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Internship Program: Interns Pending Summer 1994 - Cold

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001. transcript	college grade, Thomas Butler [personally identifiable information] (1 page)	00/00/0000	b(6)
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COLLECTION:

Clinton Presidential Records
Council on Environmental Quality
Kathleen "Katie" McGinty
OA/Box Number: 2573

FOLDER TITLE:

Internship Program: Interns Pending Summer 1994-Cold

2012-0769-F

kc1963

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]

*Robert
Held Sum*

Taylor Ongaro
30 Dans Court
Burlington, Vermont 05401
802.863.2199

Internship Coordinator
Office of Environmental Policy
Old Executive Office Building, Room 360
Washington, D.C. 20501

December 3, 1993

Dear Internship Coordinator,

I am writing to apply for an internship with the Office of Environmental Policy.

Currently, I am an Environmental Studies major and a Political Science minor, at the University of Vermont. I feel this type of internship will expand my studies by allowing me hands on experience, and that I have much to offer in terms of organizational skills and commitment. My understanding of environmental policy is broad. I am particularly interested in Air, Energy, & Transportation, Natural Resource Use, and Sustainable Development.

I would be available to begin work at the first of the year through May. I would be available 40/hrs. week. Please find enclosed a copy of my resume, as well as an edited version of a paper I wrote for an Environmental Policy class last year.

The following are my references:

Mr. Monty Fischer, North East Regional Director
National Wildlife Federation
18 Baldwin Street
Montpelier, Vermont 05602
(802) 229-0650

Dr. Jean Richardson, Associate Professor
Environmental Program
University of Vermont
Burlington, Vermont 05405
(802) 656-4055

I can be reached at the above address until the 17th of December. After that I will be at:

63 Pinckney Street
Boston, Mass. 02114
(617) 723-3646

I am excited about this opportunity and I look forward to your reply.

Sincerely,

A handwritten signature in cursive script, appearing to read 'T. Ongaro'.

Taylor Ongaro

TAYLOR RANKIN ONGARO

30 Dans Court
Burlington, Vermont 05401
802.863.2199

EDUCATION

9/89-12/93 **The University of Vermont, Burlington, Vermont**
B.S., Environmental Studies, December 1993
Minor: Political Science

EXPERIENCE

9/93 - present **Consultant, data system management**
Computer hardware and software technical support.
Burlington, Vermont

9/93 - present **Environmental Program, University of Vermont, Teaching Assistant**
Burlington, Vermont
Teaching assistant for Introduction to Environmental Studies. Lead two lab discussion groups of 15 students each, per week.

5/93 - 7/93 **National Wildlife Federation, Intern**
Montpelier, Vermont
Performed research on several databases for a bibliography used at "The Ecology of the Northern Forest" conference (8/93). Also provided computer technical support for the NWF office.

1/92 - present **Environmental Studies Student Advisory Panel, Treasurer**
The University of Vermont, Burlington, Vermont

5/91 - 1/92 **Katherine Houston Porcelain, Business Manager**
Andover, Massachusetts
A start up manufacturing company with \$600,000 sales annually.

3/90 - 11/90 **Student Environmental Action Coalition, Northeast Regional Coordinator**
The University of Vermont, Burlington, Vermont
A networking organization bringing environmental and social justice groups together.

9/89 - present **Vermont Student Environmental Program, Co-founder and Treasurer**
The University of Vermont, Burlington, Vermont
A student organization with over 300 active members which contributes over 20,000 hours of community service annually.

AWARDS & ACHIEVEMENTS

1/93 Accepted, Who's Who in American Colleges and Universities

9/92-9/93 Boulder Society, a senior men's honor society. *Vice President*
The University of Vermont

5/91 - present Dean's List, The University of Vermont

4/90 Outstanding Freshman of the Year Award for Achievement
in Student Activism. The University of Vermont

1/90 Accepted to the Emerging Leaders Program,
The University of Vermont

SKILLS

Extensive computer experience including Macintosh, DOS, Lexus/Nexus, Internet applications, EcoNet, Word Processing, Databasing, Spread Sheets, Desktop Publishing, Business Software

Redirecting U.S. Environmental Policy on Global Climate Change

It is clear that environmental problems such as climate change are global issues and cannot be limited to domestic amelioration. Scientists and policy makers have realized this, and are making concerted efforts to address these issues in the international arena. Protection of the environment opens many opportunities, including economic development and increased international security. Global warming has moved to the forefront of environmental issues. As such, the U.S. should reexamine its policy on emissions which cause global warming. Many developed countries have already done so, it is time for the U.S. to do the same. The U.S. should build on past international proposals and become a leader in environmental protection. Policy should focus on achieving an international consensus and action on climate change and include all nations, as the atmosphere knows no boundaries.

