelphia, PA 19101

**Marketing Counsel**

- . Franchise contract negotiating and drafting
- . Real estate: leases, easements, licenses, options, tax assessments
- . Antitrust compliance
- . General corporate matters

**Litigation Attorney**

- . Litigated franchise termination, collections, bankruptcy, employment-at-will cases
- . Supervised commercial and tort litigation: breach of contract, antitrust, windfall and gross receipts taxes, catastrophic losses
- . National Institute of Trial Advocacy, 1983

July, 1973 - June, 1976: **Claims Examiner,**  
**Government Employees Insurance Company**  
Los Angeles, CA and Washington, DC.

**BAR ADMISSIONS:**

Pennsylvania Supreme Court - October, 1979  
United States District Court for the Eastern  
District of Pennsylvania - February, 1980  
Temporary Emergency Court of Appeals -  
October, 1980  
United States Court of Appeals for the Third  
Circuit - February, 1981

**ASSOCIATIONS:**  
**(Current)**

Philadelphia Bar Foundation  
1993 President  
1989 Grants Committee Chair  
1988 Apothaker Committee Chair  
1987-90, 1992-Present Trustee  
Pennsylvania Bar Association  
House of Delegates  
1993-Present Member  
Disciplinary Board of The Supreme  
Court of Pennsylvania  
1993-Present Hearing Committee Member  
National Coalition of 100 Black Women, Inc.,  
Pennsylvania Chapter  
1993-Present Chair, World Affairs Committee  
1990-92 Third Vice President  
1984-Present Member  
Philadelphia Volunteer Lawyers For The Arts  
1990-Present Advisory Board  
National Bar Association  
Women Lawyers Division,  
Philadelphia Chapter  
1987-89 Scholarship Committee Chair  
1986-87 President  
1985-86 Law Day Coordinator  
1984-85 Recording Secretary  
1982-Present Member  
Forum of Executive Women  
1992-Present Member  
1992-Present Membership Committee  
1993 Strategic Planning Committee  
1994 Nominating Committee  
Womens Way  
1992-Present Advisory Council  
1991-1992 Board Of Directors  
Barristers Association of Philadelphia  
National Bar Association  
Life Member  
American, Pennsylvania and  
Philadelphia Bar Associations  
Bright Hope Baptist Church  
1993 Trustee  
Brandywine Workshop  
1994 Chair, James Van Der Zee Awards Program  
Philadelphia Congress of the National Political  
Congress of Black Women  
1984-Present Charter Member  
1994 Instructor, College For Kids  
  
United States Senator Harris Wofford's  
Advisory Committee On Judicial and U.S.  
Attorney Nominations  
1993 Member

**ASSOCIATIONS:**  
**(Former)**

Atwater Kent Museum  
1990-1992 Board Of Directors  
Big Sisters of Philadelphia  
1981-1983  
Leadership, Inc. (Formerly Community  
Leadership Seminars), 1986-1987  
Philadelphia Child Guidance Center  
1990-1993 Board of Directors  
Philadelphia Hand-In-Hand, Inc.  
1982-1989  
United Negro College Fund Telethon,  
Leadership Committee, Philadelphia  
Region, 1982-1984

**AWARDS AND  
HONORS:**

1991 - YWCA of Germantown, Salute to  
Women Leaders  
1991 - Who's Who In The Delaware Valley  
1991 - Philadelphia Business Journal, "40  
Under 40"  
1989-90 - Who's Who In Practicing Attorneys

May 24, 1994

Eddie N. Williams, President  
Joint Center for Political and  
Economic Studies  
1090 Vermont Avenue, NW./Suite 1100  
Washington, D.C. 20005-4961

Dear Eddie:

I am glad to have your comments on Attorney  
Gilbert Carillo for consideration to be  
Chairman of the EEOC. Your recommendation  
means a lot and I appreciate your sharing  
views with me.

With best personal regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM



PRESIDENT

MAY 22 1994

May 19, 1994

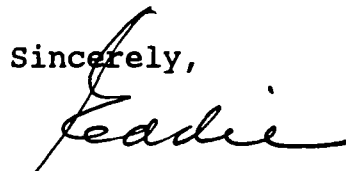
Ms. Alexis Herman  
The Assistant to the President for  
Public Liaison  
The White House  
Washington, DC 20500

Dear Alexis:

I understand that Attorney Gilbert Carillo of Miami is a candidate for the chairmanship of the EEOC. While I do not know him personally, I have received very favorable comments on him from several individuals whose judgement I value highly. On the strength of their support for his candidacy, I am pleased to add my own support.

Very best wishes.

Sincerely,



Eddie N. Williams

cc: Ben Johnson

June 6, 1994

Honorable Ben Nighthorse Campbell  
United States Senate  
Washington, D.C. 20510

Dear Senator:

Thank you for your letter recommending Dolores Atencio for Chair of the Equal Employment Opportunity Commission. Your supportive words mean a lot.

By copy of this letter, I am letting Veronica Biggins, who is Assistant to the President for Personnel, know of her interest. I am sure she will be given every consideration.

With best regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

**FAX TRANSMISSION****FROM****U.S. SENATOR  
BEN NIGHTHORSE CAMPBELL****COLORADO STATE OFFICE  
1129 PENNSYLVANIA  
DENVER, COLORADO 80203****(303) 866-1900 FAX 866-1919****TO:** Alexis HERMAN 1-202-456-6218**FROM:** Ricardo LAFORÉ, Staff Aide**REMARKS:** \_\_\_\_\_**NUMBER OF PAGES, (INCLUDING COVER):** 7

MAY 21 1994

BEN NIGHTHORSE CAMPBELL  
COLORADO

## United States Senate

WASHINGTON, DC 20510-0808

May 26, 1994

Alexis Herman  
Assistant to the President  
Office of Public Liaison  
The White House  
1600 Pennsylvania Avenue  
Washington, D.C. 20500

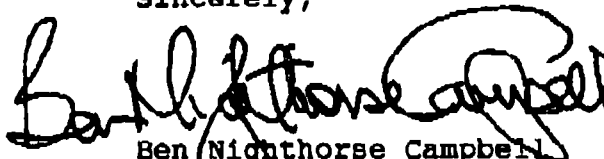
Dear Ms. Herman,

It is with pleasure that I recommend Dolores Atencio for a position in the Clinton administration. Ms. Atencio is interested in the position of Chair of the Equal Employment Opportunity Commission. I believe Ms. Atencio to be a uniquely qualified for this position.

I have attached her resume for your review and scrutiny. As you can see she has an excellent background for this position. In particular, I call your attention to the fact that many of her cases both as an attorney and a hearing officer have involved fair employment laws and issues relating to alleged discrimination on the basis of race, sex, age and/or disability.

Thank you in advance for your efforts on behalf of Ms. Atencio. I know her to be an outstanding young professional who would serve the administration well. Please feel free to call upon me if I can provide additional information.

Sincerely,



Ben Nighthorse Campbell  
United States Senator

BNC/rlf

## RESUME OF

**DOLORES S. ATENCIO**

---

4535 West Lakeridge Road  
Denver, Colorado 80219  
(303) 936-1722 Fax: 936-0239

**EDUCATION**

1980 University of Denver College of Law, Juris Doctorate Degree  
1977 Colorado College, Bachelor of Arts Degree, Political Science

**PROFESSIONAL EXPERIENCE**

January 1994 -  
Present **CAREER SERVICE BOARD, CITY AND COUNTY OF DENVER**  
Hearing Officer for the City of Denver, Career Service Board. Preside over hearings and adjudicate appeals brought by employees of the city of Denver pursuant to the rules of the Career Service Authority. Issues include discrimination claims, suspensions, terminations and other labor and employment issues.

November 1991 -  
April 1993 **PRYOR, CARNEY & JOHNSON, P.C.**  
Associate. General business and corporate practice with an emphasis on labor & employment. Advised clients on a variety of matters, including small securities offerings, employment disputes and civil rights violations. Successfully represented Pueblo Chicano Democratic Caucus before the Pueblo Election Board which resulted, for the first time in Pueblo's history, in the creation of two majority Hispanic city council districts.

May 1990 -  
September 1991 **DENVER GRAND PRIX AUTO RACE, INC.**  
Vice President of Business Affairs & General Counsel. Served as general counsel and project administrator for sponsor of CART-sanctioned car races in downtown Denver. Supervised both legal and business aspects of the company's extensive and complex construction, traffic and business planning. Over a three-month period prior to inaugural race, negotiated and drafted nearly 100 property owner agreements and monitored construction activities to ensure compliance with the specifications in those agreements. Implemented and monitored major concessionnaire and food vendor contracts which required coordination with local and state health departments. Negotiated corporate sponsorship, catering and merchandising contracts. Served as lead negotiator in company's controversial and highly publicized discussions with Denver City Council, Denver's Mayoral Office and Public Works Department and Arapahoe County Commissioners. Supervised outside counsel and achieved substantial reduction in legal fees. Resolved, without unnecessary litigation, numerous disputes arising out of the company's operations.

**RESUME**  
**DOLORES S. ATENCIO**  
**PAGE 2**

**October 1988 -  
May 1990**

**COLORADO BAR ASSOCIATION**

Director, Legal and Public Services. First full-time, statewide liaison (position previously held by three part-time persons) to 31 local bar associations, 23 pro bono programs and specialty bar associations. Worked directly with and assisted CBA President by coordinating local bar visitations; structured and administered President's special "Lend-A-Lawyer" project. As liaison to minority bar associations organized first Colorado Minority Women Lawyers Conference which resulted in creation of coalition. Developed, published and served as editor of the "Leader Letter," a statewide bar leaders newsletter.

**May 1987 -  
October 1988**

**PART-TIME SOLO PRACTICE**

General practice. Completed W.K. Kellogg National Leadership Fellowship Program and devoted time to raising infant daughter.

**May 1985 -  
May 1987**

**DENVER EDUCATIONAL BROADCASTING, INC. (KUVO PUBLIC RADIO STATION)** Development Director. Joined two other women at the station while in its project stage after successfully organizing a major fundraiser on behalf of the project. The frequency, held for 12 years by various community groups unable to successfully broadcast, "aired" on August 29, 1985. As first Development Director, raised approximately \$400,000. Established and managed all facets of fundraising division, including membership/individual sponsorship program, business and corporate underwriting program, and corporate and foundation support. Served informally as in-house counsel; monitored station's compliance with FCC regulations and advised on personnel matters. KUVO is now in its eighth year of broadcasting.

**July 1982 -  
May 1985**

**COLORADO ATTORNEY GENERAL'S OFFICE**

Assistant Attorney General, Criminal Appellate Division. Specialized in criminal appellate litigation. Presented over 100 written briefs and 50 oral arguments to the Colorado Supreme Court and Court of Appeals. Regularly reviewed proposed legislative statutes for constitutional defects.

**July 1981 -  
July 1982**

**COLORADO RURAL LEGAL SERVICES, DENVER OFFICE**

Placed as a Reginald Heber Smith Community Lawyer Fellowship recipient, specializing in public law, including labor and family law, education and public benefits law. As a fellow, required to devote 20% of time to community issues. Worked with former legislator Richard Castro on reapportionment.

RESUME  
DOLORES S. ATENCIO  
PAGE 3

## PROFESSIONAL ACTIVITIES

### American Bar Association

Commissioner, Commission on Women in the Profession.  
Appointed by ABA President William Ide to a three-year term.

Fellow, American Bar Association Foundation (selected in 1992).

### Hispanic National Bar Association

For the past four years, served as a member of the Board of Governors: from 1989-1990 as chair of the annual national convention held in Denver; 1990-1991 as President-Elect; as National President from 1991-1992, and currently as Immediate Past President. As President, addressed legal issues and worked within the legal profession on behalf of the Hispanic community and Latino lawyers. Conducted high-level meetings and briefings with notable dignitaries to address concerns, including the U.S. Attorney General and the President's Chief of Staff and Legal Counsel. In January 1992 at the invitation of the Mexican government, led a delegation of Hispanic lawyers to Mexico City for meetings with President Carlos Salinas de Gortari and others regarding the North American Free Trade Agreement. Many significant milestones were achieved, including the historic appointment of the country's first Hispanic female attorneys to the federal bench.

### Colorado & Denver Bar Associations

Since 1989, have been an active member of both bar associations. Appointed by DBA president to serve a two-year term to the CBA's Board of Governors as a DBA representative. Have received numerous CBA presidential appointments, including Chair of the CBA Budget Committee, CBA/DBA Joint Management Committee, and CBA Nominating Committee.

### Colorado Hispanic Bar Association

Served as President of the association in 1991 and as President-Elect in 1990. Currently serve as a board member and newsletter editor.

### Colorado Women's Bar Association

Co-Chair, Minority Affairs Committee.

RESUME  
DOLORES S. ATENCIO  
PAGE 4

## COMMUNITY ACTIVITIES

|                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>City of Denver</b>                                                         | Mayoral appointment to Judicial Nomination Commission (1993-1997). Member, Mayor Wellington Webb's Hispanic Advisory Council.                                                                                                                                                                                                                                                                                                                                 |
| <b>National Clinton/Gore Hispanic Advisory Committee</b><br>1992              | Served as a member of this campaign committee whose purpose was to assist the campaign by identifying issues on behalf of the Hispanic community and to generate support and get out the vote among Latinos.                                                                                                                                                                                                                                                  |
| <b>State Board of Social Work Examiners</b><br>1987-1990                      | Governor's appointment. Board responsible for reviewing and referring complaints and overseeing social worker tests.                                                                                                                                                                                                                                                                                                                                          |
| <b>KUVO Radio Project</b><br>March 8 - April 14, 1985                         | To benefit KUVO, organized the first statewide Chicano art show, " <i>Imagenes</i> ." Debuted at the Arvada Center, the juried exhibit showcased several mediums, attracted hundreds of attendees and generated KUVO's first corporate sponsor. <i>Imagenes</i> was one of several pre-broadcast special events. The Corporation for Public Broadcasting Development Exchange awarded KUVO its 1985 Award for Outstanding Special Event for <i>Imagenes</i> . |
| <b>Mi Casa Women's Center</b><br>1983-1985                                    | Served as board member and President of the board to this community-based organization serving Hispanic women and young girls. Participated in the "Mi Carrera" (My Career) program directed at high school girls.                                                                                                                                                                                                                                            |
| <b>Community Technical Skills Center</b><br>1983-1985                         | CTSC provides job skills training for lower-income members of the Denver minority community. Served as board member during the Center's first two years of existence.                                                                                                                                                                                                                                                                                         |
| <b>Latin American Research &amp; Service Agency</b><br>1983-1985              | Served as a board member of this community funded agency which identifies and researches issues affecting the Colorado Hispanic community.                                                                                                                                                                                                                                                                                                                    |
| <b>Hispanic Education Advisory Council, Denver Public School</b><br>1983-1985 | Comprised of community members, this advisory council provided input and guidance to the Denver Public School administration. Served as a board member.                                                                                                                                                                                                                                                                                                       |

RESUME  
DOLORES S. ATENCIO  
PAGE 5

## AWARDS & HONORS

**Hispanic Business  
Magazine**  
October 1993

Selected as one of "100 Most Influential Hispanics" in the United States.

**"Notable Hispanic  
Women"**  
1993

Included in this national publication as one of the most notable Latinas in the U.S.

**Miller Brewing  
Company**  
1993

One of twelve featured in 1993 Calendar of "Outstanding Hispanic Women." The national calendar is published annually and distributed to high schools throughout the country by Miller Brewing Company.

**Colorado Hispanic  
Bar Association**  
January 1993

Recipient, "Outstanding Hispanic Attorney of the Year" Award.

**Hispanic Business  
Magazine**  
October 1991

Included in the annual listing of the "100 Most Influential Hispanics" in the United States.

**W.K. Kellogg  
Leadership  
Fellowship Program**  
1986-1989

The fellowship program exposes and expands the minds and experiences of future leaders. Fellows awarded a three-year / \$30,000 fellowship to develop an expertise outside of their chosen profession. Focused on spanish language television with emphasis on Hispanic ownership and management of broadcast outlets. Traveled throughout the country and to Mexico, Cuba, Puerto Rico and Spain.

**National Institute  
for Trial Advocacy**  
1985

Hill Scholarship recipient to this intensive litigation seminar.

**American Express**  
July 18, 1985

Award recipient for Community Involvement.

**National Consortium "  
Women  
Communicators**  
1985

To the Women of KUVU," awarded recognition for airing of 89.3 FM.

June 6, 1994

Mary T. Hernandez, President-Elect  
Hispanic National Bar Association  
One Montgomery Street/26th Flr., Telesis Tower  
San Francisco, CA 94104

Dear Ms. Hernandez;

Thank you for your letter recommending  
Dolores Atencio for Chair of the Equal  
Employment Opportunity Commission. Your  
supportive words mean a lot.

By copy of this letter, I am letting Veronica  
Biggins, who is Assistant to the President for  
Personnel, know of her interest. I am sure she  
will be given every consideration.

With best regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

33 Walt Whitman Road, Suite 310 • P.O. Box 744  
Melville, NY 11747 • 516/424-8142 • Fax: 516/424-8143

# HNBA

HISPANIC NATIONAL BAR ASSOCIATION

Writer's Direct Address

One Montgomery Street  
26th floor, Telesis Tower  
San Francisco, CA 94104  
(415) 393-8293 TEL  
(415) 986-5309 FAX

## BOARD OF GOVERNORS

### OFFICERS

WILFREDO CARABALLO  
*National President*  
Newark, NJ

MARY T. HERNANDEZ  
*President-Elect*  
San Francisco, CA

JOHN D. TRASVINA  
*Vice President*  
Washington, DC

ELENA M. ASTURIAS  
*Secretary*  
San Francisco, CA

ALBERTO CABALLERO  
*Treasurer*  
West New York, NJ

JOSE E. GAITAN  
*National Newsletter Editor*  
Seattle, WA

DANIEL R. GUADALUPE  
*General Counsel*  
Somerville, NJ

BERNARDO M. GARCIA  
*1994 Convention Chairperson*  
Phoenix, AZ

CARLOS G. ORTIZ  
*Immediate Past President*  
Secaucus, NJ

YOLANDA VAZQUEZ  
*Law Student Div. President*  
Chicago, IL

### REGIONAL PRESIDENTS

ALICE VELAZQUEZ  
Bronx, NY

FRANCES RECIO  
Washington, D.C.

CARLOS J. REYES  
Fort Lauderdale, FL

WILLIAM E. CALLEJO  
Dallas, TX

JOHN A. MENDEZ  
San Francisco, CA

ARTHUR G. GARCIA  
Phoenix, AZ

HILLIAN G. APODACA  
Albuquerque, NM

JOSEPH A. GAVALDON  
Fort Collins, CO

HUGO CHAVIANO  
Chicago, IL

May 25, 1994

Alexis M. Herman  
Assistant to the President  
Public Liason  
1600 Pennsylvania Avenue, NW  
Washington, DC 20500

Dear Ms. Herman:

As President-Elect of the Hispanic National Bar Association ("HNBA"), I am writing to express the enthusiastic endorsement by the HNBA of Dolores S. Atencio for the position of chair of the Equal Employment Opportunity Commission ("EEOC").

We understand that the Clinton administration has been diligently searching for an appropriate nominee for this very significant position. Given the background and experience of Ms. Atencio, we believe that she is uniquely suited to serve as Chair of the EEOC. First, Ms. Atencio has the professional skills for the position. She has several years of experience practicing employment-related law in private practice and is also currently a part-time hearing officer for the City of Denver, where she presides over employment disputes between City managers and employees. In particular, many of her cases (both as an advocate and a hearing officer) have involved fair-employment laws and issues relating to alleged discrimination on the basis of race, sex, age and/or disability.

Second, and of particular interest to the HNBA, Ms. Atencio also has knowledge and insight about, as well as sensitivity to, all members of this nation's diverse population. As a former President of the Colorado Hispanic Bar Association and a former National HNBA Convention Chair and National HNBA President, Ms. Atencio listened to, advocated on behalf of and organized conferences and events for this nation's approximately 20,000 Hispanic attorneys, judges and law students. During her term as HNBA President, Ms. Atencio also helped organize the first Minority Bar Summit between the heads of all of the national minority bar associations in Washington, D.C. and kept a dialogue open throughout the year with the Presidents of the National Bar Association, the National Asian Pacific American Bar Association and the Native American Bar Association.

Additionally, and of paramount importance in a time where issues of sexual harassment and gender bias in the workplace are very much at the forefront of the public's attention and concern, Ms. Atencio has been and is very visible and committed to the interests and concerns of women. Ms. Atencio researched and produced this country's first slide production (soon to be released as a video) on the history of the first Latinas licensed to practice law in the United States. She premiered the slide show at the HNBA's 1993 National Convention to an enthusiastic audience and has been receiving invitations throughout the country to premier the video. Additionally, she currently sits on the American Bar Association's Commission on Women and has for many years worked selflessly to assist and support many women throughout the country as a role model, mentor and advocate.

Finally, we believe that Dolores Atencio would be an effective spokesperson for the EEOC and the Clinton administration. She is eloquent, thoughtful, well-respected and accustomed to dealing with the media, politicians and with other diverse groups and leaders.

In short, the HNBA wholeheartedly and without reservation recommends the nomination of Dolores Atencio for the position of Chair of the EEOC. The HNBA would be happy to assist you in any way we can concerning your search for an EEOC Chair and for persons to fill any other government vacancies. Please do not hesitate to call on me if there is anything I can do for you or if there is any further information you may need.

Sincerely,



Mary T. Hernandez  
HNBA President-Elect

cc     Senator Ben Nighthorse Campbell  
       Senator Hank Brown  
       Representative Jose Serrano, Chair,  
             Congressional Hispanic Caucus  
       Wilfredo Caraballo, HNBA President  
       John Trasvina, HNBA Vice President  
       Richard Gonzalez, President,  
             Colorado Hispanic Bar Association

## RESUME OF

**DOLORES S. ATENCIO**

---

4535 West Lakeridge Road  
Denver, Colorado 80219  
(303) 936-1722 Fax: 936-0239

**EDUCATION**

1980 University of Denver College of Law, Juris Doctorate Degree  
1977 Colorado College, Bachelor of Arts Degree, Political Science

**PROFESSIONAL EXPERIENCE**

January 1994 -  
Present **DENVER CAREER SERVICE BOARD**  
Contract Hearing Officer for the City of Denver, Career Service Board. Preside over hearings and adjudicate appeals brought by employees of the city of Denver pursuant to the rules of the Career Service Authority. Issues include discrimination claims, suspensions, terminations and other personnel issues.

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April 1993 **PRYOR, CARNEY & JOHNSON, P.C.**  
Associate. General business and corporate practice with an emphasis on labor & employment. Advised clients on a variety of matters, including small securities offerings, employment disputes and civil rights violations. Successfully represented Pueblo Chicano Democratic Caucus before the Pueblo Election Board which resulted, for the first time in Pueblo's history, in the creation of two majority Hispanic city council districts.

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May 1990

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Director, Legal and Public Services. First full-time, statewide liaison (position previously held by three part-time persons) to 31 local bar associations, 23 pro bono programs and specialty bar associations. Worked directly with and assisted CBA President by coordinating local bar visitations; structured and administered President's special "Lend-A-Lawyer" project. As liaison to minority bar associations. Organized first Colorado Minority Women Lawyers Conference which resulted in creation of coalition. Developed, published and served as editor of the "Leader Letter," a statewide bar leaders newsletter.

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**PART-TIME SOLO PRACTICE**

General practice. Completed W.K. Kellogg National Leadership Fellowship Program and devoted time to raising infant daughter.

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May 1987

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May 1985

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Assistant Attorney General, Criminal Appellate Division. Specialized in criminal appellate litigation. Presented over 100 written briefs and 50 oral arguments to the Colorado Supreme Court and Court of Appeals. Regularly reviewed proposed legislative statutes for constitutional defects.

July 1981 -  
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RESUME  
DOLORES S. ATENCIO  
PAGE 3

## PROFESSIONAL ACTIVITIES

### **American Bar Association**

Commissioner, Commission on Women in the Profession.  
Appointed by ABA President William Ide for a three-year term.

Fellow, American Bar Association Foundation (selected in 1992).

### **Hispanic National Association**

For the past four years, served as a member of the Board of Bar Governors: from 1989-1990 as chair of the annual national convention held in Denver; 1990-1991 as President-Elect; as National President from 1991-1992, and currently as Immediate Past President. As President, addressed legal issues and worked within the legal profession on behalf of the Hispanic community and Latino lawyers. Conducted high-level meetings and briefings with notable dignitaries to address concerns, including the U.S. Attorney General and the President's Chief of Staff and Legal Counsel. In January 1992 at the invitation of the Mexican government, led a delegation of Hispanic lawyers to Mexico City for meetings with President Carlos Salinas de Gortari and others regarding the North American Free Trade Agreement. Many significant milestones were achieved, including the historic appointment of the country's first Hispanic female attorneys to the federal bench.

### **Colorado & Denver Bar Associations**

Since 1989, have been an active member of both bar associations. Appointed by DBA president to serve a two-year term to the CBA's Board of Governors as a DBA representative. Have received numerous CBA presidential appointments, including Chair of the CBA Budget Committee, CBA/DBA Joint Management Committee, and CBA Nominating Committee.

### **Colorado Hispanic Bar Association**

Served as President of the association in 1991 and as President-Elect in 1990. Currently serve as a board member and newsletter editor.

### **Colorado Women's Bar Association**

Co-Chair, Minority Affairs Committee.

RESUME  
DOLORES S. ATENCIO  
PAGE 4

## COMMUNITY ACTIVITIES

|                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>City of Denver</b>                                                         | Mayoral appointment to Judicial Nomination Commission (1993-1997). Member, Mayor Wellington Webb's Hispanic Advisory Council.                                                                                                                                                                                                                                                                                                                                 |
| <b>State Board of Social Work Examiners</b><br>1987-1990                      | Governor's appointment. Board responsible for reviewing and referring complaints and overseeing social worker tests.                                                                                                                                                                                                                                                                                                                                          |
| <b>KUVO Radio Project</b><br>March 8 - April 14, 1985                         | To benefit KUVO, organized the first statewide Chicano art show, " <i>Imagenes</i> ." Debuted at the Arvada Center, the juried exhibit showcased several mediums, attracted hundreds of attendees and generated KUVO's first corporate sponsor. <i>Imagenes</i> was one of several pre-broadcast special events. The Corporation for Public Broadcasting Development Exchange awarded KUVO its 1985 Award for Outstanding Special Event for <i>Imagenes</i> . |
| <b>Mi Casa Women's Center</b><br>1983-1985                                    | Served as board member and President of the board to this community-based organization serving Hispanic women and young girls. Participated in the "Mi Carrera" (My Career) program directed at high school girls.                                                                                                                                                                                                                                            |
| <b>Community Technical Skills Center</b><br>1983-1985                         | CTSC provides job skills training for lower-income members of the Denver minority community. Served as board member during the Center's first two years of existence.                                                                                                                                                                                                                                                                                         |
| <b>Latin American Research &amp; Service Agency</b><br>1983-1985              | Served as a board member of this community funded agency which identifies and researches issues affecting the Colorado Hispanic community.                                                                                                                                                                                                                                                                                                                    |
| <b>Hispanic Education Advisory Council, Denver Public School</b><br>1983-1985 | Comprised of community members, this advisory council provided input and guidance to the Denver Public School administration. Served as a board member.                                                                                                                                                                                                                                                                                                       |

RESUME  
DOLORES S. ATENCIO  
PAGE 5

## AWARDS & HONORS

|                                                                |                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Hispanic Business Magazine</b><br>October 1993              | Selected as one of "100 Most Influential Hispanics" in the United States.                                                                                                                                                                                                                                                                                                                         |
| <b>"Notable Hispanic Women"</b><br>1993                        | Included in this national publication as one of the most notable Latinas in the U.S.                                                                                                                                                                                                                                                                                                              |
| <b>Miller Brewing Company</b><br>1993                          | One of twelve featured in 1993 Calendar of "Outstanding Hispanic Women." The national calendar is published annually and distributed to high schools throughout the country by Miller Brewing Company.                                                                                                                                                                                            |
| <b>Colorado Hispanic Bar Association</b><br>January 1993       | Recipient, "Outstanding Hispanic Attorney of the Year" Award.                                                                                                                                                                                                                                                                                                                                     |
| <b>Hispanic Business Magazine</b><br>October 1991              | Included in the annual listing of the "100 Most Influential Hispanics" in the United States.                                                                                                                                                                                                                                                                                                      |
| <b>W.K. Kellogg Leadership Fellowship Program</b><br>1986-1989 | The fellowship program exposes and expands the minds and experiences of future leaders. Fellows awarded a three-year/ \$30,000 fellowship to develop an expertise outside of their chosen profession. Focused on spanish language television with emphasis on Hispanic ownership and management of broadcast outlets. Traveled throughout the country and to Mexico, Cuba, Puerto Rico and Spain. |
| <b>National Institute for Trial Advocacy</b><br>1985           | Hill Scholarship recipient to this intensive litigation seminar.                                                                                                                                                                                                                                                                                                                                  |
| <b>American Express</b><br>July 18, 1985                       | Award recipient for Community Involvement.                                                                                                                                                                                                                                                                                                                                                        |
| <b>National Consortium "Women Communicators"</b><br>1985       | To the Women of KUVU," awarded recognition for airing of 89.3 FM.                                                                                                                                                                                                                                                                                                                                 |

June 6, 1994

Mary M. Phillips, President  
Colorado Women's Bar Association  
1801 Broadway/Suite 400  
Denver, CO 80202

Dear Ms. Phillips:

Thank you for your letter recommending  
Dolores Atencio for Chair of the Equal  
Employment Opportunity Commission. Your  
supportive words mean a lot.

By copy of this letter, I am letting Veronica  
Biggins, who is Assistant to the President for  
Personnel, know of her interest. I am sure she  
will be given every consideration.

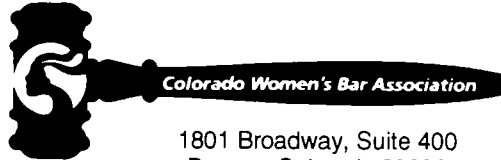
With best regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM



1801 Broadway, Suite 400  
Denver, Colorado 80202  
(303) 298-1313  
FAX (303) 298-0049

WRITER'S DIRECT DIAL NUMBER:  
(303) 572-6693

May 26, 1994

**VIA FACSIMILE AND U.S. MAIL**

Ms. Alexis M. Herman  
Assistant to the President  
Director, Office of Public Liaison  
The White House, 2nd Floor, West Wing  
1600 Pennsylvania Avenue, N.W.  
Washington, D.C. 20500

Ms. Veronica Biggins  
Assistant to the President  
Director of Presidential Personnel  
Old Executive Office Building  
Washington, D.C. 20500

Re: Dolores S. Atencio

Dear Ms. Herman and Ms. Biggins:

I am writing to endorse the candidacy of Dolores Atencio for the position of Chairman of the Equal Employment Opportunity Commission.

Dolores Atencio is a member of the Board of Directors of the Colorado Women's Bar Association. We in Colorado well know her tireless work on behalf of diversity and on behalf of fairness for all groups traditionally at a disadvantage in America's economic and cultural systems. We know her as a person of great integrity, intelligence, energy, diligence, and heart.

Ms. Atencio is an excellent administrator. She is particularly talented at making the most of scarce resources and creatively accomplishing her goals with very little money. She is constantly enthusiastic and an inspiration to the people who work with her. She is an idea person who also can find ways to implement those ideas.

The EEOC has rarely been led by a woman. Ms. Atencio, a member of the ABA Commission on Women, knows the legal problems of women and of people of color. Ms. Atencio is uniquely situated to bring a perspective to the EEOC it has virtually always lacked in the past.

MAY 31 1994

Ms. Alexis M. Herman  
Ms. Veronica Biggins  
Page Two  
May 26, 1994

Ms. Atencio has been particularly successful in building coalitions of various ethnic, racial, and other disadvantaged groups. While serving as Director of Legal and Public Services for the Colorado Bar Association she organized the first Colorado Minority Women Lawyers Conference. One of the goals accomplished by the Conference and by Ms. Atencio was the creation of a coalition of minority and anglo women lawyers, including representatives of the Colorado Women's Bar Association. Ms. Atencio was instrumental in bringing people of all different colors together in a working group. She solved all problems which arose from the diverse group members' initial misgivings about working with each other, and the coalition exists today as a group of friends who have learned how much can be accomplished by acting together.

Ms. Atencio clerked for the EEOC during law school, and during the course of her career has been involved with civil rights questions. She is undoubtedly qualified intellectually and by her background for the Chairmanship of the EEOC. She will be fair to all groups, she will be an activist and effective Chairman, and she will bring the perspective of a woman of color to the EEOC.

Please call me if you have any questions about this endorsement or if I can provide any further information to you. Thank you for your attention.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Mary M. Phillips".

Mary M. Phillips  
President

cc: Rita Jaramillo

June 6, 1994

Mattie H. Barrow  
3503 Minnesota Avenue, SE./#1  
Washington, D.C. 20019

Dear Ms. Barrow:

Thank you for your letter and interest  
in working at the Employment Opportunity  
Commission.

By copy of this letter, I am letting Veronica  
Biggins, who is Assistant to the President for  
Personnel, know of your interest. I am sure she  
will be give you every consideration.

With best regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

**MATTIE H. BARROW**  
3503 Minnesota Avenue, SE, #1  
Washington, D. C. 20019  
Home: (202) 584-0043 or Office: (202) 225-2661

MAY 27 1994

May 8, 1994

Ms. Alexis M. Herman  
Director of Public Liaison  
The White House  
Washington, D. C. 20500

Dear Ms. Herman:

I am writing regarding my interest in working at the Equal Employment Opportunity Commission (EEOC) in Congressional Affairs and to seek your guidance and advise.

I am a life-long Democrat who supported the Clinton-Gore ticket, worked on fundraising committees and worked the polls on election day.

My cousin Joe Barrow, Jr. worked for you at the Democratic National Committee. I mentioned I was writing to you and Joe said to tell you hello. I know your schedule is hectic but I would be most grateful for your advice and assistance in helping me to become a part of the EEOC Congressional Affairs team. You are an integral part of the Administration with a genuine interest and commitment to the goals of Black America and I would love to be a part of this historic Administration.

Having worked for Congress for over 20 years in human resource management investigating government non-compliance with legislatively directed programs, I feel particularly suited for EEOC and am excited with the legislative agenda of the Administration. I have served as liaison for Members of Congress, congressional staff, and congressional committees and have been instrumental in bringing about significant changes in the regulations of several agencies. In addition, I have a working knowledge of the EEOC basic mission and its interaction with other government agencies, Congress and the general public.

A Navy veteran and past president of the Congressional Black Associates on Capitol Hill, I have been actively involved in working for equal opportunity in behalf of Black employees on Capitol Hill and within the federal government for years.

Thank you very much for your assistance and for any courtesy you may extend. I look forward to hearing from you.

Sincerely,



Mattie H. Barrow

**MATTIE H. BARROW**  
3503 Minnesota Avenue, SE, #1  
Washington, D. C. 20019  
(202) 584-0043 res -- (202) 225-2661 ofc

---

## **PROFESSIONAL EXPERIENCE**

### **A. U. S. HOUSE OF REPRESENTATIVES - 1969 TO PRESENT**

Honorable Ronald V. Dellums  
Honorable Peter W. Rodino, Jr.  
Honorable Ron DeLugo

Honorable Joan Kelly Horn  
Honorable Millicent Hammond Fenwick  
Honorable Abner J. Mikva

#### **SPECIAL ASSISTANT - 1993 To Present**

Congressional appointment to research and investigate allegations of mismanagement of Department of Defense and Veterans Affairs programs; supervise intern program; handle White House Appointee recommendations and legislative inquiries.

#### **OFFICE MANAGER**

**September, 1989 - January, 1993**

Congressional appointee with responsibility for human resource management, office automation and all scheduling; created and implemented office policy and was liaison for the Member with the House Ethics Committee, the House legal counsel, House Administration, and the Sergeant-at-Arms; analyzed complex regulatory and financial data and administered the budget, expenses, payroll and oversaw operations to ensure regulatory compliance; prepared comprehensive financial reports for the Member and Administrative Committees; negotiated large purchases of office equipment and telecommunications systems; monitored and tracked legislation which impacted on the activities of the office, briefed the Member on public policy, operations and administration, recommended and implemented policy changes.

#### **CHIEF CASEWORKER**

**January 1975 - January 1989**

Congressional appointment to represent the interests of the 5th and 9th Congressional Districts of New Jersey. Served as contact point to receive, plan and perform investigations into allegations of noncompliance with program directives administered by the Department of Defense, Department of Veterans Affairs, Social Security Administration, Department of Labor, Internal Revenue Service, Immigration and Naturalization Service and State Department. Served as liaison with other Members of Congress, congressional staff, congressional committees, the Administration and national organizations to effect public policy and legislative decisions that reflected the districts concerns. Wrote reports based on requirements of law and communicated effectively at all levels with management, employees, and the general public. Circumstances frequently involved time constraints or crises.

- \* Had oversight and supervisory authority.
- \* Determined office policy and established guidelines for conducting investigations.
- \* Planned strategies and creativity in soliciting information.
- \* Determined the extent and scope of investigations and office involvement.
- \* Represented the Member at meetings and regulatory briefings on legislative issues and public policy before federal, state, and municipal governments.
- \* Prepared newsletter columns, radio announcements and handled all related media inquiries. (Worked with "60 Minutes" on a program about drug testing in the military.)

In addition, monitored program compliance; made recommendations on legislative issues; prepared reports, testimony, press releases, Congressional Record statements and legislative correspondence which required a thorough working knowledge of each agency's basic mission, applicable regulations, policies and interaction with agencies such as Office of Personnel Management, Merit Systems Protection Board, and Equal Employment Opportunity Commission;

worked closely with key officials in government, key labor representatives, inspector generals, medical doctors, general counsels, civilian attorneys, military and veterans service organizations. Applied in-depth knowledge of the Freedom of Information and Privacy Acts.

- \* Evaluated credibility of statements and allegations.
- \* Conducted in-depth personal and telephone interviews.
- \* Analyzed allegations, identified problems, defined issues and patterns.
- \* Reviewed actions that might circumvent investigations.
- \* Researched and reviewed precedents and court decisions.
- \* Utilized authoritative resources and experts across the United States.
- \* Requested and reviewed interim reports during lengthy investigations.
- \* Scrutinized agency compliance and evaluated answers.
- \* Traveled and conducted on-site investigations.
- \* Prepared final answers and impact reports.
- \* Conducted follow-up investigations.

Made use of the Congressional Research Service, the Code of Federal Regulations, the U. S. Code Annotated and government Manual; maintained key committee and congressional contacts; had excellent rapport with service organizations, labor leaders, lobbyists, and the media.

- \* Established the Military Law Conference for Congressional staff and key officials of the Administration and was a panelist representing the Congressional perspective.
- \* Wrote a brief to Justice Department which resulted in reunification of a family in the U.S.
- \* Identified a quirk in the Tax Reform Act of 1976 which resulted in the issuance of a Revenue Ruling from the Internal Revenue Service.
- \* Provided the research and impetus for introduction of legislation to create the Helsinki Commission to monitor human rights violations abroad.
- \* Worked with the Census Bureau, United Mine Workers, and congressional committees and was instrumental in amending the law regarding black lung benefits.
- \* Worked with the Veterans Congressional Liaison office in writing the routine use of the Privacy Act for publication in the Federal Register.
- \* Favorably resolved an alleged cheating scandal within the Department of the Army Officer Training School which would have resulted in the revocation of the commission of eleven Black officers.
- \* Favorably resolved a racial discrimination and harassment dispute within the Department of Labor using the agency's own guidelines, regulations and negotiated contracts.

#### **STAFF ASSISTANT**

**January, 1969 - January, 1975**

Briefed Member and made recommendations on legislative issues and public policy. Prepared impact reports, testimony, press releases, Congressional Record statements and legislative correspondence. Researched, analyzed and monitored legislation. Researched and identified federal grant programs for state and local governments, private industry, universities and non-profit organizations. In conjunction with the Democratic Study Group, conducted a seminar on casework for new Members of Congress.