Global warming caused by the greenhouse effect has risen from a little known issue to one of international significance in the past few years. This can be attributed to the growing scientific evidence which increasingly substantiates the theory that carbon dioxide, methane, chloroflourocarbons, tropospheric ozone, as well as other "greenhouse" gases play a role in increasing global temperatures. (Morrisette-1, 1991) Improvement in general circulation models (GCMs) show that the unabated emission of these gases could lead to global warming in the range of 1.5 to 4.5 degrees Celsius over the next century, profoundly changing the global climate. (Morrisette-1, 1991)

Scientists have long been aware that the burning of fossil fuels has had a detrimental impact on the environment. However, it was not until the 1970's that

scientists and policy makers became concerned with the effect of elevated levels of carbon dioxide (a byproduct of burning fossil fuels) altering the global climate. Molecule per molecule, carbon dioxide is not the most threatening gas, but it is the most abundant, and is a good starting point for reducing all greenhouse emissions. (Morrisette-2, 1991) Climate change began receiving wider attention in 1983, after the National Research Council (NRC) published a report assessing the potential effects of climate change. However, the NRC did not put forward any substantial policy recommendations. A more instrumental report came in 1986 from the *Proceedings of the International Conference on the Assessment of the Role of Carbon Dioxide and Other Greenhouse Gases in Climate Variations and Associated Impacts*. The conference, sponsored by the World Meteorological Association (WMA), the United Nations Environment Program (UNEP), and the International Council of Scientific Unions, had direct policy proposals that governments could use to deal with global warming. The report stated that “[w]hile some warming now appears inevitable due to past actions, the rate and degree of future warming could be profoundly affected by governmental policies on energy conservation, use of fossil fuels, and the emission of some greenhouse gases.” (WMO, 1986)

When creating regulatory policy, the attributes which make the atmosphere a “common property” resource must be addressed. (Bryner, 1991) The atmosphere is an area of *joint use* by the various countries throughout the world. The atmosphere is continually moving in a dynamic system of change. Thus it is *physically indivisible* and cannot be relegated to a specific use nor put off limits to certain parties. (Soroos, 1991) As such, it is now a global dumping ground. The atmosphere can absorb a certain amount of pollutants; however, there is a threshold limit after which the “cumulative effects may seriously disrupt planetary ecosystems.” (Oakerson, 1986) A responsible path for the U.S. to take in climate change policy would be that of the Roman law maxim *sic utere tuo ut alienum non laedas* – use your own property so as not to injure that of another. (Schneider, 1979)

There are two tenets of international law which can be used to deal with the degradation of "common property" resources by individuals. The first is the more traditional, unwritten expectations of customary law. These are the norms and values that have evolved as a result of mutual diplomacy among nations. They are "privileges and obligations that are applicable in a broad range of contexts...[and] are criteria for interpreting the proper behavior in certain situations...[yet] are not specific enough to be considered regulations." (Soroos, 1991)

The second tenet of law to be used in dealing with a "global commons" is treaty law. Treaties are often more efficient because they are binding agreements that take into account the difference in norms of customary law. However, treaty law has not yet been widely used in mitigating climate change disputes. "Of the 140 multilateral treaties and protocols that addressed environmental problems, which were signed by 1988, only 8 deal with atmospheric pollution, while 35 address pollution of the oceans and regional seas." (Soroos, 1991) It would be prudent to put more emphasis on addressing global air pollution issues and to lead by example.

The most successful international regulatory plan for addressing emission of "greenhouse" gases has been mutually agreed upon target dates for freezing or reducing certain emissions. (Soroos, 1991) In 1988, UNEP and WMA created the Intergovernmental Panel on Climate Change (IPCC) with the intention of coordinating an international consensus and position on climate change. (Soroos, 1991) Reports by the IPCC have found that there is a general agreement among nations that "certain greenhouse gases have been increasing due to human activities and will cause a general warming of the atmosphere." (Soroos, 1991)

The U.S. has been reluctant to endorse specific targets for reduction, claiming there is not enough scientific evidence available to "justify potentially costly steps to mitigate greenhouse gas emissions." (Morrisette-2, 1991) The Bush Administration did endorse taking some actions to alleviate potential greenhouse affects by advocating "no-regrets" strategies such as energy conservation.

It is now time to act more precipitously. The Bush Administration based its position on the belief that reducing carbon dioxide emissions will place an unnecessary burden on the U.S. economy without having any substantial benefits. The President's Council of Economic Advisors championed this position and "maintain[ed] that stabilization or reduction in carbon dioxide emissions is likely to be extremely expensive and could be more costly to the U.S. than to its major competitors." (Morrisette-2, 1991) At the same time there appears to be a consensus amongst our economic competitors that while addressing environmental problems may now be a cautionary step, it will become a necessary step in the future. Countries such as Germany and Japan are actively pursuing technologies which reduce carbon dioxide emissions, realizing that it is more efficient to address environmental problems in their early stages.

The U.S. has participated in the various conferences concerning global warming over the past few years, but has found itself supporting a minority position. At the Noordwijk meeting in November 1989, the Bergen meeting in May 1990, and the Rio summit in June 1992, the U.S. consistently refused to specify or endorse proposed emission levels or target reduction dates for carbon dioxide. (Morrisette-2, 1991) In the past, Japan and Great Britain allied themselves with the U.S. position to require further research before acting on carbon dioxide emissions. However, recently both have distanced themselves from the U.S. and have declared target dates for stabilization of carbon dioxide. Several other member countries of the Organization of Economic Cooperation and Development (OECD) have also endorsed stabilization projection dates and in some instances reduction targets. (See Table 1 for a list of these countries).

The OECD countries who are seeking stabilization or reduction share the view that there is enough scientific evidence supporting the possibility of climate change and have taken efforts to reduce greenhouse gas emissions. More importantly, these countries agree that the long-term benefits of averting this threat

outweigh the short-term costs associated with limiting emissions. Japan, Germany, Sweden, the Netherlands, and Great Britain are now active leaders in this realm and it would be prudent for the U.S. to join their position.