#### **B. ASSISTANT TO THE DIRECTOR OF TRAINING**

**Department of Health, Education and Welfare**

**November, 1965 - January, 1969**

Administered and graded exams for applicants applying for two-year computer program. Drafted replies on the outcome. Maintained personnel folders of trainees in the program, and discussed results of exams or problems that developed. Coordinated with other agencies to obtain brochures for posting for career development. Arranged for instructors to set up and schedule courses of instruction. Maintained training materials and supplies, and set up record library for books and reference materials. Supervised two employees.

## OTHER ACTIVITIES

**1992 Clinton-Gore Presidential Campaign** - Assisted with the coordination of fundraising activities in Washington, D. C. and in Detroit, Michigan. Worked the polls on election day.

**1969 Co-Founder and Past President of the Congressional Black Associates**, a professional staff organization on Capitol Hill affiliated with the Congressional Black Caucus.

**1969-76** Past Editor and publisher of The Phoenix, a newsletter of the Congressional Black Associates. Responsible for the design, layout and logo.

**1975** Past President, Congressional Staff Duplicate Bridge Club.

**1993 American Bridge Association** - President of the Hilltop Bridge Club which hosts benefit fundraisers for boy and girl scouts clubs and educational scholarships.

## MILITARY

U.S. Navy, October 1960 - October 1963 - Honorable discharge

## EDUCATION

- \* University of Detroit, Detroit Michigan
- \* George Washington University, Washington D. C.

May 17, 1994

Honorable Charles B. Rangel  
House of Representatives  
Washington, D.C. 20515

Dear Charlie:

Thank you for your letter recommending Justice William J. Davis for appointment to the U.S. Court of International Trade. Your expression of support is very important.

By copy of this letter, I am letting Veronica Biggins, who is Assistant to the President for Personnel, know of his availability. I am sure he will be given every consideration.

With best personal regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

CHARLES B. RANGEL  
15TH CONGRESSIONAL DISTRICT  
NEW YORK  
DEPUTY WHIP  
  
COMMITTEE:  
WAYS AND MEANS  
  
CHAIRMAN, SUBCOMMITTEE ON  
SELECT REVENUE MEASURES  
SUBCOMMITTEE ON OVERSIGHT

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-3215**

April 12, 1994

□ 2252 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-3215  
TELEPHONE: (202) 225-4365

DISTRICT OFFICES:  
MS. VIVIAN E. JONES  
DISTRICT ADMINISTRATOR

□ 163 WEST 125TH STREET  
NEW YORK, NY 10027  
TELEPHONE: (212) 863-3900

□ 601 WEST 181ST STREET  
NEW YORK, NY 10033  
TELEPHONE: (212) 927-8333

□ 2110 FIRST AVENUE  
NEW YORK, NY 10029  
TELEPHONE: (212) 348-8630

PLEASE RESPOND TO  
OFFICE CHECKED

Honorable William J. Clinton  
President of the United States  
The White House  
Washington, DC 20500

Dear President Clinton:

I hope this letter finds you well. I am writing to bring to your attention Justice William J. Davis of the New York State Supreme Court who has expressed to me a strong interest in obtaining an appointment to the U.S. Court of International Trade.

It is my pleasure at this time to strongly support Judge Davis' quest for this position because he brings with him a wealth of judicial experience, knowledge, and integrity that would make him an outstanding asset at the U.S. Court of International Trade. From his position as Regional Director of Region II of the U.S. Department of Housing and Urban Development to his stance in the judicial system, Judge Davis has made a valuable difference to the community and to the state of New York.

I have enclosed for your perusal and information, a copy of his professional experience and affiliations, and hope that you would give Judge Davis every favorable consideration for a position with this Court.

Sincerely,

  
CHARLES B. RANGEL  
Member of Congress

CBR:wmf  
cc: Ms. Alexis Herman  
Mr. Harold Ickes  
Mr. Patrick Griffin  
Judge William J. Davis  
Enclosure

APR 18 1994

**WILLIAM J. DAVIS**  
Supreme Court  
60 Centre Street  
New York, New York 10007  
(212) 374-4502

**EDUCATION:**

B.A., City College of New York, 1955.  
J.D., Brooklyn Law School, 1957

**ADMISSION  
TO PRACTICE:**

New York State Courts of Record, June Term, 1958  
U.S. District Court, Southern District, 1961  
U.S. District Court, Eastern District, 1961  
Supreme Court of the United States, 1964  
U.S. Court of Appeals for the Second Circuit, 1987

**PROFESSIONAL  
EXPERIENCE:**

January 1987  
to Present

Supreme Court of the State of New York  
Justice, New York State Supreme Court

1983 to 1986

Supreme Court of the State of New York  
Acting Justice, New York State Supreme Court

Responsible for presiding over trial part felony jury and bench trials and calendar part pleadings, motions and sentencing.

1983 to 1985

Supervising Judge, New York County Criminal Court

Responsibilities included the administration of the Criminal Court for the County of New York; assignment of Criminal Court Judges; general court management and coordination and liaison with other agencies within the criminal justice system.

1981 to 1983

New York County Criminal Court  
Judge, New York County Criminal Court

Responsible for presiding over arraignments, all purpose parts, and jury parts.

**PROFESSIONAL EXPERIENCE (Continued):**

- 1967 to 1981     **U.S. Department of Housing and Urban Development  
Regional Director, Region II, (New York, New  
Jersey, Puerto Rico, Virgin Islands), Community  
Planning and Development Division.**
- Responsible for duties as Administrator for disputes between municipalities, counties, states, and the U.S. Government, involving applications for grants, loans, or advances totalling in excess of \$600 million per year. Responsible for management oversight, production and quality controls of all Community Planning programs in New York, New Jersey, Puerto Rico, and the Virgin Islands. Allocation of 200 staff positions and annual budget in excess of \$2 million. Assigned programs goals and priorities, interpreted policy and provided training to four Area Offices in the Region.
- 1961 to 1981     **American Arbitration Association  
Arbitrator (part-time)**
- 1966 to 1967     **Bronx Small Development and Opportunities  
Corporation  
Executive Director**
- Directed programs of assistance to small business in Bronx County under Title IV of the Economic Opportunity Act of 1964. Total loans granted exceeded \$1 million for one year. Developed and conducted various surveys to determine business and development needs of the community and effectively implemented provisions under Section 502 of the Small Business Development Act. Developed and coordinated with community progress center, in cooperation with Bronx Community College, a follow-up program for businesses, which included counselling services and management training.
- 1964 to 1966     **New York Housing and Redevelopment Board, Bureau of  
Neighborhood Conservation  
Assistant Director, Legal Division**
- Analyzed legislation and its impact upon neighborhood conservation. As a result, drafted or amended legislation to strengthen administrative codes and State laws. Supervised a staff of sixty persons. Acted as liaison to financial community, landlords, and various City agencies to facilitate rehabilitation activities.

**PROFESSIONAL EXPERIENCE (Continued):**

1961 to 1964      **New York Housing and Redevelopment Board, Bureau of  
Neighborhood Conservation  
Special Legal Consultant**

Amicus curiae representative of City in Criminal Court which prosecuted and sentenced defendants who violated Administrative Codes (Health and Housing). As a result of Code enforcement violations in Neighborhood Improvement districts, appeared as counsel for tenants in Civil Court. Supervised the work of district personnel in all relocation matters pertaining to eviction proceedings. Acted as representative to Interdepartmental Committee on Legislation which initiated and improved law, and developed Health and Administrative Codes.

1958 to 1961      **Schuman, Wolf, Schuman and Davis  
General Practitioner**

Commercial, labor, criminal insurance, negligence, real estate, administrative, corporate, decedent estate, and matrimonial law practice.

**AFFILIATIONS: (Present and Past\*):**

Alumni Association of City College of New York  
Brooklyn Law School Alumni Association  
Association of the Bar of the City of New York  
    Council on Judicial Administration; \*Committee on  
    Criminal Courts, \*Committee on Correction,  
    \*Council on Criminal Justice  
New York County Lawyers' Association,  
    Special Committee on Practical Legal Education  
The Supreme Court Justices Association of the City  
    of New York, Board of Directors  
Judicial Friends, Convenor  
New York Trial Lawyers Association  
National Association for the Advance of Colored  
    People (NAACP), Baynard Ruskin Memorial Branch,  
    Board of Directors  
Anti-Bias Committee of the Supreme Court, Civil  
    Branch  
Board of Justices, Supreme Court, First Judicial  
    District, Executive Board  
Williams Judicial Commission on Minorities  
    \*100 Black men  
    \*Open Housing, Inc., Board of Directors

**AFFILIATIONS:** (Continued):

- \*Kingsbridge Community Center, Board of Directors
- \*Metropolitan Black Bar Association, Board of Directors(1984-90)
- \*Bronx Museum of Art
- \*Herbert Lehman College, President's Advisory Council for Equal Opportunity
- \*Clinton Street Housing Corporation, Board of Directors
- \*Federal Black Executives, Vice President, Administration (1978-1980)
- \*Criminal Court Judges Association (1981-88)
- \*New York Women's Bar association
- \*Americans for Democratic Action.
- \*Coalition of Blacks in Court (COBIC), Chair
- \*Advisory Board, Court Dispute Referral Center

April 29, 1994

Dr. C. DeLores Tucker  
Chair, NPCBW  
600 New Hampshire Ave., NW./Suite 1125  
Washington, D.C. 20037

Dear DeLores:

Thank you for your letter recommending Judge Doris A. Smith to the Third Circuit Court of Appeals. Your expression of support is very important.

By copy of this letter, I am letting the Office of General Counsel and Veronica Biggins, who is Assistant to the President for Personnel, know of her availability.

With best personal regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

# NATIONAL POLITICAL CONGRESS OF BLACK WOMEN, INC.

600 New Hampshire Avenue, N.W. • Suite 1125 • Washington, D.C. 20037 • (202) 338-0800 • Fax (202) 625-0499



April 22, 1994

APR 26 1994

## NATIONAL OFFICERS:

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### TREASURER

Rev. Gloria E. Miller

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Maxine Bethel Cade, Esq.

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Rev. Addie Wyatt

William J. Clinton

President of the United States

The White House

Washington, D.C. 20500

Re: U.S. Court of Appeals-Third Circuit

Dear Mr. Clinton:

I urge your appointment of Judge Doris A. Smith to one of the vacancies on the Third Circuit Court of Appeals. Judge Smith is currently a judge on the Pennsylvania Commonwealth Court which is a statewide appeals court in our state with appellate and original jurisdiction and has built a reputation for integrity and independence and was endorsed last year by Pennsylvania's major newspapers for a seat on the state Supreme Court.

Judge Smith knows and understands the needs of our citizens who simply want to see fair and honest judges serving on the federal and state judiciaries throughout this country. She has prior experience as a judge on the Court of Common Pleas of Allegheny County, and enjoyed a reputation as a competent and successful practicing attorney throughout her career.

As you know, I have a keen interest in seeing that black women are elevated to the federal bench and personally endorse Judge Smith because I know that she will be a fine credit to the Court of Appeals and to your administration. I will be happy to discuss my recommendation and look forward to hearing from you. My kindest regards,

Sincerely,

*C. DeLores Tucker*  
Dr. C. DeLores Tucker  
Chair

c.c.: The Hon. Lloyd Cutler  
The Hon. Alexis Herman  
The Hon. Phillip Ladner  
The Hon. Thomas "Mack" McLarty  
The Hon. Janet Reno

npcebwc@clinsmith.ltr

## BIOGRAPHY

JUDGE DORIS A. SMITH  
WIDENER BLDG., #920  
PHILADELPHIA, PA. 19107  
(215) 560-3694

### Educational Background:

Pittsburgh University, Pittsburgh, Pennsylvania - B.S. Economics:

Pittsburgh University Law School, Pittsburgh, Pennsylvania - J.D.  
Law Degree, 1972:

### Court Admissions:

Admitted to Pennsylvania Supreme Court - 1972; Allegheny County  
Court of Common Pleas - 1972; U.S. District Court for the Western  
District of Pennsylvania - 1972; Ohio Supreme Court - 1975; and  
United States Court of Appeals, Third Circuit - 1984:

### Professional Employment and Background:

Judge, Commonwealth Court of Pennsylvania - January 4, 1988 -  
present:

Member, Pennsylvania Judicial Auditing Agency - 1991 - present:

\* \* \*

Judge, Court of Common Pleas of Allegheny County, Family Division,  
Juvenile Section - Appointed by Governor Thornburgh 4/85, confirmed  
by Pennsylvania Senate 11/84, installed 12/84 - 1/86:

Engaged in general law partnership representing clients from all  
socio-economic backgrounds in civil and criminal litigation in  
state and federal courts and before administrative agencies - 1972-  
84; 1986-87:

Solicitor to Allegheny County Controller representing Controller in  
litigation and audit proceedings pertaining to the office of  
controller - 1980-84:

Public Service:

Hearing Committee Member - Pennsylvania Supreme Court Disciplinary Board (appointed Chairperson of Hearing Panel 7/83) - 1980-1984:

Commissioner - Pennsylvania Human Relations Commission - appointed by Governor Shapp in 1974 and reappointed by Governor Thornburgh in 1979 - 1974-1980.

Board Affiliations:

Former Member - Board of Directors of Warner Cable Corp. of Pittsburgh awarded Pittsburgh cable television franchise by City of Pittsburgh - 1980; served as Trustee for 17 civic, charitable and religious organizations which held 20% stock ownership in cable television franchise; also served on Boards of various other community organizations:

Memberships: (Past & Present)

Pennsylvania, National and American Bar Associations; National Association of Women Judges; NAACP Golden Heritage Member; Life Member, National Council of Negro Women; National Organization for Women; Business and Professional Women's Club; I.B.P.O. Elks:

Volunteer Projects:

Big Sister Volunteer - Friends Indeed Inc; Solicitor for 10 years to Freedom Unlimited Inc., a tax exempt charitable organization; Louis Caplan Human Relations Judge; and volunteer for various other civic and community organizations:

Media Appearances/Community Awards:

Appeared on television and radio talk shows throughout career: Recipient of various community and organizational awards including but not limited to Police Women's Assoc. of W. Pa., Friends Indeed Inc., Business and Professional Women's Club, Iota Phi Lambda Sorority, Pittsburgh University Law School Mellon Legal Writing Program Distinguished Achievement Award.

April 29, 1994

Mr. Samuel P. Massie  
12203 Brittany Place  
Laurel, Maryland 20708

Dear Mr. Massie:

Thank you for your letter enclosing resumes  
on your son, Samuel Massie III and his wife,  
Michelle.

By copy of this letter, I am letting Veronica  
Biggins, who is Assistant to the President for  
Personnel, know of their availability. I am  
sure she will give them every consideration.

With best wishes,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

12203 Brittany Place  
Laurel, Maryland 20708  
March 29, 1994

Dr. Alexis M. Herman  
Assistant to the President  
of the United States for  
Public Liaison  
Washington, D.C.

Dear Dr. Herman:

Although I know you personally, because I wanted this information to reach you as quickly as possible, and because of my life-long relationship with your uncle, Dr. Broadus Butler, I have taken advantage of his willingness to transfer these applications of my son and daughter-in-law directly to you for any assistance and consideration you might give them.

I am enclosing resumes and Federal applications for my son, Samuel Massie III (Trei) and his wife Michelle. They have decided that they wish to relocate in the Washington- Baltimore area, and we wish to assist them.

Fortunately, they both have excellent education and employment experiences, and it is our belief that they could be useful to our Federal Government. Any assistance you can give them would be greatly appreciated, and they can call or come to Washington at your convenience. I, too, would be happy to discuss any aspect of their employment you might find useful.

My wife, Gloria, who knows you better than I do, joins me in sending best wishes to you and your family.

Cordially,

A handwritten signature in cursive script that reads "Samuel P. Massie".

Samuel P. Massie  
Professor (retired)  
U.S. Naval Academy

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                       | DATE       | RESTRICTION |
|--------------------------|-------------------------------------|------------|-------------|
| 002. form                | re: Samuel Massie's SF-171 (1 page) | 03/00/1994 | b(6)        |

### **COLLECTION:**

Clinton Presidential Records  
Public Liaison  
Alexis Herman  
OA/Box Number: 2906

### **FOLDER TITLE:**

[Resumes and Recommendation Letters] [loose] [2]

2012-0741-F  
rs2632

### **RESTRICTION CODES**

#### **Presidential Records Act - [44 U.S.C. 2204(a)]**

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

#### **Freedom of Information Act - [5 U.S.C. 552(b)]**

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

12203 Brittany Place  
Laurel, Maryland 20708  
March 29, 1994

Dr. Alexis M. Herman  
Assistant to the President  
of the United States for  
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Washington, D.C.

Dear Dr. Herman:

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I am enclosing resumes and Federal applications for my son, Samuel Massie III(Trei) and his wife Michelle. They have decided that they wish to relocate in the Washington- Baltimore area, and we wish to assist them.

Fortunately, they both have excellent education and employment experiences, and it is our belief that they could be useful to our Federal Government. Any assistance you can give them would be greatly appreciated, and they can call or come to Washington at your convenience. I, too, would be happy to discuss any aspect of their employment you might find useful.

My wife, Gloria, who knows you better than I do, joins me in sending best wishes to you and your family.

Cordially,



Samuel P. Massie  
Professor (retired)  
U.S. Naval Academy

**SAMUEL P. MASSIE, III**  
**"Trei"**

Home:  
906 Nela View Road  
Cleveland Heights, Ohio 44112  
(216) 541-1641

Office: HC SMITH LTD  
20600 Chagrin Blvd., Suite 400  
Shaker Heights, Ohio 44122  
(216) 752-9966

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**CAREER  
SUMMARY**

An innovative, entrepreneurial, and highly motivated Financial/Marketing Manager who has significant technical and business management experience with three major corporations. Expertise includes marketing management, financial management, financial analysis, market research, strategic sales planning, new product development, customer service, budget management, staff supervision, and quality training.

**WORK  
EXPERIENCE**

**H C SMITH LTD  
CORPORATE OFFICE  
Shaker Heights, Ohio**

**Senior Consultant, 1993 - present.**

- Successfully managed and completed several national and international search assignments.
- Frequently communicated with corporate and division heads.
- Worked with clients to develop parameters of specific search assignments and identified candidates based on those parameters.
- Facilitated negotiations between candidates and clients during and after final interview stage of specific search assignment.

**PROGRESSIVE INSURANCE CORPORATION  
CENTRAL DIVISION  
Richmond Heights, Ohio**

**Product Manager, 1990 - 1992.**

- Managed and had all related P & L responsibilities for \$7 million portfolio of insurance products.
- Increased sales of a mature \$6 million product line by \$1 million during a one year period through targeting untapped markets, exploring alternative marketing channels and developing an innovative marketing plan.
- Trained and traveled with twenty-four person sales force in eight state region.
- Spearheaded, designed and provided leadership for an Agent Focus Group project which redesigned and generated savings for a new product still in use.

**INTERNATIONAL BUSINESS MACHINES  
INFORMATION PRODUCTS DIVISION  
Lexington, Kentucky**

**Manager (Employee Payables), 1989 - 1990.**

- Managed 12 employees in Cashiering, Check Distribution, Labor Accounting, Payroll and Travel Expense Accounting.
- Planned and completed project to install an on-line attendance card system across the site.
- Successfully passed an internal corporate audit.
- Implemented ideas which substantially improved department morale and productivity.

**Staff Financial Analyst (Business Cases), 1988 - 1989.**

- Developed, analyzed and presented business cases to support all Lexington Product Business units (LPBU's).
- Participated as member of several special project task forces.
- Enhanced business case model to reflect book and tax financial impacts.
- Accepted numerous special assignments, including Vitality Day Committee Vice Chairperson, Printer LPBU P&L Planner, Plan Coordinator and Cash Forecaster.

**Financial Analyst (DP Ribbons P&L Planner), 1986 - 1988.**

- Planned, developed and coordinated complete financial summary of Supplies DP Ribbons Strategic and Measurement plans.
- Negotiated and worked with National Distribution Division to generate revenue plans.
- Prepared comprehensive analyses and made recommendations which helped ensure profitability of Supplies LPBU.
- Worked with entire Supplies Finance Team to prepare monthly measurements package which I personally pitched to Supplies Product Manager on a regular basis.