Table 1. Carbon Dioxide Emission Stabilization and Reduction Rates From Present Levels

Country	Stabilization	Reduction
Australia		20% by 2005 ^a
Austria		20% by 2005
Canada	by 2005	
Denmark		20% by 2000
France	by 2005	20% by 2025
Germany		20% by 2005
Japan	by 2000 ^b	
Netherlands		3 to 5% by 2000
New Zealand		20% by 2000
Norway	by 2000	
Sweden	by 2000	
United Kingdom	by 2005	

note: ^aFigure for all greenhouse gases.
^bStabilization of per capita emissions.

(Morrisette-2, 1991)

Though many of the countries advocating carbon dioxide emission reductions concede that they will be costly, they perceive the “wait and see” mentality to be an even greater risk. They also recognize that there are several potential benefits that could arise from early action taken to abate emissions, including a “head start” on new environmentally friendly industries. A future reliance on alternative energy sources is very likely. Countries such as Germany and Japan are now investing in environmentally sound technologies and research and development. They realize that an expanding market will more than pay back their investment in the future. (Morrisette-2, 1991) A strong impetus for U.S. investment in research and development for alternative technologies is that these could open up new industries to U.S. markets and help maintain competitiveness with foreign countries.

There are several different approaches to mitigating the problems associated with increasing carbon dioxide emissions. The two most favorable are to impose an international carbon tax on fossil fuel production and/or a world recognized tradable emissions permit plan. A recent study on the possibilities of a carbon tax “calculated that a \$100/ton tax would raise coal prices by 205%, oil prices by 55%, and gasoline prices by 23.3%...leading to a decrease in carbon emissions by 45%.” (Nordhaus, 1990) It must be recognized that these are short-term costs which will be outweighed by long-term economic benefits including reduced externality costs. This would result from a cleaner atmosphere and less of a reliance on environmentally costly fossil fuels.

The issue of global warming and climate change is becoming increasingly significant. There is strong scientific evidence which shows that global warming is indeed a threat, and that one of the chief antagonists is carbon dioxide. The U.S. has been slow to recognize this and has fallen out of step with its economic counterparts. The rest of the world looks to the U.S. as a leader and we should live up to this position in environmental regulation. We should take a progressive stance on carbon dioxide and other greenhouse emissions by reducing emissions and investing in cleaner technologies; resulting in a more healthy environment. The latter could have the added effect of opening new economic markets in the alternative fuel industry. The U.S. should join the majority of other developed nations in our position on emission reductions and then take the role of leader in the global arena of environmental protection. We should set target dates and standards for reductions of carbon dioxide and other greenhouse gases and compel other nations to do the same.

Bibliography

Bryner, Gary. (1991). "Implementing Global Environmental Agreements" Policy Studies Journal. Vol. 19, No 2. pp. 103-114

Morrisette, Peter M. -1 (1991). "The Montreal Protocol: Lessons for Formulating Policies for Global Warming" Policy Studies Journal. Vol. 19, No 2. pp. 152-161

Morrisette, Peter M. and Plantinga, Andrew J. -2 (1991). "Global Warming: A Policy Review" Policy Studies Journal. Vol. 19, No 2. pp. 163-172

Nordhaus, W.D. (1990). "Global Warming: Slowing the greenhouse express" Setting National Priorities: Policy for the Nineties. Brookings Institute, Washington D.C., pp. 203-204

Oakerson, R. (1986) "A Model for Analysis of Common Property Problems" Proceedings of the Conference on Common Property Resource Management. National Research Council (Ed.) Washington, D.C., pp. 15-17

Schneider, J. (1979). "The World Public Order of the Environment: Towards an International Ecological Law and Organization", Toronto: University of Toronto Press. pp. 142-145

Soroos, Marvin S. (1991). "The Evolution of Global Regulation Of Atmospheric Pollution" Policy Studies Journal. Vol. 19, No 2. pp. 115-125

World Meteorological Organization (1986) "Proceedings of the International Conference on the Assessment of the Role of Carbon Dioxide and Other Greenhouse Gases in Climate Variations and Associated Impacts", (Pub. No 661). Geneva: Author. p.1-5

628 Packard Street #6
Ann Arbor, MI 48104
December 13, 1993

Mr. Kurt D. Zwally
White House Office on Environmental Policy
Old Executive Office Building, Rm 360
Washington, DC 20501

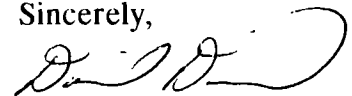
Dear Mr. Zwally:

I am a second year law student at the University of Michigan and am very interested in working at the White House Office on Environmental Policy as a summer intern.

I graduated from the University of Iowa in May, 1992, with a B.B.A. in Finance and a minor in Political Science. Upon graduation, I spent the summer working on environmental issues for a non-profit organization. Last summer I assisted in drafting legislation concerning recycling and campaign finance reform. My work experience not only reflects my interest in pursuing a career in the area of Environmental Law, but coupled with my undergraduate education, it has also provided me with a strong background in the Administrative and Legislative areas.

Enclosed is a copy of my resume which further details my schooling and work experience. I have also included a writing sample and references. Please feel free to contact me if you have any questions or would like to schedule an interview. I will be available to visit Washington in January if it becomes necessary. Thank you for your time and consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "David Diamond", with a large, sweeping flourish at the end.