**ATD Typewriter Trainer, February 1986 - June 1986.**

- Selected to participate in original and follow-up Typewriter Training programs, which trained IBM Authorized Typewriter Dealers and their salespeople on new products in several locations including Philadelphia, Seattle, Anchorage and Honolulu.

**Financial Analyst (Engineering Expenses), 1985 - 1986.**

- Coordinated, monitored and reviewed engineering budgets.
- Presented measurements on a monthly basis to management.

**RYDER TRUCK RENTAL, INC.  
FINANCIAL ANALYSIS, VEHICLE LEASING AND SERVICES DIVISION  
Miami, Florida**

**Financial Analyst, 1984 - 1985.**

- Reviewed and evaluated labor, leasing and property contracts.
- Assessed the value of acquisition candidates.
- Provided support to nationwide network of local Ryder Truck Leasing operations.
- Frequently made presentations to President and other Ryder officers.

**ADDITIONAL  
WORK  
EXPERIENCE**

**THE LAW OFFICES OF WRIGHT LINDSEY & JENNINGS  
Little Rock, Arkansas**

**Summer Associate, Summer 1983.**

- Prepared contracts and wrote legal memoranda on various issues.

**INTERNATIONAL BUSINESS MACHINES  
FINANCE DEPARTMENT, INFORMATION PRODUCTS DIVISION  
Charlotte, North Carolina**

**Pre-Professional Summer Intern, Summer 1982 and Summer 1981.**

- Performed duties of professional Capital Planner.

**BUREAU OF THE CENSUS  
MINERALS BRANCH, INDUSTRY DIVISION  
Washington, D.C.**

- Survey Statistician and Statistical Clerk, Summer 1980 and Summer 1979.**
- Conducted, compiled and analyzed US. natural resource data surveys.

**EDUCATIONAL  
RECORD**

**VANDERBILT UNIVERSITY  
OWEN GRADUATE SCHOOL OF MANAGEMENT  
SCHOOL OF LAW  
Nashville, Tennessee**

- MBA and JD degrees, May 1984.**
- Concentrated in Finance and Corporate Law.
  - Awarded Owen School of Management Scholarship.

**AMHERST COLLEGE  
Amherst, Massachusetts**

- B.A. degree, May 1980.**
- Double majored in Economics and English.
  - Elected to committee with \$130,000 budget.

**YALE UNIVERSITY  
New Haven, Connecticut**

- Yale University Visiting Student, Summer 1978 and Summer 1977.**
- Awarded National Science Foundation Grant for study in the field of Chemical Engineering.
  - Presented findings of "Optical Microscopy Using Evanescent Wave Technology" research project.

**TECHNICAL  
SKILLS**

Have programmed in several computer languages including: PASCAL, FORTRAN and APL, and have strong Lotus 1-2-3 proficiency.

**PERSONAL**

Married. Have two daughters. Grew up in Laurel, Maryland. Enjoy playing team and racquet sports. Selected to receive Lexington YMCA Black Achievers Award (1990). YMCA Black Achievers Cluster Leader (1986-1990). Bluegrass Games Medalist (1988 & 1987). Soccer Coach for Under-14 State Champions (1988 & 1987). Awarded Miami BYCA Black Achievers Trophy for Business Excellence (1985).

April 29, 1994

Honorable Janie L. Shores  
Supreme Court of Alabama  
Judicial Building  
300 Dexter Avenue  
Montgomery, AL 36104

Dear Justice Shores:

Thank you for your letter. I appreciate your recommending John David Snodgrass as United States District Judge for the Northern District of Alabama.

By copy of this letter, I am letting the Office of General Counsel and Veronica Biggins, who is Assistant to the President for Personnel, know of his availability.

With best personal regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Office of General Counsel  
cc: Hon. Veronica Biggins

AMH:RGM



**SUPREME COURT OF ALABAMA**

JUDICIAL BUILDING

300 DEXTER AVENUE

MONTGOMERY, ALABAMA 36104-3741

(205) 242-4609

March 11, 1994

CHIEF JUSTICE  
SONNY HORNSBY, OF TALLASSEE

ASSOCIATE JUSTICES  
HUGH MADDOX, OF MONTGOMERY  
RENEAU P. ALMON, OF MOULTON  
JANIE L. SHORES, OF BIRMINGHAM  
GORMAN HOUSTON, OF EUFAULA  
HENRY B. STEAGALL II, OF OZARK  
MARK KENNEDY, OF MONTGOMERY  
KENNETH F. INGRAM, OF ASHLAND  
RALPH D. COOK, OF BESSEMER

Ms. Alexis Herman  
The White House  
1600 Pennsylvania Avenue  
Washington, DC 20500

Dear Ms. Herman:

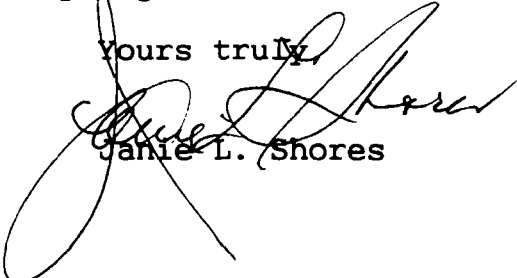
I am writing to give my wholehearted support to the appointment of John David Snodgrass as United States District Judge for the Northern District of Alabama. Having known John David for almost 40 years as a friend and as a colleague, I can recommend him without reservation.

John David and I were classmates at the University of Alabama Law School where he was an outstanding student. He went on to practice law in Madison County, Alabama, earning the respect and admiration of his fellow lawyers. We was appointed and was then re-elected several times as a circuit judge of the Madison County (Huntsville) Circuit Court and served as presiding judge of that circuit for several years. He was an outstanding judge and administrator. Madison County, under his leadership became the most efficient circuit in the State of Alabama and became a model for the rest of the state. As a circuit judge he was known as a man of good common sense, intelligence, integrity and exemplary judicial temperament. He served for many years as the Chairman of the Board of the National Judicial College in Reno, Nevada, the training facility for judges throughout the United States.

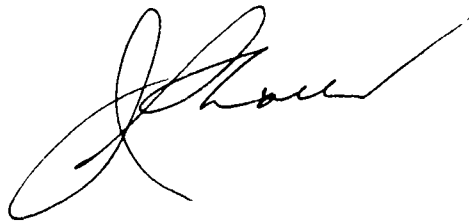
After 18 years on the bench, he re-entered the practice of law, becoming a partner in the firm of Balch & Bingham, one of Alabama's most outstanding law firms. Evidence of the high esteem in which he is held by the Bar was his election as President of the Madison County Bar Association this year.

In addition to his professional accomplishments, John David is a devoted husband and father who has enriched his community in many ways. John David Snodgrass has my highest recommendation.

Yours truly,

  
Janie L. Shores

P. S. As I told Amy, I knew your father many years ago. Vincent Kilborn, a Mobile lawyer, gave me my first job when I was 16 years old. Alex Herman was his client and his friend, and I thought he was the most distinguished man I had ever seen. I hope we can get together sometime when you are back home.

A handwritten signature in cursive script, appearing to read "J. Shaw". The signature is written in dark ink on a white background.

**SUPREME COURT OF ALABAMA**

JUDICIAL BUILDING  
445 DEXTER AVENUE  
MONTGOMERY, ALABAMA 36130

SONNY HORNEBY, OF TALLASSEE  
CHIEF JUSTICE  
HUGH MADDOX, OF MONTGOMERY  
RENEAU P. ALMON, OF MOULTON  
JANIE L. SHONES, OF BIRMINGHAM  
OSCAR W. ADAMS, JR., OF BIRMINGHAM  
GORMAN HOUSTON, OF EUPAULA  
HENRY B. STEAGALL II, OF OZARK  
MARK KENNEDY, OF MONTGOMERY  
KENNETH F. INGRAM, OF ASHLAND  
ASSOCIATE JUSTICES

BIRMINGHAM OFFICE - SUPREME COURT OF ALABAMA  
Telephone: 205/325-5086 FAX: 205/325-5091

**FACSIMILE TRANSMITTAL SHEET**

DATE: March 11, 1994  
TO: Ms. Alexis Herman  
FROM: Justice Janie L. Shores  
RE: John David Snodgrass  
Appointment  
NUMBER OF PAGES, INCLUDING COVER SHEET 3

IF YOU DO NOT RECEIVE ALL OF THE PAGES, OR IF THEY ARE  
NOT LEGIBLE, PLEASE CALL 205/325-5086.

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205/325-5086 OR RETURN THE DOCUMENTS TO THE SENDER AT  
205/325-5091.

**SUPREME COURT OF ALABAMA**

JUDICIAL BUILDING

300 DEXTER AVENUE

MONTGOMERY, ALABAMA 36104-3741

(205) 242-4609

March 11, 1994

Ms. Alexis Herman  
The White House  
1600 Pennsylvania Avenue  
Washington, DC 20500

Dear Ms. Herman:

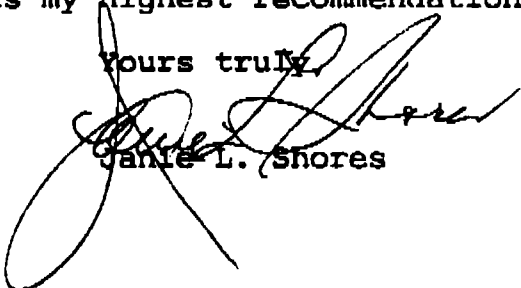
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John David and I were classmates at the University of Alabama Law School where he was an outstanding student. He went on to practice law in Madison County, Alabama, earning the respect and admiration of his fellow lawyers. We was appointed and was then re-elected several times as a circuit judge of the Madison County (Huntsville) Circuit Court and served as presiding judge of that circuit for several years. He was an outstanding judge and administrator. Madison County, under his leadership became the most efficient circuit in the State of Alabama and became a model for the rest of the state. As a circuit judge he was known as a man of good common sense, intelligence, integrity and exemplary judicial temperament. He served for many years as the Chairman of the Board of the National Judicial College in Reno, Nevada, the training facility for judges throughout the United States.

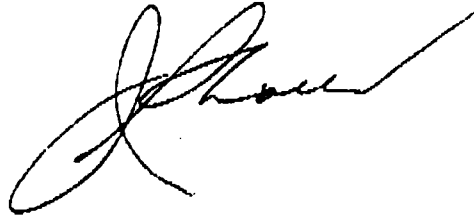
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P. S. As I told Amy, I knew your father many years ago. Vincent Kilborn, a Mobile lawyer, gave me my first job when I was 16 years old. Alex Herman was his client and his friend, and I thought he was the most distinguished man I had ever seen. I hope we can get together sometime when you are back home.

A handwritten signature in black ink, appearing to be 'J. Shaw' or similar, with a large loop at the start and a long horizontal stroke extending to the right.

April 29, 1994

Honorable Kweisi Mfume  
House of Representatives  
Washington, D.C. 20515

Dear Kweisi:

Thank you for your letter and enclosing the resume on Dr. Nedra Huggins-Williams. I appreciate your recommendation of her for the position of Ambassador to Jamaica.

By copy of this letter, I am letting Veronica Biggins, who is Assistant to the President for Personnel, know of her availability. I am sure she will be given every consideration.

With best personal regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

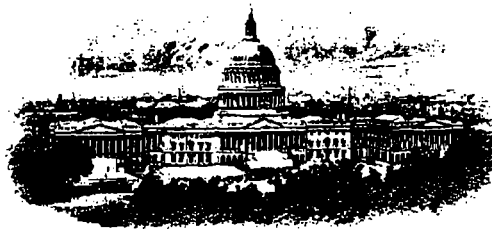
cc: Hon. Veronica Biggins

AMH:RGM

COMMITTEES:  
Banking, Finance & Urban Affairs  
Small Business  
Joint Economic Committee  
Select Committee on Narcotics

SUB-COMMITTEES:  
Housing & Community Development  
Financial Institutions Supervision  
SBA and the General Economy

MEMBER:  
Congressional Black Caucus  
Caucus on Women's Issues  
Congressional Arts Caucus  
Federal Government  
Service Task Force  
Task Force on Homelessness



**Congress of the United States**  
**House of Representatives**  
**Washington, D.C. 20515**

**KWEISI MFUME**  
7TH DISTRICT, MARYLAND

April 15, 1994

Alexis Herman  
Public Liaison to the President  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, DC 20510

Dear Alexis:

Thank you for having your office follow-up on my endorsement of Dr. Nedra Huggins-Williams' interest in the nomination for U.S. Ambassador to Jamaica. Please find enclosed a copy of her resume for your perusal.

Nedra is a career (14 years) Foreign Service Officer with the U.S. Agency for International Development (USAID). In USAID, she has held a number of responsible positions including serving as the Acting AID Representative to Vilnius, Lithuania, during the critical period of that country's transition to a free market economy. As a tenured Foreign Service Office, I believe she has acquired the skills, knowledge, and the experience to represent our government by serving at the Ambassadorial level.

I believe you will be impressed with Nedra's academic achievements, professional experience and background. Please contact me if I can be of any further assistance.

Sincerely,

  
Kweisi Mfume  
Member of Congress

KM/tdh

WASHINGTON OFFICE:  
217 Cannon Building  
Washington, D.C. 20515  
202/225-4741

DISTRICT OFFICES:  
3000 Druid Park Drive  
Baltimore, MD 21215  
410/367-1900

1825 Woodlawn Drive  
Suite 106  
Baltimore, MD 21207  
410/298-5997

2203 N. Charles Street  
Baltimore, MD 21218  
410/235-2700

APR 25 1994

**Nedra Huggins-Williams**  
Endrodi Sandor Apt 30A  
Budapest Hungary 101206  
(H) 011-36-1-176-4969  
(W) 011-36-1-269-7860

## **CAREER OBJECTIVE**

Highly motivated professional seeking to utilize a unique combination of experiences in international affairs, program management, telecommunications policy and development, public affairs, international consulting and recruitment.

## **Employment**

### **Agency for International Development (UNSAID)/Budapest Senior Program Officer, 1993-Present**

Serves as the head of the Program Unit within the Office of the AID/Representative in Hungary. Responsible for assisting the US AID Representative with in-country responsibility for planning, implementation, and monitoring of all U. S. Government activities in Hungary funded under the Support for Eastern European Democracy (SEED) and all subsequent legislative Acts. Management of a portfolio consisting of 34 Regional assistance projects with an assistance level to date which totals \$135.0 million. The program is focused on assisting Hungary to successfully complete its transformation to a democratic nation. In the absence of the AID Representative, I assume the full management responsibilities of the assistance program.

### **International Communications and Information Policy Bureau, Department of State Washington, D. C.**

#### **Senior Advisor, 1990-1992**

Senior advisor on policy issues relating to the telecommunications industry, telecommunications development and technology development. Responsible for formulating and drafting speeches, statement on diverse telecommunications issues, and regional/international conferences and meeting for senior Department officials. Analyzed and prepared policy statements on Middle Eastern and North African telecommunication development issues. Additional responsibilities included program manager for the Bureau's Telecommunications Development Fund; liaison with various private sector telecommunications firms, trade missions, and planning/financing of the major telecommunications projects. Bureau liaison officer with the United Nations Development Program (UNDP), the International Telecommunication Union (ITU), and the National Telecommunications Information Administration under the Department of Commerce.

## **AID**

### **Interim AID Representative 1991 Vilnius, Lithuania**

Serves as the head of the Office of the AID/Representative Vilnius, Lithuania. Responsible for in-country planning, implementation, and monitoring of all U. S. Government activities funded under the Support for Eastern European Democracy (SEED) and all subsequent legislative Acts. Management of a portfolio consisting of 12 Regional assistance projects with a total assistance of \$90.0 million. The program focused on assisting Lithuania in successfully completing its transformation to a democratic nation.

## **USAID**

### **Deputy Program Officer 1988-1990 Dominican Republic**

Primarily responsible for the overall operational activities of a \$25.0 million economic development program which includes the preparation of Annual Budget Submission, ongoing budget analysis and monitoring, preparation and management of a staff of 3 budget analysts. Negotiated several program/project agreements with senior hosts country officials; developed scopes of work for consultants for various program activities, and manage the mission's Evaluation Program.

## **USAID**

### **Somalia Desk Officer 1985-1986 Kenya Desk Officer 1986-1988 Washington, D. C.**

Central point for all program management /coordination for field Mission on policy directions, operational guidance and program planning guidance. Responsibilities include: management and program coordination of a \$80M economic program for Kenya and a \$50M program for Somalia; portfolio analysis for field Mission; Washington's (headquarters) management field Mission's collaborative program with IMF, World Bank, and Export/Import Bank prepared and presented papers on economic policy reform.

## **USAID**

**Assistant Program Officer 1980-1984**

### **Philippines**

Primarily responsible for the overall operational activities of \$100M economic development program including preparation of Annual Budget Submission, ongoing budget analysis and monitoring, preparation and management of operational year budgets(s). Responsibilities included project committee activities (including assisting with the design of a \$13M micro-enterprise project), Mission WID officer, and Mission's evaluation officer.

### **International Consultant 1979-1980**

Prepared a comprehensive project review paper for the Southern African Development and Personnel Training Project. The contract, which was awarded to Pacific Consultants (Washington, D. C.) by the Agency for International Development, included a six-week visit to Botswana, Lesotho, and Swaziland. Contract effort involved negotiation with high level representatives of the Ministries of Health, Finance, Education and Agriculture. In addition, responsible for conducting a feasibility study and survey paper on the political and social conditions in Southern Africa.

### **University of Utah**

#### **Instructor 1976-79**

Taught two courses per semester to undergraduate students, primarily telecommunications policy development, foreign press and telecommunications in developing nations. Completed course work for Doctorate in Telecommunications Development.

### **Other Employment**

#### **Special Assistant, Howard University Graduate School 1975-76**

Senior advisor to the Dean of the Graduate School of Arts and Sciences for policy, program, and budget issues. Coordinator of graduate programs centralization process for the School of Arts and Sciences. Identified problem and program areas, conducted feasibility studies for new curriculum and special assignments as assigned by the US Dean. Drafted proposals for additional courses within the Graduate School of Arts and Sciences, as well as served on numerous University program development committees.

#### **Special Marketing Representative, Eastern Airlines 1972-1975**

Coordinated and conducted recruitment program for minority personnel. Gained broad exposure and experience in all aspects of recruitment. Designed public relations program for personnel passenger processing, special handling procedures for VIPs, and ticketing.

#### **Personnel Recruiter, United Airlines 1968-1969**

Recruited at universities and colleges throughout the Southwest to recruit minority students for positions with United Airlines. Established contact with placement and guidance counselors, represented the airlines in public speaking and advertising engagements. Reviewed applications and credentials for employment, and made candidate recommendations. Assisted in developing other programs directed toward corporate recruitment.

### **Academic Credentials**

- Ph.D., Communications (Telecommunications Development), University of Utah, Salt Lake City, Utah (1985)
- M.S., International Affairs (Development Policy and Management), Howard University, Washington, D.C. (1972)
- B.A., Sociology, Fisk University, Nashville, Tennessee (1969)

### **Personal**

Language Skills: Spanish, Tagalog, Hungarian (currently studying)

### **Awards**

Agency for International Development Outstanding Performance Award 1987

### **Organizational Memberships**

Association of University Women

TransAfrica

Society of International Development

THE WHITE HOUSE

WASHINGTON

April 29, 1994

Louis Nunez, President  
National Puerto Rican Coalition, Inc.  
1700 K Street, NW./Suite 500  
Washington, D.C. 20006

Dear Louis:

Thank you for your letter and enclosing the resume on Osvaldo Carlo-Linares. I appreciate your recommendation of him for the position of United States Attorney for the District of Puerto Rico. The letters of recommendations are also helpful.

By copy of this letter, I am letting the Office of General Counsel and Veronica Biggins, who is Assistant to the President for Personnel, know of his availability.

With best personal regards,

Sincerely,



Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Office of General Counsel  
cc: Hon. Veronica Biggins

AMH:RGM



## National Puerto Rican Coalition, Inc.

### Board of Directors

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Newark, NJ

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Member of Congress

Washington, DC

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Philadelphia, PA

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Yonkers, NY

Magdalena Torres

Lynbrook, NY

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Hartford, CT

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Alianza Hispana

Roxbury, MA

Angel Luis Irene

Círculo de Puerto Rico

Washington, DC

Lydia Valencia

Congreso Boricua de N.J., Inc.

Trenton, NJ

Alba Martínez, Esq.

Congreso de Latinos Unidos, Inc.

Philadelphia, PA

Hipólito Roldán

Hispanic Housing Development Corp.

Chicago, IL

Julio Vázquez

Ibero American Action League, Inc.

Rochester, NY

Dr. José R. González

InterAmerican University of P R

San Juan, PR

Juan Figueroa

Puerto Rican Legal Defense &

Education Fund

New York, NY

Manuel Mirabal

Puerto Rican Parade

Bronx, NY

#### President

Louis Nuñez

March 11, 1994

Ms. Alexis Herman  
Director  
Office of Public Liaison  
THE WHITE HOUSE  
Washington, D.C. 20500

Dear Alexis:

It was good meeting with you once again, and I look forward to working closely with you and Susana Valdés.

At this time, I am recommending Mr. Osvaldo Carlo-Linares for the position of United States Attorney for the District of Puerto Rico. Attached is his résumé as well as various recommendation letters.

This position has been vacant for over a year, and as you will further note, he has the endorsement from the National Committeeman of the Democratic Party in Puerto Rico.

He is a well qualified and experienced attorney, and I would hope that his candidacy would be viewed favorably.

Kind regards,

Sincerely,

Louis Nuñez

LN:mcs  
Attachments  
31194.mcs

**OSVALDO CARLO-LINARES**

A-7 Argentina Street  
Gardenville  
Guaynabo, Puerto Rico 00966  
(809) 766-5656

**EDUCATION:** **INTERAMERICAN UNIVERSITY SCHOOL OF LAW**  
Santurce, Puerto Rico  
Received a Juris Doctor Degree, June 1979

**UNIVERSITY OF PUERTO RICO**  
Río Piedras, Puerto Rico  
Received a Bachelor of Arts Degree in Political Science,  
Magna Cum Laude, July 1976

**WORK EXPERIENCE:**

October 1987 -  
Present

**SUPERVISORY ASSISTANT U.S. ATTORNEY,  
CHIEF, CIVIL DIVISION**  
United States Attorney's Office  
District of Puerto Rico

Duties include the supervision of ten Assistant U.S. Attorneys and nineteen members of the support staff consisting of paralegals, legal technicians, secretaries and debt collection agents. Direct supervision of all civil litigation and certain criminal actions, involving the United States in such areas as: tort, labor, environmental, bankruptcy, foreclosure, affirmative litigation, forfeiture, appellate, admiralty, and contract law. I have also served as Acting United States Attorney on several occasions in which the United States Attorney has been absent from the district or a conflict of interest situation so has required. Duties of Acting U.S. Attorney include supervision of all operations of the office including civil and criminal matters. In addition, I have represented the United States Attorney in several court committees. Finally, I have acted as a liaison between the United States Attorney's office and the local Justice and Police Departments in both civil and criminal matters.

**CHIEF ASSET FORFEITURE.** All asset forfeiture effort in the United States Attorney's Office for the District of Puerto Rico has been under my direct Supervision since the creation of the Asset Forfeiture Unit in 1987. The asset forfeiture unit has seized over \$100,000.00 in drug related assets and has been involved in all major federal drug cases filed in this District.

The Civil Division I supervise has received excellent ratings from the last two Department of Justice inspection teams that reviewed its operations.

**WORK EXPERIENCE (continued)**

August 1982 -  
October 1987

**ASSISTANT U.S. ATTORNEY**  
**United States Attorney's Office**  
**District of Puerto Rico**

Duties included the handling of civil actions, criminal, environmental cases and appeals. Organized the first forfeiture unit in the District of Puerto Rico. Tried both civil and criminal cases, jury and non-jury, before the United States District Court and local courts. Also, I have actively represented the United States before the Court of Appeals for the First Circuit.

January 1982 -  
August 1982

**LAW CLERK**  
**United States District Court for the**  
**District of Puerto Rico**

Law Clerk to United States Magistrate Justo Arenas. Duties included legal research and the preparation of orders, reports and recommendations.

January 1980 -  
December 1981

**PRIVATE PRACTICE OF LAW**  
**San Juan, Puerto Rico**

Included the handling of civil and criminal cases before the Superior and District Court of Puerto Rico and the handling of civil cases before the United States District Court for the District of Puerto Rico.

**ASSOCIATE PROFESSOR**

**American College**

**Bayamón, Puerto Rico**

Taught courses in business law and administration.

**BAR**  
**MEMBERSHIP:**

**Supreme Court for the Commonwealth of Puerto Rico**  
**As an attorney-notary public**  
**Admitted on November 6, 1979**

**United States District Court for the District of Puerto Rico**  
**Admitted on November 30, 1979**

**United States Court of Appeals for the First Circuit**  
**Admitted on February 2, 1982**

**United States Court of International Trade**  
**Admitted on March 25, 1983**

**United States Court of Appeals for the Federal Circuit**  
**Admitted on July 25, 1983**

**United States Claims Court**  
**Admitted on October 7, 1983**

**BAR MEMBERSHIP (Continued)**

United States Court of Military Appeals  
Admitted on October 21, 1983

United States Tax Court  
Admitted on February 12, 1987

Supreme Court of the United States of America  
Admitted on February 23, 1987

**MEMBERSHIPS:** Puerto Rico Bar Association  
Federal Bar Association

**SPECIAL  
MEMBERSHIPS:**

I have served and/or represented the United States Attorney in the following committees and groups:

Rules Committee of the United States District Court for the District of Puerto Rico

Civil Justice Reform Act Advisory Group

Court Security Committee, United States District Court for the District of Puerto Rico

Liaison with Law Enforcement Committee, National Deputy Chair,  
Federal Bar Association

**SPECIAL  
DESIGNATIONS:**

Elections Officer for the United States Department of Justice,  
District of Puerto Rico, 1988 and 1992 general elections

**REFERENCES:**

Hon. Enrique Lamoutte  
United States Bankruptcy Judge  
(809)766-5615

Hon. Justo Arenas  
United States Magistrate Judge  
(809)766-6160

Other references available upon request

MIGUEL D. LAUSELL  
ATTORNEY AND COUNSELOR AT LAW  
BOLIVIA 33 BUILDING  
33 BOLIVIA STREET, PENTHOUSE  
HATO REY, PUERTO RICO 00917

TELEPHONE AREA CODE 809  
750-6331

TELEFAX AREA CODE 809  
750-6205

July 1, 1993

The Honorable William J. Clinton  
President of the United States  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, D.C. 20500

Re: Appointment of Osvaldo Carlo Linares as United States Attorney  
for the District of Puerto Rico

Dear Mr. President:

I write as National Committeeman of the Democratic Party in Puerto Rico to express our support for the appointment of Osvaldo Carlo Linares as the United States Attorney for the District of Puerto Rico.

Mr. Carlo-Linares is a career Assistant United States Attorney who has served in that capacity during the last eleven years in the District of Puerto Rico. He currently serves as Chief of the Civil Division, a position he has held during the last six years.

During his tenure as an Assistant United States Attorney, Mr. Carlo-Linares organized the first asset forfeiture unit in the District of Puerto Rico. The asset forfeiture unit has produced over one hundred million dollars in revenues to the United States Treasury. In addition, as Chief of the Civil Division he has actively pursued the filing of both civil and criminal environmental cases. His strong commitment to the solution of environmental problems in Puerto Rico has gained him the support of environmental protection groups for his appointment as United States Attorney.

In addition, during his tenure Mr. Carlo-Linares has served as Acting United States Attorney, Elections Officer for the United States Department of Justice, District of Puerto Rico, 1988 and 1992 general elections, and has represented his office in the Rules Committee, Civil Justice Reform Act Advisory Group and Court Security Committee of the United States District Court for the District of Puerto Rico. Also, he holds the position of Liaison with Law Enforcement Committee, National Deputy Chair, Federal Bar Association.

Honorable William J. Clinton  
July 1, 1993  
page 2

His background as a former law clerk in the United States District Court for the District of Puerto Rico and as an associate professor of business law and management add to this experience for the position of United States Attorney.

It is important to note that the appointment of the United States Attorney is of particular significance in Puerto Rico. Due to its situation as a territory and its special political relationship with the United States, the Commonwealth of Puerto Rico is immerse in local partisan political activity promoted by groups that support the independence, statehood and Commonwealth status for the Island. Said situation adds a new dimension not present in the appointment of United States Attorney in other districts. Thus, it is very important that the United States Attorney is not seen as an advocate of one of the status formulas but as a true representative of the United States Department of Justice in Puerto Rico.

Contrary to other candidates who are publicly identified as supporters of specific status formulas, Mr. Carlo Linares has not been involved in local politics. His two-time designation as Elections Officer for the Department of Justice in Puerto Rico complements his image of a neutral individual solely concerned with the interests of justice.

Also, contrary to another candidate who has served as an Assistant U.S. Attorney in Tampa, Florida for the last seven years, is not a resident of the Island, and is publicly identified with one of the local political groups, Mr. Carlo Linares has continuously served in the District during very difficult times and is well aware of the local problems and concerns of the different civic and political groups.

In terms of the image of the United States Government in Puerto Rico, it would be a negative precedent and a change of policy of the White House in its treatment of Puerto Rico, since it became a Commonwealth, that consideration be given to the appointment of non-residents for important positions such as that of United States Attorney. I cannot support the appointment of non-residents to such vital positions in Puerto Rico.

The exceptional qualifications and background of Mr. Carlo Linares as an Assistant United States Attorney and supervisor are not only apparent from his performance appraisals and the inspections performed by the Department of Justice of the areas he supervises, but also from his good standing in the legal community. As a result, the Department of Justice Association of Hispanic Employees for Advancement and Development, (DOJ-AHEAD), has indicated to me that it fully supports the appointment of Mr.

Honorable William J. Clinton  
July 1, 1993  
page 3

Carlo-Linares to be the next United States Attorney for the District of Puerto Rico.

As National Committeeman of the Democratic Party in Puerto Rico I urge you Mr. President to appoint Mr. Carlo-Linares as United States Attorney for the District of Puerto Rico. In so doing you will provide a strong assurance to our people that a non-partisan qualified individual will be in charge of enforcing the policies of the Democratic administration in Puerto Rico.

If you need any further information, please do not hesitate to contact me.

Respectfully yours,

(Sgd.) Miguel D. Lausell  
Miguel D. Lausell  
National Committeeman of  
the Democratic Party in  
Puerto Rico

**MIGUEL D. LAUSELL**  
ATTORNEY AND COUNSELOR AT LAW  
BOLIVA 33 BUILDING  
33 BOLIVA STREET, PENTHOUSE  
HATO REY, PUERTO RICO 00917

TELEPHONE: AREA CODE 809  
759-6331

TELEFAX: AREA CODE 809  
759-6303

July 12, 1993

The Honorable Janet Reno  
Attorney General of the United States  
Department of Justice  
10th Constitution Ave. NW Room 4400  
Washington, D.C. 20530

Re: Appointment of Osvaldo Carlo Linares as United  
States Attorney for the District of Puerto Rico.

Honorable Attorney General:

I write as National Committeeman of the Democratic Party in Puerto Rico to express our support for the appointment of Osvaldo Carlo Linares as the United States Attorney for the District of Puerto Rico.

Mr. Carlo-Linares is a career Assistant United States Attorney who has served in that capacity during the last eleven years in the District of Puerto Rico. He currently serves as Chief of the Civil Division, a position he has held during the last six years.

During his tenure, Mr. Carlo-Linares has served as Acting United States Attorney, Elections Officer for the United States Department of Justice, District of Puerto Rico, 1988 and 1992 general elections, and has represented his office in the Rules Committee, Civil Justice Reform Act Advisory Group and Court Security Committee of the United States District Court for the District of Puerto Rico. Also, he holds the position of Liaison with Law Enforcement Committee, National Deputy Chair, Federal Bar Association.

The role that Mr. Carlo-Linares has played in the organization and execution of important programs of the Department of Justice in Puerto Rico constitutes clear evidence of his qualifications for the position of United States Attorney. He organized the first asset forfeiture unit in the District of Puerto Rico which has produced over one hundred million dollars in revenues for the government over the years. In addition, his successful prosecutions of both civil and criminal environmental cases provided the background for the full support he has received from environmental organizations in Puerto Rico.

Honorable Janet Reno  
July 12, 1993  
Page 2

As a supervisor, Mr. Carlo-Linares is highly regarded by the members of his staff. He maintains excellent working relationship with the staff of the United States Attorney's Office and all federal agencies in Puerto Rico. His skills as a supervisor are evidenced in the reports of the different inspections conducted by the review teams of the Department of Justice of the operations of the United States Attorney's Office for the District of Puerto Rico.

The appointment of a career employee, whose work in our community is well-known and recognized, would be an important precedent. Such an appointment would be valued as one where merits, and not only the political element, constituted the controlling factors in the recommendation of the Department of Justice to the President of the United States.

Also, while other candidates for the position of United States Attorney are publicly identified with local political parties promoting either commonwealth, statehood or independence for the Island, Mr. Carlo-Linares is a public servant who has not been involved in local politics. Due to his image as a non-partisan individual he was twice appointed Elections Officer for the Department of Justice in Puerto Rico.

In view of his qualifications and background, Mr. Carlo-Linares has also received the support of the Department of Justice Association of Hispanic Employees for Advancement and Development, (DOJ-AHEAD). We fully concur with DOJ-AHEAD in that local perspective is an important element in the appointment of a United States Attorney, especially in the case of Puerto Rico. For said reason we do not support the appointment of non-residents for such an important and vital position.

As the National Committeeman of the Democratic Party in Puerto Rico, and in view of the aforestated reasons, we hereby express our support to Mr. Carlo-Linares to be the next United States Attorney for the District of Puerto Rico.

Yours respectfully,

(sgd) Miguel D. Lausell  
Miguel D. Lausell

**NYDIA M. VELÁZQUEZ**  
12TH DISTRICT, NEW YORK

**COMMITTEE ON BANKING, FINANCE  
AND URBAN AFFAIRS**

**SUBCOMMITTEE ON HOUSING AND  
COMMUNITY DEVELOPMENT**

**SUBCOMMITTEE ON ECONOMIC GROWTH AND  
CREDIT FORMATION**

**SUBCOMMITTEE ON CONSUMER CREDIT  
AND INSURANCE**

**SUBCOMMITTEE ON GENERAL OVERSIGHT  
INVESTIGATIONS, AND THE RESOLUTION  
OF FAILED FINANCIAL INSTITUTIONS**

**COMMITTEE ON SMALL BUSINESS**

**SUBCOMMITTEE ON MINORITY ENTERPRISES,  
FINANCE AND URBAN DEVELOPMENT**



**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-3212**

**December 22, 1993**

122 CANNON BUILD  
WASHINGTON, DC 205  
(202) 225-2361

**DISTRICT OFFICE**

815 BROADWAY  
BROOKLYN, NY 112  
(718) 588-8651

**Mr. Kevin O'Keefe**  
**Presidential Personnel**  
**Old Executive Office Building**  
**room 155**  
**Washington, D.C. 20500**

**Dear Mr. O'Keefe:**

It is my understanding that you are considering candidates for the position of United States Attorney for the District of Puerto Rico. As the first Puerto Rico woman elected to the House of Representatives, I wish to express my strong support for Mr. Osvaldo Carlo Linares a native of Puerto Rico and a lawyer with an outstanding record of public service.

Enclosed please find Mr. Carlo's resume which highlights his qualifications and experience in civil and criminal law. His familiarity with legal aspects of litigation in such areas as tort, labor, bankruptcy, contract law, affirmative action, criminal law and forfeiture, just to name a few, will contribute to his immediate effectiveness in Puerto Rico.

Mr. Carlo's excellent record of public service is complimented by his extensive volunteer and leadership activities. In addition to the aforementioned professional experience, Mr. Carlo is a devoted Democrat who is committed to the principles and values of the Democratic party.

I wish to thank you in advance for your consideration of Mr. Carlo for the position of United States Attorney for the District of Puerto Rico. If you or your staff wish to discuss Mr. Carlo's suitability for the position in greater detail, please do not hesitate to contact me at your earliest convenience.

Sincerely,

*Nydia M. Velazquez*  
**Nydia M. Velazquez**  
**Member of Congress**

**Enclosure**

**NMV/iro**

VIRGINIA

WASHINGTON OFFICE  
Russell Senate Office Building  
First and Constitution Avenue, NE, Room 483  
Washington, DC 20510  
(202) 224-4024

# United States Senate

WASHINGTON, DC 20510-4603

January 18, 1994

ARMED SERVICES  
COMMERCE, SCIENCE  
AND TRANSPORTATION  
FOREIGN RELATIONS  
Chairman, East Asian and  
Pacific Affairs Subcomm.  
JOINT ECONOMIC COMMITTEE  
Vice Chairman,  
Democratic Policy Committee

The President  
The White House  
Washington, DC 20500

Dear Mr. President:

As you begin your consideration of candidates for the position of United States Attorney for the District of Puerto Rico, I want to express my strong support for the nomination of Mr. Osvaldo Carlo-Linares to this position.

As a resident of Puerto Rico and an individual with a breadth of legal experience, Mr. Carlo-Linares is uniquely qualified to serve in this role. This position will provide him the opportunity to combine his knowledge of the Commonwealth's local problems and concerns and his diverse legal background in the interest of justice.

Mr. Carlo-Linares has significant trial and supervisory experience in both civil and criminal cases. During his service as Assistant United States Attorney, he represented the United States in cases involving such areas as tort, labor, environmental, bankruptcy, contract law, affirmative action, criminal law and forfeiture.

As the Supervisory United States Attorney and Chief of the Civil Division in the District of Puerto Rico, he currently supervises all civil litigation and certain criminal actions. One of his most important accomplishments during his tenure as a United States Attorney has been his direct supervision of the Asset Forfeiture Unit, a unit that has been involved in all major federal drug cases filed in the district and seized over \$100,000 in drug related assets.

In a sensitive position like this one, I believe it is important that we have an independent voice. It should be noted that Mr. Carlo-Linares has not been actively involved in local politics and has worked to build a reputation as a fair and neutral individual.

## State Offices

Old City Hall  
1001 First Street  
Richmond, VA 23219  
(804) 781-2221

## Regional Offices

Camden Tower, Suite 107  
605 Veterans Drive  
Norfolk, VA 23510  
(804) 441-9124

5229 Boone Boulevard  
Suite 102  
Vienna, VA 22182  
(703) 846-2806

1 Canal Center  
Suite 340  
Falls Church, VA 22041  
(703) 432-1221

Oppenheim Bank Building  
14th Street  
Richmond, VA 23219  
(804) 828-1100

Monet Bank Building  
500 Main Street  
Danvers, VA 24541  
(804) 781-0330

Quarter Bank Building  
910 First Street, 2nd Floor  
Richmond, VA 23211  
(804) 882-0100



The President  
January 18, 1994  
Page 2

I strongly recommend Mr. Carlo-Linares to serve as the United States Attorney for the District of Puerto Rico. He is a dedicated public servant who would serve the interest of justice well in this position.

Thank you for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Charles S. Robb", with a horizontal line extending from the end of the signature.

Charles S. Robb

CSR/lpb

LUIS V. GUTIERREZ  
6TH DISTRICT, KANSAS  
COMMITTEE ON BANKING,  
FINANCE AND URBAN AFFAIRS

SUBCOMMITTEE  
HOUSING AND COMMUNITY DEVELOPMENT  
COMMERCIAL CREDIT AND INSURANCE

COMMITTEE ON  
VETERANS' AFFAIRS

SUBCOMMITTEE  
HOSPITALS AND HEALTH CARE  
OVERSIGHT AND INVESTIGATIONS

COMMITTEE ON  
FOREIGN AFFAIRS

SUBCOMMITTEE  
ASIA AND THE PACIFIC

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-1304**

1208 LANSFORTH BUILDING  
WASHINGTON, DC 20541  
(202) 225-8703  
3181 NORTH ELSTON AVE.  
CHICAGO, IL 60618  
(312) 503-0999

**JANUARY 26, 1994**

Mr. Kevin O'Keefe  
Presidential Personnel  
Old Executive Office Building  
Room 155  
Washington, D.C. 20500

Dear Mr. O'Keefe:

I write to lend my support to Mr. Osvaldo Carlo Linares for the position of United States Attorney for the District of Puerto Rico.