David Diamond

Enclosures

DAVID MATTHEW DIAMOND

University Address

628 Packard Street #6
Ann Arbor, Michigan 48104
(313) 747-9040

Permanent Address

1717 North 11th Street
Fort Dodge, Iowa 50501
(515) 573-4736

Education

The University of Michigan Law School, Ann Arbor, Michigan

Juris Doctor, expected graduation May 1995

Student Attorney, Family Law Project

Environmental Law Society

Writing and Advocacy Certificate of Merit

The University of Iowa, Iowa City, Iowa

Bachelor of Business Administration, May 1992

Major: Finance Minor: Political Science

Phi Eta Sigma

Beta Gamma Sigma

Graduated with High Distinction

Experience

Massachusetts Public Interest Research Group,

Boston, MA

Legal Intern

June 1993 to August 1993

- Assisted in researching and writing two ballot initiative petitions
- Drafted a legislative proposal concerning the labeling of materials restricted from landfills and incinerators
- Wrote informative documents explaining the significance and results of particular Massachusetts regulations

Iowa Citizen's Action Network,

Iowa City, IA

Telecanvasser

July 1992

- Informed citizens on the importance and progress of Congressional Bill HR 2880: The Community Right-To-Know-More Act
- Established new memberships and raised contributions for the Iowa Environmental Project

University of Iowa,

Iowa City, IA

Undergraduate Assistant

August 1988 to May 1992

- Assisted one political science and three economics professors in a research experiment predicting voter behavior
- Served as Market Administrator for the Iowa Political Stock Market, performing such duties as trader enrollment and data analysis
- Carried out library research and constructed graphical outputs

University of Iowa,

Iowa City, IA

Student Assistant

June 1991 to August 1991

- Aided teaching assistants from non-English speaking countries in learning teaching skills and refining their English proficiency

References available in the Placement Office, 210 Hutchins Hall
Ann Arbor, Michigan 48109-1215

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety-Three.

AN ACT RELATIVE TO LABELING RECYCLABLE MATERIALS

Be it enacted by the People, and by their authority, as follows:

SECTION 1. Preamble.

WHEREAS, the commonwealth faces serious environmental, economic and public health problems from the excessive reliance on landfilling and incineration for the disposal of solid waste;

WHEREAS, much of the solid waste disposed of at landfills and incinerators consists of products that could be recycled;

WHEREAS, current regulation prohibits certain materials from being disposed of by means of landfilling and incineration;

WHEREAS, cities and towns and citizens of the commonwealth are now making aggressive efforts to adhere to current regulations by recycling and participating in recycling programs;

WHEREAS, such efforts can be significantly enhanced if the users of products are cognizant of whether a product is prohibited from disposal and thereby must be recycled;

WHEREAS, there is a growing worldwide trend towards greater manufacturer responsibility over the products and packaging that they generate;

WHEREAS, manufacturers are uniquely situated to facilitate increased recycling efficiency and awareness by alerting users to the proper disposal of their products;

THEREFORE, the goal of this Act shall be to help the commonwealth achieve maximum recycling by encouraging manufacturers to join cities and towns and the citizens of the commonwealth in this effort. To do so, this Act requires items used in the commonwealth which are restricted materials to be labeled as such.

SECTION 2: Chapter 16 of the General Laws is hereby amended by inserting after Section 24B the following:

Section 24C. Labeling of restricted materials.

No person may manufacture, distribute, sell or offer for sale any item which is a restricted material unless said item is affixed with a label complying with Section 24D.

Section 24D. "Label" described.

The label shall consist of the words "This Material is Restricted from Landfilling and Incineration" above a logo. The

logo shall be designed by the Department of Environmental Protection in accordance with standard recycling symbols. In addition:

(a) "Glass Containers" and "Metal Containers" shall have the words "Please Recycle" below the logo.

(b) "Lead Acid Batteries" and "White Goods" shall have the words "Please Dispose of Properly" below the logo.

(c) The aforementioned items are to be construed under the definitions of restricted materials as provided under 310 CMR 19.00 and the accompanying Department of Environmental Protection's Division of Solid Waste Management Guidance Documents.

(d) The Department of Environmental Protection has the authority to regulate the labeling of additional materials.

Section 24E. "Label" defined.

"Label" means a display of written, printed, or graphic matter upon the container of any substance, or, in the case of an article which is unpackaged or is not packaged in a container intended or suitable for delivery to the ultimate consumer, a display of such matter directly upon the article involved, or upon a tag or other suitable material affixed thereto. Any word, statement, or other information that appears on the label shall not be considered in compliance with Section 24C unless it appears in a conspicuous place in type of conspicuous size in contrast to the typography, layout, or color of the other printed matter on the product or its packaging.

Section 24F. "Restricted material" defined.

"Restricted material" is a material prescribed as such by 310 CMR 19.017(3).

Section 24G. Exceptions.

Exceptions to Section 24C are as follows:

(a) No label need be affixed to "Yard Waste" or "Leaves";

(b) "Whole Tires" shall bear a label reading "Proper disposal requires this item to be shred into no less than four pieces" instead of the label as described under Section 24D;

(c) The aforementioned items are to be construed under the definitions of restricted materials as provided under 310 CMR 19.00 and the accompanying Department of Environmental Protection's Division of Solid Waste Management Guidance Documents.

Section 24H. Department of Environmental Protection to Administer Provisions.

The Department of Environmental Protection shall administer the provisions of sections 24C to 24K. Said department shall promulgate and revise, if necessary, the rules and regulations to effectively achieve the purposes of these sections.

Section 24I. Administrative enforcement.