Mr. Carlo is a native of Puerto Rico who is, to the best of my knowledge professionally, ethically and morally qualified to discharge this important law enforcement function.

My interest in lending my support to Mr. Carlo stems both from my deep conviction that he is eminently qualified for the position, as from my desire to help President Clinton and his Administration to help the people of Puerto Rico.

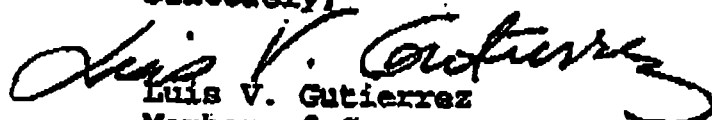
Unfortunately, the process of appointments to important Federal positions in Puerto Rico is becoming increasingly fraught with political dangers unrelated to the usual National politics, but related directly to both the local, ongoing status debate, and to local, partisan politics. Mr. Carlo has, wisely, refrained from using his position as Assistant U.S. Attorney to advance any political line on the island. He is not publicly identified with a political ideology. That is, indeed a very rare and valuable asset in Puerto Rico.

President Clinton wants to have the right, most qualified persons to fill federal positions. I believe Mr. Carlo fits that bill, and that his prime loyalty will be to serve the people of Puerto Rico and President Clinton.

Mr. Kevin O'Keefe  
January 26, 1994  
Page 2

I am sure you will give Mr. Carlo your most serious consideration. In so doing, please indicate to me if I may be of further assistance to you, at your very earliest convenience.

Sincerely,

  
Luis V. Gutierrez  
Member of Congress



HOUSE OF REPRESENTATIVES  
OFFICE OF THE CHIEF DEPUTY MAJORITY WHIP  
WASHINGTON, D. C. 20515

BILL RICHARDSON  
New Mexico

February 4, 1994

Mr. Kevin O'Keefe  
Presidential Personnel  
Old Executive Office Building  
Room 155  
Washington, D.C. 20500

Dear Mr. O'Keefe:

I write in support of the appointment of Osvaldo Carlo-Linares to the position of United States Attorney for the District of Puerto Rico. Mr. Carlo-Linares has a long and outstanding record of public service, working for the last six years in the U.S. Attorney's Office. In addition, Linares is a native of Puerto Rico.

As you can see from the attached resume, Mr. Carlo-Linares has a broad range of experience, dealing with both civil and criminal law. His management experience in his current post in the U.S. Attorney's Office in the District of Puerto Rico, coupled with his broad legal background would allow him to hit the ground running as the U.S. Attorney.

Thank you for your consideration of Osvaldo for the position of U.S. Attorney for the District of Puerto Rico. If you have any questions, please feel free to contact David Gillette on my staff. Thank you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bill Richardson", written over a horizontal line.

Bill Richardson  
Chief Deputy Majority Whip



## Federal Bar Association

### PUERTO RICO CHAPTER

Gerardo A. Carlo, Esq.  
President  
809/723-0113

Richard Grafton, Esq.  
First Vice President  
809/759-8292

David C. Indiana, Esq.  
Second Vice President  
809/754-2323

Rita del Carmen Tabares, Esq.  
Secretary  
809/759-3107

José A. Pagán Nieves, Esq.  
Treasurer  
809/721-8182

Roberto Santana, Esq.  
National Delegate  
809/754-8722

José Puentes Agostini, Esq.  
Immediate Past President  
809/753-7910

Russell Del Toro, Esq.  
Circuit Officer  
809/754-8722

### Directors:

Arenas, Justo Hon.  
(809)768-6180

Castellanos, Jesús Hon.  
(809)766-2458

López Riera, Daniel Esq.  
(809)766-5666

San Juan, Manuel Esq.  
(809)757-1030

Selaby, Judith Esq.  
(809)766-6721

December 22, 1994  
San Juan, Puerto Rico

Hon. William Clinton  
President  
United States of America  
The White House  
Washington, D.C.

Dear Mr. President:

Currently the position of U.S. Attorney for the District of Puerto Rico is vacant.

As President of the Federal Bar Association chapter in San Juan, I want to express my opinion that Assistant U.S. Attorney, Osvaldo Carlo-Linares is an excellent candidate for said position. He has been an active member of the Federal Bar Association and is well known in the legal community as a hard working, intelligent attorney.

Previously we had been requested to state our opinion as to Mr. Gary Montilla for the same position.

Both candidates are deemed to be well qualified, and both are experienced prosecutors. Mr. Montilla has been a resident of Florida for many years while Mr. Carlo-Linares has been a AUSA in Puerto Rico for over ten years.

There is no personal relationship between any of the two candidates named above for the position of U.S. Attorney and me, nor any members of the Board of Directors of our Federal Bar Association chapter.

Respectfully submitted,

Gerardo A. Carlo  
President-Federal Bar Association  
Puerto Rico Chapter

GAC/mc

(M36) JOH198

THE WHITE HOUSE

WASHINGTON

April 29, 1994

C. Lee Crean  
3682 Boulevard Hills Road  
Atlanta, GA 30339

Dear Lee:

Thank you for your letter and resume concerning your interest in the Director's position in the Office of Family Assistant at HHS.

I already know that you have contacted Veronica Biggins. I am sure she is glad to know of your availability for this position or a similar one.

With very best wishes,

Sincerely,



Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

AMH:RGM

3682 Boulevard Hills Road  
Atlanta, Georgia 30339  
February 1, 1994

Ms. Alexis Herman  
700 7th Street, S.W.  
Number 626  
Washington, D.C. 20026

Dear Alexis:

Since working for Ernest during the Carter years, and watching the two of you struggle with the Federal bureaucracy, I had determined that I could never work full time in Washington. A couple of things have changed my mind. First, of course, is the exciting Clinton team and program. I haven't been this enthused about the potential for change since the Kennedy era. Second is the convergence of the Administration's welfare improvement initiative with the philosophy I have developed over the nearly thirty years I have worked with that population.

There is no doubt in my mind that the system can be redirected into something that is far more outcome oriented for most participants, while remaining the safety net for those who are too incapacitated to function on their own. I would like to be a part of designing and carrying out that effort.

With a little help from my Washington friends, I have learned that the Director's position in the Office of Family Assistance at HHS is still vacant. As you know, that office, which is part of Mary Jo Banes' shop, has the major responsibility for AFDC and the JOBS program.

I would like very much to be appointed to that position, and hope I can gain your support in this quest. I have also contacted Veronica Biggins, whom Lynn and I know through our shared church affiliation here in Atlanta. Of course, there may be other jobs which would be equally important to achieving President Clinton's goals for making all Americans more competitive. Indeed, I would be pleased to be considered for anything that involves advocacy for those who have been left behind, and that is outcome oriented.

Nearly thirty years of my professional life, as well as most of my personal life, have been devoted to serving the economically disadvantaged. Having worked in Washington, in state government, in private business, and in several local agencies, I have accumulated a unique set of credentials in that difficult and often frustrating field.

Along the way, I have also acquired the ability to deal with the legislative process, with the press, and with advocacy groups of many types. And, through my years in government, I have learned to respect, and to work within, a bureaucratic structure. Consequently, I know that I have the professional ability, management skills and patience that will be required to advance the President's agenda, along with the energy and toughness to deal with the inevitable pressure.

Alexis Herman  
February 1, 1994  
page two

I hope to have, within the next two weeks, endorsements from Senator Nunn, Congressman Lewis, Governor Miller, and Georgia Party chief Ed Sims.

I have not attempted any direct contact with Secretaries Shalala, Reich, Cisneros, or anyone else at a departmental level. Not only do I not know any of them personally, but I am unsure where my particular expertise might be most useful to the Administration. I hope you will be able to give me some guidance in that regard.

Please let me know what to do next. I can be available at a moment's notice for discussions, presentations or interviews, and, because Lynn and I are self-employed, we can relocate very quickly. Our telephone number is (404) 438-2169

I will appreciate your giving this request close attention, Alexis. I have valued your friendship in past years, and hope that I can join you in serving Bill Clinton, whom I consider the most caring President since Jimmy Carter, the most charismatic since JFK, and the most ambitious since Franklin Roosevelt.

Thanks, and good luck in your own important challenges. Much has happened to all of us since I first met you in Indianapolis in 1977, and I'm sure there are still many ways for us to contribute.

Sincerely,

A handwritten signature in dark ink, appearing to read 'C. Lee Crean', with a stylized, flowing script.

C. Lee Crean

C. LEE CREAM

3682 Boulevard Hills Road  
Atlanta, Georgia  
(404) 438-2169

---

PROFESSIONAL QUALIFICATIONS

**CONSULTANT TO THE ASSISTANT SECRETARY FOR EMPLOYMENT AND TRAINING**  
U.S. Department of Labor, Washington, D. C.

Employed by the Assistant Secretary, with primary responsibility for improving the Department's training and technical assistance capability. Assisted in the formation of the Department's Office of Management Assistance. Handled a broad range of special assignments for the Assistant Secretary. Worked the maximum number of allowable hours for more than two years.

**PRESIDENT OF HAMPTON ASSOCIATES, INC.**  
Indianapolis, Indiana and Atlanta, Georgia

Established this business and was chief executive for twelve years. Company designed and operated training, education and employment programs for state and local organizations, serving more than 40,000 economically disadvantaged men and women. At its peak, the firm was conducting seventeen different projects in six states, with a staff of almost 100.

**EXECUTIVE ASSISTANT TO THE GOVERNOR**  
State of Indiana

Responsible for the oversight of all state agencies, boards and commissions whose programs affected the lives of those whose economic or social status, race, gender, age, physical disability or geographical isolation prevented them from full participation in the State's prosperity. Chaired the Manpower Planning Council and the Governor's Childcare Council, and was a member of the Vocational Education, Career Education, Welfare, and Aging advisory bodies. Provided liaison between Governor's Office and Departments of Public Welfare, Employment Security, Education, and Vocational Education. Required to conduct regular briefings for the press, for legislators, for national, state and local elected officials, and for representatives of numerous federal agencies.

**DIRECTOR OF THE OFFICE OF COMMUNITY AFFAIRS**  
State of Indiana

Appointed by the Governor to develop and manage this new agency, which provided technical support to local community action programs, Model Cities programs, human relations councils, and programs for young children and the aging. Also created and staffed the Manpower Coordinating Council, which subsequently became an independent state agency.

**DIRECTOR OF THE OFFICE OF MANPOWER DEVELOPMENT**  
State of Indiana

Appointed by the Governor to establish this new agency. Managed its state-operated training and employment programs for almost five years. Designed the statewide delivery system for the Comprehensive Employment and Training Program (CETA). These programs trained over 12,000 individuals each year, and provided transitional employment to an additional 7,500. The annual budget grew to \$110,000,000 as its staff increased from seven to nearly three hundred. Agency was also required to monitor, evaluate, and provide technical assistance in support of an additional \$95,000,000 of programs operated by the State's five largest cities.

**DIRECTOR OF THE CIVIL RIGHTS COMMISSION**  
State of Indiana

Appointed by the Governor to manage this agency, which enforced Indiana's stringent anti-discrimination laws in the areas of employment, education, housing and public accommodations. Was the first director to propose full enforcement legislation, to guide it through to enactment by the State Legislature, and to direct the formation of its rules and regulations. Enlarged the legal and investigative staff. Served as a statewide spokesman for equal opportunity during the turbulent period of 1969-72. Conducted numerous interviews with national, state and local media, and had frequent interaction with advocates for, and against, the policies and actions of the Commission.

**EXECUTIVE DIRECTOR OF THE ST. JOSEPH COUNTY CENTER FOR ECONOMIC DEVELOPMENT**  
South Bend, Indiana

Served as the founding executive of one of the first "anti-poverty" agencies in the nation. Center provided assistance to minority owned business ventures. Also supported the general business community by designing equal opportunity hiring programs and other affirmative action efforts.

**CHAMBER OF COMMERCE EXECUTIVE**  
South Bend, Indiana

Created and managed the Human Development Division of this progressive business organization. Department provided training and technical assistance to member companies in the areas of affirmative action; minority recruitment, hiring and training; corporate philanthropy; and, member involvement in addressing the social and economic needs of the inner city. Was appointed by the Mayor to lead a massive re-employment effort following a major plant closing.

**MARKETING SPECIALIST**  
New York City and South Bend, Indiana

Was a sales and marketing representative for two Fortune 500 companies, working first in Greater New York City and then in Indiana and Michigan.

**OWNER OF THE CREAM COMPANY**  
Atlanta, Georgia

This company provides management consulting and program design services to training, education, employment and social service organizations nationwide. Specializes in facilitating inter-agency collaboration and in building coalitions to achieve greater effectiveness and efficiency in programs which serve economically disadvantaged individuals.

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**SELECTED ACCOMPLISHMENTS**

Invited to testify before committees of the U.S. Senate and House of Representatives regarding employment and training legislation in 1972, 1983 and 1991.

Appointed to the first CETA Directors Work Group, a national advisory body to the U.S. Department of Labor.

Conceived the National Association of Education and Training Contractors and served as its President for two years.

Served as a member of the national Education Voucher Study Committee, chaired by Daniel Patrick Moynihan.

Chosen as the state's representative to the NATO Conference on Cities in Indianapolis, Indiana.

Was responsible for adding sex discrimination to the Indiana Civil Rights Act.

Guest lecturer on civil rights and urban affairs at Indiana University, the University of Notre Dame, DePauw University, Indiana Central College, and Purdue University.

Conducted numerous seminars and workshops on legislative and regulatory issues, case management, job development, youth programs, programs for older workers, client assessment, evaluation and referral, collaborative planning and program design, and interagency coalition building.

Have extensive experience in guiding legislation through the enactment process.

Am adept at public speaking and in maintaining positive relations with both print and electronic media.

---

**PERSONAL INFORMATION**

Born in Chicago, Illinois.

Hold a business degree from the University of Notre Dame.

Served for two years in the U.S. Army Counterintelligence Corps., and for an additional two years in the Active Reserve.

February 25, 1994

Honorable Kweisi Mfume  
House of Representatives  
Washington, D.C. 20515

Dear Kweisi:

Thank you for sending the resume of Kevin J. Lawrence. The Clinton Administration is always looking for good people.

By copy of this letter, I am letting Veronica Biggins, who is Assistant to the President for Personnel, know of his availability. I am sure he will be given every consideration.

With best regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

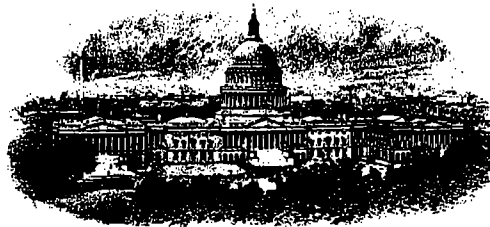
cc: Hon. Veronica Biggins

AMH:RGM

COMMITTEES:  
Banking, Finance & Urban Affairs  
Small Business  
Joint Economic Committee  
Select Committee on Narcotics

SUB-COMMITTEES:  
Housing & Community Development  
Financial Institutions Supervision  
SBA and the General Economy

MEMBER:  
Congressional Black Caucus  
Caucus on Women's Issues  
Congressional Arts Caucus  
Federal Government  
Service Task Force  
Task Force on Homelessness



**Congress of the United States**  
**House of Representatives**  
**Washington, D.C. 20515**

**KWEISI MFUME**  
7TH DISTRICT, MARYLAND

WASHINGTON OFFICE:  
217 Cannon Building  
Washington, D.C. 20515  
202/225-4741

DISTRICT OFFICES:  
3000 Druid Park Drive  
Baltimore, MD 21215  
410/367-1900

1825 Woodlawn Drive  
Suite 106  
Baltimore, MD 21207  
410/298-5997

2203 N. Charles Street  
Baltimore, MD 21218  
410/235-2700

February 11, 1994

FEB 15 1994

Alexis Herman  
Assistant to the President &  
Director of Public Liaison  
The White House - West Wing  
2nd Floor  
Washington, DC 20500

Dear Alexis:

Please find enclosed the resume of Kevin J. Lawrence, a May 1993 graduate of the University of Baltimore School of Law. Kevin has asked me to forward his information to you for your review.

Any consideration that his credentials can be given will be greatly appreciated.

Sincerely,

Kweisi Mfume  
Member of Congress

KM/tdh

Enclosure

Copy  
Ltr + resume  
went to  
Veronica  
2/25/94

913 North Calvert Street  
Baltimore, Maryland 21202  
January 28, 1994

Honorable Alexis Herman  
Assistant to the President &  
Director of Public Liasion  
The White House - West Wing  
2nd Floor  
Washington, D.C. 20500

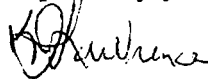
Dear Ms. Herman:

At the behest of the Honorable Congressman Kweisi Mfume, please accept my resume as an exploratory device regarding employment opportunities of which you may be aware. My name is Kevin J. Lawrence and I am a May 1993 **Who's Who**...graduate of the University of Baltimore School of Law. Since I intend to pursue a career in government service, I would greatly appreciate any assistance that you can provide to me in this vein.

As indicated by my resume, I have made every effort to enhance my legal research, writing, and advocacy skills. My experiences at the NAACP Legal Department, the Public Defender Service for Washington, D.C. and as an Independent Consultant at the Lawyers Clearinghouse, Inc. where I drafted a resource manual entitled "**A Guide to Understanding Your Lease Agreement For Tenants in Public and Subsidized Housing**," have refined my research, writing, and analytical abilities. The publication of my booklet was funded by the Maryland Legal Services Corporation and the Baltimore Bar Foundation, Inc. I believe these skills should serve me well in my capacity as an entry-level attorney in Federal Service or any other appropriate legal setting.

Feel free to circulate my resume to the appropriate parties at your discretion. Please contact me at (410) 783-4765 should you need further information or to set up an appointment. Thank you in advance for your time and consideration.

Respectfully yours,



Kevin J. Lawrence, Esq.

Enclosure

cc: Congressman Kweisi Mfume

**KEVIN J. LAWRENCE, Esq.**  
913 North Calvert Street  
Baltimore, Maryland 21202  
(410) 783-4765

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**EDUCATION:**

**Legal**

**UNIVERSITY OF BALTIMORE SCHOOL OF LAW**  
Baltimore, Maryland

**Juris Doctorate: May 1993**

**Second & Third Year Average: 3.0.**

**Activities:** Law Student Member of the American Bar Association, Black Law Students' Association, and the Women's Bar Association. Vice President of University of Baltimore Students for Public Interest Law.

**Undergraduate**

**UNIVERSITY OF BALTIMORE, Baltimore, Maryland**  
**A.B., Jurisprudence, May 1990**

**Special Degree Program**

**Activities:** President of the Black Student Union, Student Representative on the Hoffberger's Ethics Committee, and Peer Advisor for the New Student Retention Program.

**HONORS/AWARDS**

Maryland Public Interest Law Project Grant 1992-1993;  
Who's Who Among American Law Students 1992-1993;  
Who's Who Among Students in American Universities  
and Colleges 1990-1991; Outstanding College Students  
of America 1989-1990; Dean's List 1987 - 1990.

**LEGAL  
EXPERIENCE:**

6/93 - present

**Law Graduate**

**NAACP LEGAL DEPARTMENT**

**National Headquarters, Baltimore, Maryland**

Conduct legal research and draft memoranda in areas of civil rights law, particularly in health care, voting rights, employment, education and communications litigation cases. Attend seminars on a range of legal matters including professional responsibility, class action litigation, and appellate procedure. Attend arguments on motions.

6/93 - present

**Independent Consultant**

**Maryland Legal Services Corporation**

**THE LAWYERS CLEARINGHOUSE, Baltimore, Maryland**

Drafted a resource manual in the summer of 1992 (5/92 - 9/92) for tenants in Maryland's public and subsidized housing, apprising them of their rights and responsibilities. Legal research encompassed wide range of housing laws, rules, and regulations. Rehired to update and prepare the manual, "**A Guide to Understanding Your Lease Agreement for Tenants in Public and Subsidized Housing**," for publication and distribution. Assist TLC volunteers with incorporations, obtaining tax exempt status, financing and settlement of government loans and grants.