Any manufacturer or distributor who violates any requirement of Sections 24C to 24G, or who knowingly makes any false

representations in application of said sections, shall be subject to a civil penalty not to exceed \$500 for each violation, and not to exceed \$25,000 for any one shipment sent or received at a single point in time or for any one continuing act of non-compliance, which may be assessed in an action brought on behalf of the commonwealth in any court of competent jurisdiction. The Attorney General may seek equitable or injunctive relief to enforce any order issued by the Department of Environmental Protection pursuant to Sections 24C to 24G.

Section 24J. Effective date of enforcement.

The provisions and clauses of Sections 24C to 24I shall become enforceable on December 31, 1995. Sections 24J and 24K shall be enforceable immediately upon passage.

Section 24K. Severability.

If any provision or clause of Sections 24C to 24K or application thereof to any person or circumstances is held invalid, such invalidity shall not affect other provisions or applications of this which can be given effect without the invalid provision or application, to this end, the provisions of this Sections 24C to 24K are declared severable.

THE UNIVERSITY OF MICHIGAN
LAW SCHOOL PLACEMENT OFFICE
210 HUTCHINS HALL
ANN ARBOR, MICHIGAN 48109-1215

Letter of Recommendation for DAVID DIAMOND

Recommendation written by Paul Burns

MY PREFERENCE REGARDING CONFIDENTIALITY OF THIS RECOMMENDATION IS AS FOLLOWS:

- ☐ I wish to have access to this letter of recommendation; it will not be confidential and will be incorporated into my Law School Placement file to be used for the purpose of seeking employment.

Signature

Date

- ☐ I waive my rights of access to this letter of recommendation and request that it be incorporated into my Law School Placement file to be used for the purpose of seeking employment.

Signature

Date

RECOMMENDATION

Date

Signature of Recommender



Massachusetts Public Interest Research Group
29 Temple Place, Boston, MA 02111-1305 (617) 292-4800

September 15, 1993

University of Michigan
Law School Placement Office
210 Hutchins Hall
Ann Arbor, Michigan 48109-1215

Dear Sir/Madam:

I am writing on behalf of David Diamond, a second year law student at the University and a summer intern in our office from June 1993 to August 1993.

The Massachusetts Public Interest Research Group (MASSPIRG) is the largest consumer and environmental research and advocacy organization in the state. As a staff attorney with MASSPIRG, I was responsible for supervising Dave's work on projects involving government reform and solid waste recycling.

I highly recommend Dave as a candidate for both summer and long-term employment. He is an intelligent, creative and dedicated person whose performance at MASSPIRG was outstanding.

Dave worked primarily on the research and drafting of two initiative proposals that will appear on the Massachusetts ballot in 1994. The proposals, aimed at reforming the campaign financing process and the initiative and referendum process, required Dave to perform a great deal of legal and nonlegal research. His analysis on a wide range of issues was instrumental in drafting the proposed law. I came to rely heavily on Dave's work, and I was never disappointed.

Dave is a quick thinker who requires minimal direction and has a strong ability to follow appropriate leads without wasting time. He is also a dedicated worker who can be counted on to go the extra mile in order to complete the job.

On a personal basis, Dave was a pleasure to work with. His positive attitude and sense of humor helped us through many hectic and high-pressure days.

I have absolutely no reservations about recommending Dave for employment and I would be happy to discuss the matter further with any interested parties.

Sincerely,

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

Paul Burns, Esq.
Staff Attorney

THE UNIVERSITY OF MICHIGAN
LAW SCHOOL PLACEMENT OFFICE
210 HUTCHINS HALL
ANN ARBOR, MICHIGAN 48109-1215

Letter of Recommendation for DAVID DIAMOND

Recommendation written by Robert Forsythe

MY PREFERENCE REGARDING CONFIDENTIALITY OF THIS RECOMMENDATION IS AS FOLLOWS:

- ☐ I wish to have access to this letter of recommendation; it will not be confidential and will be incorporated into my Law School Placement file to be used for the purpose of seeking employment.

Signature

Date

- ☒ I waive my rights of access to this letter of recommendation and request that it be incorporated into my Law School Placement file to be used for the purpose of seeking employment.

Signature

Date

RECOMMENDATION

Date

Signature of Recommender

THE UNIVERSITY OF IOWA



319/335-0853 R. Forsythe
<RFORSYTH@SCOUT-PO.BIZ.UIOWA.EDU> Internet

February 17, 1993

TO WHOM IT MAY CONCERN:

I am very pleased to write this letter of recommendation for DAVID DIAMOND who is applying for position with you. Dave was my Undergraduate Scholar Assistant (USA) for his last 3½ years as an undergraduate at Iowa. Because Dave's academic performance placed him in the upper .5% of entering freshman, he was placed into this program quite early and his outstanding academic performance has allowed him to maintain his good standing in this program.

By mutual choice, I was Dave's faculty mentor in this program. The majority of his time with me was spent working on the Iowa Political Stock Market project, which we have been conducting to forecast the political fortunes of candidates in various races over the last five years and to gain insights into microstructure issues as to how markets perform. Dave rapidly evolved from an undergraduate assistant into a collaborator on this project. Because it is an alternative forecasting technique, Dave became interested in polls. We observed that as we ran the Iowa Political Stock Market in different countries with different electoral systems, poll performance was quite different. Dave quickly gathered some historical data to demonstrate that while polls are notoriously inaccurate in the U.S., they do amazingly well in countries like Germany. Dave recognized that there is a difference in the polling technologies used in different countries. In countries such as the United States and Great Britain, there has been a commission undertaken to investigate the efficacy of polling techniques at some time in the past (e.g. the Mostellar Commission in the United States following the Dewey-Truman race). In countries where these commissions have suggested strict guidelines for reporting poll results, polls seem to forecast more poorly than in other countries. While these commissions have suggested that pollsters only report the results from their current sample, pollsters in other countries use additional information (e.g. earlier polls and historical voting behavior) when making their forecasts. His alternative hypothesis was that parliamentary regimes tend to be more stable and as a result are more predictable than presidential systems.