3/93 - 6/93

**Legal Intern**

**U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION**

**Baltimore District Office, Baltimore, Maryland**

Review case files where the Enforcement Units have recommended determinations on charges finding that there is reasonable cause to believe that employment discrimination has occurred for legal sufficiency. Prepare litigation recommendations to the Commission regarding those cause cases failing litigation. Perform legal research to aid attorneys in preparing and responding to various motions.

3/92 - 12/92

**Legal Intern**

**Juvenile Service Program Oak Hill Youth Center**

**PUBLIC DEFENDER SERVICE, Washington, D.C.**

Represented detained and committed juveniles at institutional disciplinary hearings. Conducted "street law" classes which explain the components of the legal system. Monitored the progress of juveniles' cases in Superior Court of D.C.. Assisted attorneys with legal research and writing.

**ACTIVITIES/  
INTERESTS**

**Partner** - People Making Sense Investment Group

**Career Advocate** - Baltimore Commonwealth Program

**Brother** - M. W. Prince Hall Grand Lodge of F. & A. M.

**Coordinator** - Committee For The Total Picture, State Senate Campaign, 10th Legislative District

I enjoy playing tennis, listening to cool jazz and reading classical literature.

**REFERENCES**

Furnished upon request.

February 14, 1994

Hon. David N. Dinkins  
625 Madison Avenue/12th Floor  
New York, New York 10022

Dear David:

Thank you for your letter recommending Martin E. Rouse for a position in the Clinton Administration. I am glad to have your comments on his ability.

By copy of this letter, I am letting Veronica Biggins, Assistant to the President for Personnel, know of his availability. I am sure she will give him every consideration.

With best personal regards,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

cc: Hon. Veronica Biggins

Enclosure

AMH:RGM



THE CITY OF NEW YORK  
OFFICE OF THE MAYOR  
NEW YORK, N.Y. 10007

*Personal*  
Via Express Mail

DEC 30 1993

December 22, 1993

Ms. Alexis Herman  
Assistant to the President  
The White House  
1600 Pennsylvania Avenue  
Washington, DC 20500

Dear Alexis:

I write to ask you to give priority consideration to finding a suitable position in your Administration for Martin E. Rouse, currently the Director of the City's Office for the Lesbian and Gay Community, in my administration.

Marty has served our city well since his employment here began. Previously he worked with Manhattan Borough President Ruth Messinger. He also held several positions in the Clinton campaign.

Before Marty came to work for me his name was on "priority placement" in your administration. I hope that he can be placed in that position once again. His resume is enclosed.

Thank you for your attention.

Sincerely,

David N. Dinkins  
MAYOR

# MARTIN ROUSE

---

47 West 92nd Street, #D, New York, NY 10025  
H: 212.865.5065; W: 212.788.2706

## Professional Experience

August 1993 - Present

### **Mayor's Office of the City of New York**

#### ***Director, Mayor's Office for the Lesbian and Gay Community***

- Worked with various administration officials and community leaders to secure health benefits for domestic partners of city employees. New York City will become the largest municipality in the country to offer these benefits.
- Work with Deputy Mayor to integrate community concerns into Administration policy.
- Liaison between Mayor and lesbian and gay community.
- Write Mayor's remarks. Represent mayor at community events.
- Develop national gay contacts.

January 1990 - July 1993

### **Office of Manhattan Borough President Ruth Messinger**

#### ***Deputy for Internal Operations***

- Worked with Chief of Staff and Unit Director to select Borough President's public appearances.
- Helped plan, schedule, revise, and review Borough President's daily schedule.
- Supervised scheduling and advance units; expanded outreach and visibility efforts.

#### ***Liaison to the Lesbian and Gay Community***

- Created *Bias Bill Task Force*, a coalition of more than 50 civil rights and advocacy groups to lobby for passage of statewide hate crimes legislation.

#### ***"Save Our Cities! Save Our Children!" March on Washington***

- Manhattan Coordinator responsible for soliciting organizations to join national rally.
- Facilitated participation of 5,000 New York City residents.

September - November 1992

### **New York State Democratic Committee, New York, NY**

#### ***New York State Lesbian and Gay Coordinator***

- Recruited 500 volunteers statewide; registered 5,000 new lesbian and gay voters.
- Coordinated fundraising efforts which raised \$300,000 for DNC and NYS Dem. Committee.
- Authored and distributed 25,000 pieces of gay literature.
- Efforts recognized by *USA Today*, *NY Post*, *Washington Blade*, and cable television's *NY1*.

October, 1992

### **Democratic National Committee, New York, NY**

#### ***Trip Director, "Bus Tour to Senior America" with Mr. & Mrs. Albert Gore, Sr.***

- Organized bus trips through New Jersey and Pennsylvania, and Wisconsin and Michigan.
- Worked with local headquarters and Little Rock in selecting bus stops and campaign themes.
- Responsible for drafting and maintaining budget along with trip producer.

February - April 1992

### **Bill Clinton For President Staff, New York, NY**

#### ***New York State Coordinator for New Hampshire Primary Weekend***

- Recruited 200 volunteers from across NY State to volunteer in New Hampshire.
- Trained, supervised, and motivated NY State volunteers on site in New Hampshire.

#### ***New York City Field Coordinator***

- Implemented field plan for New York City, coordinating five field offices.
- Worked closely with New York State campaign manager Kevin Thurm.
- Clinton delegate candidate in New York's 17th Congressional District.

***New York State Lesbian/Gay/AIDS Issues Coordinator***

- Hosted meeting between Governor Clinton and 200 lesbian and gay leaders at my home.
- Co-authored "*A Future of Hope, a Future of Inclusion, a Future of Change*," a lesbian and gay Clinton For President brochure. Achieved statewide distribution of 25,000 copies.
- Arranged community meetings and media exposure for U.S. Congressman Barney Frank.

December 1987 -  
January 1990

**Lesbian & Gay Community Services Center, New York, NY**  
***Executive Assistant***

- Responsibilities included volunteer management, development, and public relations.

July 1986 -  
September 1987

**Orbis Communications, New York, NY**  
***Account Executive***

- Sold nationally syndicated television programs.
- Markets included Albany, Des Moines, Green Bay, Omaha, Rochester, Toledo, & Wichita.

January 1985 -  
July 1986

**Katz Communications, New York, NY**  
***Research Analyst***

- Estimated Nielsen/Arbitron television ratings for Boston, Detroit, Minneapolis, and St. Louis.

**International Experience**

**HIV/AIDS Symposium, Hamburg, Germany**  
***Guest Speaker***, October 1991.

**Eberhard-Karls Universität, Tübingen, West Germany**  
Year-long study in European politics and German literature, September 1982 - August 1983.

**International Languages and Travel**

Fluent in conversational German. Basic proficiency in French and Spanish.  
Extensive European travel, including over twenty visits to Germany.

**Education**

**State University of New York, Stony Brook, NY**  
B.A., German; minor in Political Science, December 1983.  
Courses included International Law, German history and politics, and Business German.

**Dale Carnegie Institute**  
Human Relations Training, 1984.

THE WHITE HOUSE  
WASHINGTON

March 14, 1994

Mr. Doug Gatlin  
US Olympic Committee  
1000 Abernathy Rd. NE  
Atlanta, GA 30328

Dear Doug:

Enclosed please find the letter and resume of Bonita Billingsley, a dynamic young lady. She is the daughter of Amy Billingsley, a special friend of mine (and a friend of Andy and Jean Young) who unselfishly contributes her time to help in our office. Amy has asked me to write on behalf of her daughter who would like to explore opportunities with the Olympic Committee. I know Bonita would be an asset and a valued member of the Olympic effort.

It would mean a great deal to me if you would give Bonita Billingsley your highest consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alexis Herman', written over the typed name.

Alexis Herman  
Assistant to the President and  
Director of Public Liaison

AMH:atb  
Enclosures

4404 Silverleaf Drive  
Virginia Beach, Virginia 23462

March 12, 1994

Mr. Doug Gatlin  
U.S. Olympics  
1000 Abernathy Road, N.E.  
Atlanta, Georgia 30328

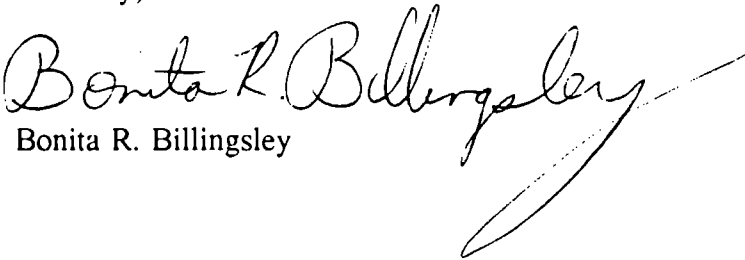
Dear Mr. Gatlin:

I can't believe the Olympics is only two years away! As a television news reporter in Norfolk, I'm really excited about it.

I also wonder if the Olympic Committee could use my services in any way. In addition to my journalism and communications skills, I received a degree in Spanish from Spelman College. I also speak some French and pick up other foreign languages quickly.

Enclosed is a copy of my resume. I would love to talk with you further about my credentials and how I could help the 1996 Olympics become the best ever.

Sincerely,

  
Bonita R. Billingsley

**Bonita Billingsley**  
4404 Silverleaf Drive  
Virginia Beach, Virginia 23462  
(804) 497-5527

---

**PROFESSIONAL EXPERIENCE:**

**WVEC-TV, Norfolk, Virginia**

General Assignment Reporter - award winning stories; extensive live coverage; exclusive interviews; series of reports from Homestead, Florida on aftermath of Hurricane Andrew; co-host public affairs talk show. (January 1992 to present)

**WFAA-TV, Dallas, Texas**

General Assignment Reporter - worked 30 hours a week or more if needed; broke exclusive reports on Mayor's race; live reporting; produced nationally syndicated children's program. (October 1990 to December 1991)

**KOMU-TV, Columbia, Missouri**

General Assignment Reporter; Anchor; Photographer; Editor: investigative series on social problems. (July 1989 to September 1990)

**KBIA-FM, Columbia, Missouri**

Reporter; Anchor; Editor - covered general assignment and developed social services beat; supervised other reporters. (January 1989 to December 1989)

**WXIA-TV, Atlanta, Georgia**

Summer Intern - conducted field interviews during the Democratic National Convention. (Summer 1988)

**EDUCATION:**

**University of Missouri-Columbia, Columbia, Missouri**

M.A. in Journalism, August 1990

Gus T. Ridgel Fellow

**Spelman College, Atlanta, Georgia**

B.A. in Spanish, Magna Cum Laude

**PERSONAL:**

- Proficient in Spanish
- National Association of Black Journalist member, 1988 to present

THE WHITE HOUSE  
WASHINGTON

July 7, 1994

Ramona Martinez, Councilwoman  
District 3  
80 South Federal Boulevard  
Denver, CO 80219

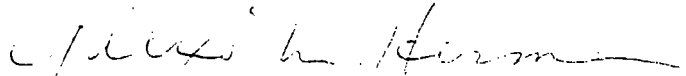
Dear Ms. Martinez:

Thank you for your letter recommending Dolores S. Atencio for appointment as Chair of the Equal Employment Opportunity Commission.

Although the candidate has been selected, your comments and support for Ms. Atencio were very much appreciated. It was a difficult decision because of the highly qualified candidates who were being considered.

With best wishes,

Sincerely,



Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

July 7, 1994

Ramona Martinez, Councilwoman  
District 3  
80 South Federal Boulevard  
Denver, CO 80219

Dear Ms. Martinez:

Thank you for your letter recommending Dolores S. Atencio for appointment as Chair of the Equal Employment Opportunity Commission.

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With best wishes,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM



RAMONA MARTINEZ  
COUNCILWOMAN, DISTRICT 3  
80 South Federal Boulevard  
Denver, Colorado 80219  
(303) 922-7755 Fax (303) 937-4651  
Home Fax (303) 936-6584

June 1, 1994

**VIA REGULAR MAIL AND FACSIMILE TO:**

202/456-6218  
Alexis M. Herman  
Assistant to the President and  
Director of Office of Liaison  
The White House  
2nd Floor, West Wing  
Washington, D.C. 20500

202/456-2259  
Veronica Biggins  
Assistant to the President and  
Director of Office of  
Presidential Personnel  
Old Executive Building  
Washington, D.C. 20500

**Re: Support and Endorsement of Dolores S. Atencio for  
Chair, Equal Employment Opportunity Commission**

Dear Ms. Herman and Ms. Biggins:

As a member of Denver City Council, and as an large member of the Democratic National Committee, I am writing to express my unconditional support and endorsement for Dolores S. Atencio for the position of Chairman of the Equal Employment Opportunity Commission (EEOC).

Ms. Atencio was a very active member of the "Core" committee, for the Adelante con Clinton campaign. She worked very hard on a local and national level to bring together a strong organization for President Clinton.

As a active member of the Denver community, Ms. Atencio has worked hard for the vale and principles of the Democratic party. Her administrative skills, along with organizational ability, leads me to believe that she will be an asset to the Clinton administration. I feel strongly that Dolores can do an excellent job for this administration and for the Country as the new chair of the Equal Employment Opportunity Commission.

Please don't hesitate to call me for further reference.

Sincerely,

Ramona Martinez  
Councilwoman, District 3  
Denver City Council

RM:ddp

JUN 10 1994

THE WHITE HOUSE  
WASHINGTON

July 7, 1994

Richard Gonzales, President  
Colorado Hispanic Bar Association  
2199 South University Blvd.  
Denver, CO 80208

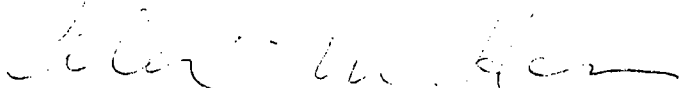
Dear Mr. Gonzales:

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Although the candidate has been selected, your comments and support for Ms. Atencio were very much appreciated. It was a difficult decision because of the highly qualified candidates who were being considered.

With best wishes,

Sincerely,



Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

July 7, 1994

Richard Gonzales, President  
Colorado Hispanic Bar Association  
2199 South University Blvd.  
Denver, CO 80208

Dear Mr. Gonzales:

Thank you for your letter recommending Dolores S. Atencio for appointment as Chair of the Equal Employment Opportunity Commission.

Although the candidate has been selected, your comments and support for Ms. Atencio were very much appreciated. It was a difficult decision because of the highly qualified candidates who were being considered.

With best wishes,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

# COLORADO HISPANIC BAR ASSOCIATION

RICHARD GONZALES  
PRESIDENT

2199 South University Blvd.  
Denver, Colorado 80208  
(303) 871-4646  
Fax (303) 871-2811

PEGGY E. MONTAÑO  
PRESIDENT-ELECT

707 17th Street, Suite 3500  
Denver, Colorado 80202  
(303) 292-6600  
Fax (303) 292-5902

May 26, 1994

Alexis M. Herman  
Assistant to the President  
Public Liaison  
1600 Pennsylvania Avenue, NW  
Washington, DC 20500

Re: Dolores S. Atencio

Dear Ms. Herman:

I am writing on behalf of the Colorado Hispanic Bar Association ("CHBA") in connection with the consideration by your office of Dolores S. Atencio as nominee for the position of Chair, Equal Employment Opportunity Commission. The CHBA represents all of the Hispanic attorneys in the State of Colorado. Ms. Atencio is a CHBA past President and continues to serve on its Board of Directors.

During the course of her career, many of us have had numerous opportunities to work with or observe her work in a variety of leadership positions. Those positions include her tenure as President of the Hispanic National Bar Association (which has been described as a period of "historic" change for that organization), her service to the *Adelante Con Clinton* campaign, her work for Denver Grand Prix, Inc., as its Vice President and General Counsel, and numerous positions with community service organizations.

Throughout this time, Ms. Atencio has impressed her colleagues, both locally and nationally, with her leadership, intellectual ability, administrative expertise and communication skills. She consistently demonstrates outstanding judgement, poise and insight when faced with situations requiring resolution of difficult problems. We have observed many instances when she has been particularly perceptive at identifying and addressing the fundamental issues underlying a particularly difficult or sensitive problem (legal or otherwise) and has initiated resolution of the matter in a creative and equitable manner. For example, in connection with her membership on the national core committee for *Adelante Con Clinton*, Ms. Atencio played a pivotal role in causing the Latino leadership in Southern Colorado to become a part of the President's campaign effort, even in the face of somewhat strained relationships between Hispanic leaders and the campaign leaders for that region.

If she is appointed, I have no doubt about Ms. Atencio's ability to apply her impressive skills and experience to successfully serve

JUN - 5 1994

Ms. Alexis M. Herman  
May 26, 1994  
Page 2

as the Chair of the EEOC. We applaud your consideration of her, and we recommend Ms. Atencio without reservation.

Sincerely,

A handwritten signature in cursive script that reads "Richard Gonzales". The signature is written in dark ink and is positioned above the printed name and title.

Richard Gonzales  
President

THE WHITE HOUSE

WASHINGTON

July 7, 1994

Fay M. Matsukage, Treasurer  
Asian American Bar Association  
of Colorado  
4582 South Ulster St. Pkwy./Suite 201  
Denver, CO 80237

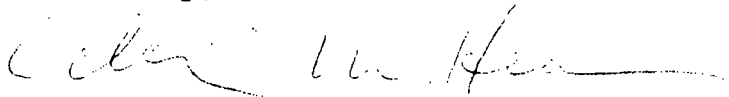
Dear Ms. Matsukage:

Thank you for your letter recommending Dolores S. Atencio for appointment as Chair of the Equal Employment Opportunity Commission.

Although the candidate has been selected, your comments and support for Ms. Atencio were very much appreciated. It was a difficult decision because of the highly qualified candidates who were being considered.

With best wishes,

Sincerely,



Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

July 7, 1994

Fay M. Matsukage, Treasurer  
Asian American Bar Association  
of Colorado  
4582 South Ulster St. Pkwy./Suite 201  
Denver, CO 80237

Dear Ms. Matsukage:

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Although the candidate has been selected, your comments and support for Ms. Atencio were very much appreciated. It was a difficult decision because of the highly qualified candidates who were being considered.

With best wishes,

Sincerely,

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

**ASIAN AMERICAN BAR ASSOCIATION OF COLORADO**

*An Affiliate of the National Asian Pacific American Bar Association*

MAY 31 1994

May 26, 1994

**OFFICERS 1993-94**

*President -  
Jay Choi  
796-9225  
220-0153 - fax*

*President Elect -  
Kerry Hada  
771-3030  
773-6843 - fax*

*Secretary -  
Linda Hamada  
861-7000  
866-0200 - fax*

*Treasurer -  
Fay Matsukage  
721-9495  
721-9698 - fax*

**COMMITTEES**

*Newsletter  
Rumi Enginecr  
797-8055*

*Lucy Denson  
320-4848*

*Andy Hamano  
444-1060*

*CLE & Activities  
Paul Chan  
866-3548*

*Judicial Appointments  
Coordinator  
Mary Lee  
980-0059*

*Liason to Law Students  
Carl Ream  
695-6960*

*Pro Bono Activities  
Coordinator  
Mary Lee  
980-0059*

Alexis M. Herman  
Assistant to the President and  
Director, Office of Public Liaison  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, D.C. 20500

Re: Dolores S. Atencio

Dear Ms. Herman:

The Asian American Bar Association of Colorado is pleased to give its strongest support and endorsement of the candidacy of Dolores S. Atencio for Chairman of the Equal Employment Opportunity Commission. We can think of no better person for this important position.

Dolores was instrumental in the formation of our organization in 1990 and in assisting us with our initial contacts with the National Asian Pacific American Bar Association. Since then she has continued to support our activities. Moreover, the Colorado minority bars and national minority bars now work together on common issues and concerns because of the groundwork Dolores laid two years ago.

We believe Dolores' leadership abilities, energy, and demonstrated commitment to the cause of civil rights make her uniquely qualified to chair the Commission.

Sincerely,



Fay M. Matsukage  
Treasurer

cc: Rita Jaramillo

## WHAT'S HAPPENING

## Four national minority bars hold historic summit meeting

The four bar associations represent different faces, different forces. But they all share a common goal: to enhance the practice of law and the legal profession and to promote equality for all minorities.