To test these predictions Dave collected polling data from many different countries and investigated the polling techniques used by some of the major pollsters to the extent that they would make this information available. He also proved quite able in providing the necessary statistical analysis and took an active role in writing our paper.

Dave Diamond is simply the best undergraduate that I have seen in my 12 years at Iowa. Like our best graduate students, he has evolved into a role as a colleague rather than simply a student assistant. Unfortunately, I have had only limited contact with him over the past year since he began attending Michigan so I must leave it to others to comment on his performance there.

As this letter should make clear, I am a strong supporter of David Diamond. I recommend him to you most highly and without reservation.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Forsythe". The signature is fluid and cursive, with a large, stylized "R" and "F".

Robert Forsythe
Professor of Economics

*Worked for NPR
Mid March to mid May*

Erez Kalir
150 Southampton St.
Berkeley, CA., 94707
(510) 526-9261

Kurt Zwally
Internship Director
W.H. Office on Environmental Policy

Dear Mr. Zwally,

Pursuant to our phone conversation, I am writing to apply for an internship in the White House Office on Environmental Policy.

My commitment to environmental issues is substantial. In October, I will begin graduate study in Environmental Management and Conservation on a Rhodes Scholarship at Oxford. As a biology major at Stanford, I took every course related to environmental affairs in the university's curriculum, gaining a comprehensive education in science and policy. By doing coursework at the law school, I acquired a close familiarity with the major federal 'green' statutes (e.g., CERCLA, CWA, CAA, PPA, ESA, etc.). As my resume indicates, I have applied this knowledge in the private and public sectors and at both local and national levels, dealing with a diverse array of voices and stakeholders in the environmental community.

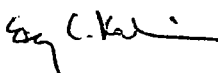
Most recently, I worked for the Natural Resources Team of Vice-President Gore's National Performance Review (NPR, also known as the Reinventing Government Task Force). The Natural Resources Team assembled comprehensive audits of the Environmental Protection Agency, the Department of the Interior, and the Department of Agriculture. I played a role in researching and drafting all three reports, interacting frequently with high-level policy staff at EPA and DOI and gaining an inside perspective on the strengths and weaknesses of U.S. natural resources policy. Working at NPR also provided a window on the political dimension of environmental policymaking, a reality I had experienced from a very different perspective as co-director of the San-Francisco Bay Area's Earth Day 1993.

I am interested in all aspects of environmental policy, but especially in issues related to species and ecosystem conservation. My experience with the Sierra Club Legal Defense Division and the Graham and James law firm yielded close familiarity with the Endangered Species Act, and I would be particularly excited to work on its reauthorization and interpretation, or any germane areas. I am likewise interested in the Administration's "compromise" proposal for logging the Pacific Northwest's old growth forests, and in the general challenge of reconciling conservation and development (both in the U.S. and abroad). Finally, as I will be studying overseas and hope to do field work in tropical rainforest habitat, I am interested in the United States' role promoting sustainable environmental practices internationally (and particularly in the Third World).

As I mentioned in our phone conversation, I could intern in the spring for eight weeks, roughly from mid-March through mid-May. I understand that due to the nature of the internship requirements, the Office is inclined to favor candidates who could provide a longer time commitment. However, I could fully commit to returning for two months in the summer, fall, and winter respectively if such a plan could be arranged (perhaps through a long term project?). I realize that this request is out of the ordinary, but I very much hope an exception can be made. Thank you for your consideration.

Sincerely,

Erez C. Kalir



EREZ C. KALIR

Permanent Address:
150 Southampton St.,
Berkeley, CA., 94707
(510) 526-9261

During Academic Year:
Lincoln College
Oxford, OX13DR
England, U.K.

OBJECTIVE: To intern in the White House Office on Environmental Policy during spring, summer, and fall 1994.

EDUCATION:

- 10/93 - **Rhodes Scholar, University of Oxford**, Oxford, England. Will study for an MSc. in Environmental Management and Conservation.
- 9/89 - 6/93 **Stanford University**, Stanford, CA. B.A.S., with Honors and Distinction, in Biology and English. Admitted Phi Beta Kappa as a junior. GPA: 4.0.

RELEVANT EXPERIENCE:

- 6/93 - 9/93 **Natural Resources Team, Vice-President Gore's National Performance Review (NPR)**, Washington, D.C.
- Prepared confidential memoranda and briefing papers for meetings attended by Vice President Gore, Carol Browner, and high-level NPR staff.
 - Full contributing author on NPR's 73 page report on the Environmental Protection Agency (EPA) and 87 page report on the Department of Interior (DOI).
 - Collaborated with policy planners from EPA and DOI to assemble NPR monographs.
- 6/92 - 7/92 **Sierra Club Legal Defense Division**, San-Francisco, CA.
- Researched and assembled 'amicus' briefs for Endangered Species Act applications throughout California.
 - Served as a liaison between Sierra Club legal experts and scientists working at the Stanford Center for Conservation Biology. Facilitated translation of biological data into legal advocacy.
- 1/92 - 6/93 **Students for Environmental Action at Stanford (SEAS)**, Stanford, CA.
- Co-directed Bay Area Earth Day 1993, bringing environmental organizations, business interests, and local leaders from around Northern California to Stanford.
 - Planned and sponsored an array of grassroots events, including a continuing speaker series on environmental justice which has attracted leaders nationwide.
- 6/91 - 9/91 **Graham and James, Attorneys at Law**, San-Francisco, CA.
- Drafted briefs on several specific environmental cases.
 - Assembled position papers on questions relating to law and technology.
- 9/89 - 6/93 **Branch Program**, Stanford, CA.
- Founded Branch, a program bringing students from Stanford and U.C. Berkeley to tutor underprivileged youth at James Logan High School, Union-City, CA.
 - Volunteered eight hours a week freshman through senior years teaching courses there, including a summer offering on ecology and tropical rainforest biodiversity.