This theme was shared by the leaders of the Hispanic National Bar Association, the National Asian Pacific American Bar Association, the National Bar Association and the Native American Bar Association, who met for two days in May in a historic summit.

It was the first time the governing boards of the four major minority bars have met jointly to discuss common concerns and issues. They also approved joint resolutions on issues ranging from burial and repatriation of Native Americans to the need for greater diversity on federal and state courts.

The meeting, held May 14-15 in Washington, D.C., stemmed from an informal gathering in 1992 of the now immediate past presidents of the four bars. At the 1993 Bar Leadership Institute (sponsored by the ABA's Standing Committee for Bar Activities and Services through its Division for Bar Services), three of the four current presidents conferred at the annual institute held in Chicago last March and decided that their bars' boards could benefit from joint dialogue.

"I met with Allen (Webster, president of the National Bar Association) and Carlos (Ortiz, president of the Hispanic American Bar Association) and we started to work together," says William Hou of Washington, D.C., president of the 3,000-member National Asian Pacific American Bar Association. "The more we talked, the more we realized how common our interests were."

Allen Webster Jr. of Inglewood, Calif., president of the predominantly black 14,000-member National Bar Association, characterized the meeting with such words as "unity," "support," forum for "coalition-building" and "good rapport."

"It was a very positive experience for everyone," Webster says.

About 50 bar leaders representing the governing boards of the four associations attended the summit.

### Getting down to business

On the first day, the leaders met with Senate and House staff. A meeting with Sen. Paul Simon (D-Ill.), a ranking member of Congress who serves on the Senate Judiciary Committee, gave the group an opportunity to discuss their joint desire to have more minorities appointed to federal judicial posts.

The group spent the second day discussing key issues.

Among the issues the four bars discussed and signed joint resolutions on were:

- Appointments of minorities to federal judicial vacancies.
- Appointment of minorities to vacancies within the Department of Justice and other federal agencies.

- Repeal or invalidation of the "Wards Cove Exemption" to the Civil Rights Act of 1991.

- Tribal court jurisdiction for Native Americans.

- Support for hate-crime statutes.

- Opposition to English-only statutes.

"The issues are the same, but different," says Tricia Tingle of San Marcos, Texas, president of the 100-member Native American Bar Association. "But I can't say that one doesn't affect the other. Whatever affects one minority, affects the other."

### Ties created in 1992

Stemming from the ties established by the bars' immediate past presidents, the four bars were already involved in a joint effort to force the Federal Deposit Insurance Corp. and Resolution Trust Corp. to offer more legal contracts to minority lawyers and firms.

"That was the issue that brought us together," says Dolores Atencio of Denver, immediate past president of the Hispanic National Bar Association. "It was the first time the minority bar associations had come together on an issue. There had not been a working



(Left to right): William Hou, National Asian Pacific American Bar Association; Tricia Tingle, Native American Bar Association; Allen Webster Jr., National Bar Association; and Carlos Ortiz, Hispanic National Bar Association.

history among the minority bars."

Sharon McPhail of the national bar, Peggy Lum of the Asian bar and Arvo Mikkonen of the Native American bar, who were presidents at the time, initiated the effort involving the federal agencies. Then the presidents came together at the NBA's annual meeting in St. Louis last year, and candidate Bill Clinton addressed the group and recognized the unity of the four national minority bars, Atencio says.

"It created an atmosphere of solidarity," she remarks.

### Educational experience

The Washington summit also gave the bar leaders a chance to share insight on bar management.

Tingle says two of her priorities during her term as president are to increase membership and visibility of her bar. (She estimates that there are about 800 Native American lawyers in the United States. Seven leaders of the bar attended the summit.)

In addition, she's publishing the bar's first newsletter, wants to investigate a minority corporate counsel program to encourage corporations to offer business opportunities to Native American lawyers and she's advocating for the appointment of a Native American lawyer to the bench.

With this full agenda, Tingle says the chance to talk with her colleagues was gratifying and educational.

"I learned something from each bar," she says.

After the meeting, the bars followed up with each other to coordinate lobbying strategies and to ensure that the joint resolutions were filed with the appropriate government and political leaders.

Hou sees the benefits of such summits filtering down to the four bars' local affiliates.

"Having people know each other . . . we can take this back to our areas and pick up the phone and call others," he says. "Ultimately, that's where the success will be."

The bars hope to make the summit an annual event.

"It's an important stepping stone for the boards to come together," Hou says. "We don't want this momentum to fade away."

— Faye A. Silas

### Solo/small-firm

(continued from page 17)

chair of the ABA's General Practice Section's Computer Users Group, told bars to offer computer classes for solo and small-firm lawyers and hold mini resource centers at CLE programs because they are well attended by participants.

But such programs should be led by lawyers who actually work with the computer programs so that they will speak the language of participants. Choose speakers who are used to talking to people, instead of technocrats. Don't emphasize high-tech in programs. The "how-a-lawyer-can-use-this-in-his/her-office" approach is important.

### Need for marketing

"Marketing is a way of allowing people to access the legal system," says Jay Foonberg of Los Angeles. "It's nothing more or less than making our services available."

Foonberg, a founding member of the ABA's Law Practice Management Section and an author, says solo and small-firm lawyers need to aggressively market their services.

Because the solo and small-firm lawyer must serve as rainmaker and marketing specialist, says Cameron Gamble of New Orleans, chair of the ABA's General Practice Section, bars can help them develop their practices in several ways. These include promoting partnerships with larger firms; encouraging pre-paid legal service plans; offering marketing, public relations and advertising consulting services; developing cable-access, public education programs with lawyers; and having a speaker's bureau so that lawyers can speak to groups in the community and gain public attention.

As for advertising, Foonberg says, "It's part of the real world we live in. Stop complaining and do it."

Advertising, however, has been a thorn in the side of lawyers. But R. Harrison Pledger Jr. of Mc Lean, Va., chair of the ABA's Commission on Advertising, told the group that "advertising is an economic reality. We must find ways for solos to maximize opportunities." Advertising is a

way to make the public aware of legal services that are available, he says.

In 1977, lawyers spent \$98,000 on television advertising. Today, more than \$100 million is spent on lawyer TV advertising annually, he says. But while lawyers generally frown on advertising, the public accepts it.

The ABA's advertising commission is promoting the development of "dignified" advertising, Pledger says, adding that bar associations can bring pressure in their areas to encourage the development of ads that are dignified and that uphold professional ideals.

Bar associations can learn from hospitals, which conduct group or "flagship marketing" for hospital groups, and can develop general ad campaigns, Foonberg says.

### The next step

Glec Smith of Larned, Kan., chair of the ABA Special Committee on Solo and Small Firm Practitioners, refers to these practitioners as "the real contact point between users of services and the profession."

In November 1991, the Task Force on Solo and Small Firm Practitioners (now a committee) issued a report and recommendations on ways the ABA can assist this segment of the bar and bring them in as members. The committee is currently involved in a number of projects to assist this group.

Other bars are addressing the issue, as well. Several bars—the New Hampshire Bar Association and the New York State Bar Association, among them—have held conferences on solo and small-firm practitioners.

The Maryland State Bar Association's task force issued a report last March that told the state bar that it needs to reach out to and communicate better with solos and small firms.

The District of Columbia Bar's Solo and Small-Firm Practitioners Committee wants to create a resource guide.

T. Jackson Bedford Jr., president of the Atlanta Bar Association, calls the bar's Solo Practitioners Section, "Atlanta's biggest law firm."

"We are extraordinarily capable people," Bedford says, "and we must tell ourselves that, our clients that and the public that."

— Faye A. Silas

THE WHITE HOUSE  
WASHINGTON

July 7, 1994

Honorable Bill Richardson  
Chief Deputy Majority Whip  
House of Representatives  
Washington, D.C. 20515

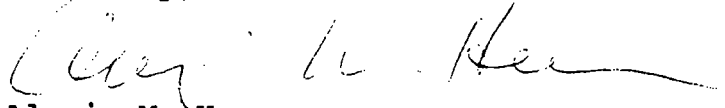
Dear Congressman:

Thank you for your letter recommending Dolores S. Atencio for appointment as Chair of the Equal Employment Opportunity Commission.

Although the candidate has been selected, your comments and support for Ms. Atencio were very much appreciated. It was a difficult decision because of the highly qualified candidates who were being considered.

With best wishes,

Sincerely,

A handwritten signature in cursive script, appearing to read "Alexis M. Herman", written in dark ink.

Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

July 7, 1994

Honorable Bill Richardson  
Chief Deputy Majority Whip  
House of Representatives  
Washington, D.C. 20515

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With best wishes,

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Alexis M. Herman  
Assistant to the President and  
Director of Public Liaison

AMH:RGM

3D DISTRICT, NEW MEXICO

BILL RICHARDSON  
CHIEF DEPUTY MAJORITY WHIP



CHAIRMAN, SUBCOMMITTEE ON  
NATIVE AMERICAN AFFAIRS  
COMMITTEES:  
ENERGY AND COMMERCE  
NATURAL RESOURCES  
SELECT COMMITTEE ON INTELLIGENCE  
HELSINKI COMMISSION  
ON HUMAN RIGHTS

WASHINGTON:  
2349 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-6190  
WHIP OFFICE:  
H-156 U.S. CAPITOL  
WASHINGTON, DC 20515

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-3103**

June 3, 1994

Ms. Alexis Herman  
Assistant to the President  
The White House  
Washington, D.C. 20500

Dear Ms. Herman:

It is with great pleasure that I recommend to you an extremely qualified individual for the position as Chair of the Equal Employment Opportunity Commission (EEOC), Dolores S. Atencio.

As her resume attests, Dolores has the skills, knowledge, and experience to make a difference in the Commission. Additionally, she is strongly committed to serving our country's diverse population. As a former President of the Colorado Hispanic Bar Association and the Hispanic National Bar Association, Dolores will utilize her extensive background to bring a new perspective to the EEOC. She also has vast experience in the practice of employment-related law, having presided over numerous cases that involved fair-employment laws and issues.

In closing, I trust that you will give Ms. Dolores S. Atencio your utmost consideration for the position as Chair of the Equal Employment Opportunity Commission. I have every confidence she will prove to be an asset to the EEOC and the Clinton Administration.

With warm regards,

A handwritten signature in black ink that reads "Bill Richardson" followed by a long horizontal flourish.

Bill Richardson  
Chief Deputy Majority Whip

BR/cs

DISTRICT OFFICES

SANTA FE:  
411 PASEO DE PERALTA  
SANTA FE, NM 87501  
(505) 988-7230

GALLUP:  
GALLUP CITY HALL  
2ND AND AZTEC STREETS  
GALLUP, NM 87301  
(505) 722-6522

LAS VEGAS:  
SAN MIGUEL COUNTY COURTHOUSE  
P.O. Box 1805  
LAS VEGAS, NM 87701  
(505) 425-7270

CLOVIS:  
602 MITCHELL STREET  
CLOVIS, NM 88101  
(505) 769-3380

MAY 26 '94 10:16AM 4153938075  
FEB-23-1994 15:07 FROM UNIV. COUNSEL

TO 32977914159865309 P.02

## RESUME OF

**DOLORES S. ATENCIO**

---

4535 West Lakeridge Road  
Denver, Colorado 80219  
(303) 936-1722 Fax: 936-0239

**EDUCATION**

1980 University of Denver College of Law, Juris Doctorate Degree  
1977 Colorado College, Bachelor of Arts Degree, Political Science

**PROFESSIONAL EXPERIENCE**

January 1994 -  
Present

**DENVER CAREER SERVICE BOARD**

Contract Hearing Officer for the City of Denver, Career Service Board. Preside over hearings and adjudicate appeals brought by employees of the city of Denver pursuant to the rules of the Career Service Authority. Issues include discrimination claims, suspensions, terminations and other personnel issues.

November 1991 -  
April 1993

**PRYOR, CARNEY & JOHNSON, P.C.**

Associate. General business and corporate practice with an emphasis on labor & employment. Advised clients on a variety of matters, including small securities offerings, employment disputes and civil rights violations. Successfully represented Pueblo Chicano Democratic Caucus before the Pueblo Election Board which resulted, for the first time in Pueblo's history, in the creation of two majority Hispanic city council districts.

May 1990 -  
September 1991

**DENVER GRAND PRIX AUTO RACE, INC.**

Vice President of Business Affairs & General Counsel. Served as general counsel and project administrator for sponsor of CART-sanctioned car races in downtown Denver. Supervised both legal and business aspects of the company's extensive and complex construction, traffic and business planning. Over a three-month period prior to inaugural race, negotiated and drafted nearly 100 property owner agreements and monitored construction activities to ensure compliance with the specifications in those agreements. Implemented and monitored major concessionaire and food vendor contracts which required coordination with local and state health departments. Negotiated corporate sponsorship, catering and merchandising contracts. Served as lead negotiator in company's controversial and highly publicized discussions with Denver City Council, Denver's Mayoral Office and Public Works Department and Arapahoe County Commissioners. Supervised outside counsel and achieved substantial reduction in legal fees. Resolved, without unnecessary litigation, numerous disputes arising out of the company's operations.

October 1988 -  
May 1990

**COLORADO BAR ASSOCIATION**

Director, Legal and Public Services. First full-time, statewide liaison (position previously held by three part-time persons) to 31 local bar associations, 23 pro bono programs and specialty bar associations. Worked directly with and assisted CBA President by coordinating local bar visitations; structured and administered President's special "Lend-A-Lawyer" project. As liaison to minority bar associations. Organized first Colorado Minority Women Lawyers Conference which resulted in creation of coalition. Developed, published and served as editor of the "Leader Letter," a statewide bar leaders newsletter.

May 1987 -  
October 1988

**PART-TIME SOLO PRACTICE**

General practice. Completed W.K. Kellogg National Leadership Fellowship Program and devoted time to raising infant daughter.

May 1985 -  
May 1987

**DENVER EDUCATIONAL BROADCASTING, INC. (KUVO PUBLIC RADIO STATION)** Development Director. Joined two other women at the station while in its project stage after successfully organizing a major fundraiser on behalf of the project. The frequency, held for 12 years by various community groups unable to successfully broadcast, "aired" on August 29, 1985. As first Development Director, raised approximately \$400,000. Established and managed all facets of fundraising division, including membership/individual sponsorship program, business and corporate underwriting program, and corporate and foundation support. Served informally as in-house counsel; monitored station's compliance with FCC regulations and advised on personnel matters. KUVO is now in its eighth year of broadcasting.

July 1982 -  
May 1985

**COLORADO ATTORNEY GENERAL'S OFFICE**

Assistant Attorney General, Criminal Appellate Division. Specialized in criminal appellate litigation. Presented over 100 written briefs and 50 oral arguments to the Colorado Supreme Court and Court of Appeals. Regularly reviewed proposed legislative statutes for constitutional defects.

July 1981 -  
July 1982

**COLORADO RURAL LEGAL SERVICES, DENVER OFFICE**

Placed as a Reginald Heber Smith Community Lawyer Fellowship recipient, specializing in public law, including labor and family law, education and public benefits law. As a fellow, required to devote 20% of time to community issues. Worked with former legislator Richard Castro on reapportionment.

RESUME  
DOLORES S. ATENCIO  
PAGE 3

## PROFESSIONAL ACTIVITIES

### **American Bar Association**

Commissioner, Commission on Women in the Profession.  
Appointed by ABA President William Ide for a three-year term.

Fellow, American Bar Association Foundation (selected in 1992).

### **Hispanic National Association**

For the past four years, served as a member of the Board of Bar Governors: from 1989-1990 as chair of the annual national convention held in Denver; 1990-1991 as President-Elect; as National President from 1991-1992, and currently as Immediate Past President. As President, addressed legal issues and worked within the legal profession on behalf of the Hispanic community and Latino lawyers. Conducted high-level meetings and briefings with notable dignitaries to address concerns, including the U.S. Attorney General and the President's Chief of Staff and Legal Counsel. In January 1992 at the invitation of the Mexican government, led a delegation of Hispanic lawyers to Mexico City for meetings with President Carlos Salinas de Gortari and others regarding the North American Free Trade Agreement. Many significant milestones were achieved, including the historic appointment of the country's first Hispanic female attorneys to the federal bench.

### **Colorado & Denver Bar Associations**

Since 1989, have been an active member of both bar associations. Appointed by DBA president to serve a two-year term to the CBA's Board of Governors as a DBA representative. Have received numerous CBA presidential appointments, including Chair of the CBA Budget Committee, CBA/DBA Joint Management Committee, and CBA Nominating Committee.

### **Colorado Hispanic Bar Association**

Served as President of the association in 1991 and as President-Elect in 1990. Currently serve as a board member and newsletter editor.

### **Colorado Women's Bar Association**

Co-Chair, Minority Affairs Committee.

RESUME  
DOLORES S. ATENCIO  
PAGE 4

## COMMUNITY ACTIVITIES

|                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>City of Denver</b>                                                         | Mayoral appointment to Judicial Nomination Commission (1993-1997). Member, Mayor Wellington Webb's Hispanic Advisory Council.                                                                                                                                                                                                                                                                                                                                 |
| <b>State Board of Social Work Examiners</b><br>1987-1990                      | Governor's appointment. Board responsible for reviewing and referring complaints and overseeing social worker tests.                                                                                                                                                                                                                                                                                                                                          |
| <b>KUVO Radio Project</b><br>March 8 - April 14, 1985                         | To benefit KUVO, organized the first statewide Chicano art show, " <i>Imagenes</i> ." Debuted at the Arvada Center, the juried exhibit showcased several mediums, attracted hundreds of attendees and generated KUVO's first corporate sponsor. <i>Imagenes</i> was one of several pre-broadcast special events. The Corporation for Public Broadcasting Development Exchange awarded KUVO its 1985 Award for Outstanding Special Event for <i>Imagenes</i> . |
| <b>Mi Casa Women's Center</b><br>1983-1985                                    | Served as board member and President of the board to this community-based organization serving Hispanic women and young girls. Participated in the "Mi Carrera" (My Career) program directed at high school girls.                                                                                                                                                                                                                                            |
| <b>Community Technical Skills Center</b><br>1983-1985                         | CTSC provides job skills training for lower-income members of the Denver minority community. Served as board member during the Center's first two years of existence.                                                                                                                                                                                                                                                                                         |
| <b>Latin American Research &amp; Service Agency</b><br>1983-1985              | Served as a board member of this community funded agency which identifies and researches issues affecting the Colorado Hispanic community.                                                                                                                                                                                                                                                                                                                    |
| <b>Hispanic Education Advisory Council, Denver Public School</b><br>1983-1985 | Comprised of community members, this advisory council provided input and guidance to the Denver Public School administration. Served as a board member.                                                                                                                                                                                                                                                                                                       |

RESUME

DOLORES S. ATENCIO

PAGE 5

**AWARDS & HONORS**

**Hispanic Business  
Magazine**  
October 1993

Selected as one of "100 Most Influential Hispanics" in the United States.

**"Notable Hispanic  
Women"**  
1993

Included in this national publication as one of the most notable Latinas in the U.S.

**Miller Brewing  
Company**  
1993

One of twelve featured in 1993 Calendar of "Outstanding Hispanic Women." The national calendar is published annually and distributed to high schools throughout the country by Miller Brewing Company.

**Colorado Hispanic  
Bar Association**  
January 1993

Recipient, "Outstanding Hispanic Attorney of the Year" Award.

**Hispanic Business  
Magazine**  
October 1991

Included in the annual listing of the "100 Most Influential Hispanics" in the United States.

**W.K. Kellogg  
Leadership  
Fellowship Program**  
1986-1989

The fellowship program exposes and expands the minds and experiences of future leaders. Fellows awarded a three-year/\$30,000 fellowship to develop an expertise outside of their chosen profession. Focused on spanish language television with emphasis on Hispanic ownership and management of broadcast outlets. Traveled throughout the country and to Mexico, Cuba, Puerto Rico and Spain.

**National Institute  
for Trial Advocacy**  
1985

Hill Scholarship recipient to this intensive litigation seminar.

**American Express**  
July 18, 1985

Award recipient for Community Involvement.

**National Consortium "  
Women  
Communicators**  
1985

To the Women of KUVO," awarded recognition for airing of 89.3 FM.