CAMPAIGN WORK

- 9/92 - 10/92 Field Organizer, Clinton/Gore Campaign, Northern California.
- 8/88 - 10/88 Volunteer, Rep. Ron Dellums for Congress.

ADDITIONAL INFORMATION

- Language: Fluent in Hebrew; intermediate reading and writing ability in French and German.
- Speaking: Past president of the Stanford Debate Society (membership 75+). Placed 2nd out of 300 at the Harvard U.S. Parliamentary Debate Championship 1991.
- Computers: Fully literate in IBM and Macintosh operations (WordPerfect, Lotus, Lexis, Excel etc.). Typing: 100 W.P.M.

A BRIEF DISCUSSION OF THE ENDANGERED SPECIES ACT:
ITS ORIGINS AND BIOLOGICAL IMPLICATIONS

Erez C. Kalir

(Writing sample: W.H. Office on Environmental Policy intern application)

Introduction

In the coming year, Congress will likely convene hearings on the reauthorization of the Endangered Species Act (ESA). Revered by some and reviled by others, the Act is nonetheless representative of a major trend in U.S. conservation efforts: a focus on preserving biodiversity at the species level. Though the reasons underlying the species focus were logical in the context of the 1960s, at present the approach does not offer comprehensive protection for overexploited non-human life.

What Is a Species?

A logical point of departure for a discussion of the species emphasis in U.S. conservation is the term 'species' itself. Many scientists hold that a species consists of those individuals capable of freely interbreeding with one another under natural conditions (Wilson 1975), but this definition is problematic and far from ubiquitous. There is still no unified species concept. The ESA resolves this issue by extending protection not only to species, but to subspecies and populations as well, thus ensuring that isolated geographic variants may be listed even if a species is elsewhere unthreatened. Nonetheless, such extended protection is itself controversial; in the words of former Interior Secretary Manuel Lujan, "Nobody's told me the difference between a red squirrel, a black one, and a brown one. Do we have to save every subspecies?" (Wilcove 1993). The debate over what exactly should be included in a 'species' focus will likely continue if that strategy is maintained as the centerpiece of the ESA.

Roots of Species Approach

Though the scope of the term 'species' was a question for biologists of the 1960s, choosing species as the focus of conservation efforts was not. Historically, organismic extinction was caused predominantly by hunting and other forms of direct overexploitation (Ehrlich and Ehrlich, 1981). These actions were generally aimed at individual species, such as the American Bison, the Passenger Pigeon, and various specific marine mammals. Habitat reduction, which has accounted for the vast majority of more recent extinction, was not considered the foremost threat during the formative period of the ESA (Smith 1984). For empirical reasons, then, extinction was conceived in terms of the death of particular species. This perception was reinforced by the cultural marketability of the species concept: while 'biodiversity' is a nebulous expression which may still evoke little reaction from non-experts, 'species' remains the most well-known biological classification among the public. One explanation for its popularity may lie in its symbolic power. An 'endangered species' generally conjures images of a charismatic yet defenseless animal. In the late 1960s, a time when the environmental movement drew much of its strength from mass appeal and Congress was being pushed to enact legislation unprecedented in its protective scope, focusing on a concept with maximum symbolic value was natural. Thus, the species focus of the '60s and '70s emerged from both the political and cultural context of the time and the history of past extinctions.

Daunting Logistical Demands

When the ESA passed in 1973, few realized the difficulties inherent in protecting one species at a time (Kohm 1991). With hindsight, we know that the logistical demands of this approach are immense. First, one must recognize a species' existence, which is far from given when the total number of species in the U.S. alone remains unascertained. Once a species is known to exist and endangerment is suspected, its 'status' must be established through a survey. This costly, time-consuming process entails a series of complex assessments which includes an estimate of population size. In certain situations, such an estimate may be problematic if not impossible (Wilcove 1993). The final obstacle to protection is often a bureaucratic one. Since the petitions to the Fish and Wildlife Service (FWS) and the National Marine Fisheries Service (NMFS) are examined on a case by case basis, the evaluation process is excruciatingly slow. As of this year, the backlog of candidate species awaiting judgment was

3,600 (Luoma 1993). In 1990, the General Accounting Office (GAO) calculated that at current levels of finance and staffing, it would take 50 years to decide the status of each of the candidates--assuming that no others were nominated to the list (Luoma 1993).

Emergency Room Conservation

The numerous logistical hurdles which precede a species' ESA listing have created a system which is always at least one step behind. Countless threatened species may go undetected, and those that do receive protection must be at great risk by definition. This phenomenon has prompted some critics to dub the status-quo species focus of the ESA 'emergency room conservation' (Scott 1987). If the metaphor is extended, one could say that many species are 'dead on arrival.' The maple leaf mollusk, for example, received protection in 1990 with only a single, non-reproductive population remaining. Several Hawaiian plant taxa went completely extinct while awaiting action (Luoma 1993). Other species are so perilously small when protection arrives that recovery becomes very unlikely. A recent study examined the mean number of surviving individuals for species listed under the ESA between 1985 and 1991. It found a mean of 1,075 for vertebrates, 999 for invertebrates, and 120 for plants (Wilcove 1993). The minimum viable population (MVP) necessary to insure survival varies from species to species, and is a difficult matter of judgment for both biologists and policy-makers. All agree, however, that at low levels species are much more vulnerable to extinction based on chance events, be they genetic, demographic, or environmental. Moreover, consensus opinion holds that the figures named in the recent study point to questionable recovery prospects at best (Wilcove 1993, Luoma 1993). This conclusion is empirically warranted by the fact that only 5 species have recuperated well enough to be removed from listing in the 20 year history of the ESA.

Conservation by Triage

Most emergency rooms function by triage, a system to decide who receives help first. The case by case species focus of the current ESA necessitates a similar prioritization. But whereas hospitals treat only human beings, FWS and NMFS traffic in a vast number of different organisms. Officially, the current guidelines stipulate that candidate species should be evaluated according to the magnitude and immediacy of their endangerment, and "without regard to taxonomic classification" (Rohlf 1991). In practice, however, preference is often given to popular, high-profile megafauna. As a result, plants, insects, and fish, 'uncharismatic' members of 'lower' taxonomic groups, have met with discrimination. These forms of life are already at a subtle disadvantage, as the sheer extent of their diversity means that they are often poorly known relative to mammals, avians, and amphibians. Apart from being morally questionable, the bias of the current priority system has negative implications for the preservation of overall biodiversity, since many neglected species may be keystones or 'controllers.' The extinction of a plant species, for example, extinguishes an average of 10-30 other species as well (Ehrlich and Mooney 1983).

Neglecting Interdependence

The centrality of plants reflects a more general reality, namely that most all species are highly interdependent. Often they rely not only on other species in the ecosystem, but on the existence of distinct populations of their own species as well. Such 'metapopulation' dynamics are an important insurance against genetic, demographic, and environmental stochasticity, and are especially integral for species that shift habitats (Goodman 1987, Rohlf 1991). Unfortunately, the single species focus of the current ESA neglects interdependence in both ecosystems and populations. Though the Act does allow for Critical Habitat Designation (CHD), this provision does not directly protect unlisted species and *their* habitat, on which an endangered organism may depend (Sidle 1987). Ecosystems, in other words, are largely ignored. Likewise, if a population of an endangered organism is not distinctly listed, it may be taken with impunity unless such action "directly jeopardizes" the entire species (Rohlf 1991). Such a heavy burden

of proof means that interdependent populations, too, remain quite vulnerable.

Conclusion

The species emphasis of the current ESA grew out of the historical basis of early extinctions and the timeliness of the species as a symbol in the political and cultural context of the 1960s. Though this paper has focused on the negative implications of the species focus, the approach has had positive effects as well: over 700 species receive Federal protection, and the ESA itself is recognized as one of the strongest environmental laws in the world. Nonetheless, few proponents of species-based conservation two decades ago could have predicted its inherent and immense logistical problems, nor their implications: 'emergency room' dynamics in which some species are overlooked entirely, others are devastated while awaiting help, and still others are neglected in a biased triage system. Nor, apparently, did they recognize the importance of ecological interdependence at the level of species and populations. In short, the present species-based approach does not offer comprehensive protection for endangered life. At a time when habitat destruction, not hunting, poses the greatest extinction threat, preserving entire ecosystems may be the strategy of the future.

Literature Cited

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WILLIAM A. BUTLER
(202) 429-6451

Mr. David Doniger
Associate Director for
Global Environment
White House Office of
Environmental Policy
Room 306
Old Executive Office Building
Washington, D.C. 20501

Re: Stanford-in-Washington
Environmental Intern Program

Dear David:

Stanford University, my undergraduate alma mater, has a Stanford-in-Washington program for undergraduates, the winter term of which (January-March) focuses upon environment and government. Participants are chosen for a number of criteria, the most important of which is academic excellence and a demonstrated interest in the environmental field. I have been asked as an alumnus to ascertain, perhaps because my son Thomas is a participant, whether any of you could use in your offices an unpaid intern in the program.

The winter environmental program, initiated by Donald Kennedy last year, runs from January 4 to March 17. The students devote approximately 35 hours a week to the internship. Stanford expects the internship to be a substantive learning experience and not to require clerical work. Typically an internship supervisor is a mentor who takes an interest in the student's work. To receive credit for the internship, a student must write a paper on a topic related to the work done during his or her internship. Two other components of the program are a seminar, which meets once a week from 4:00 to 6:00 p.m., and a tutorial, which meets for approximately two and a half hours once a week after dinner. The tutorials are taught by environmental experts in the Washington area, some of them mentors for students in the program.

I have taken the liberty of enclosing descriptive material further explaining the program and the qualifications required

*Kurt - who
does this?
Please give this
person a bit of
priority. - David D.*

Mr. David Doniger
November 24, 1993
Page 2

for students participating. I specifically enclose my son's resume as it is the only one I have (you may wish to review the equally good credentials of the other program participants with Ms. Carolina Katz at (202) 332-6235).

I will call your secretary shortly to follow up on this inquiry.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bill", written in dark ink.

William A. Butler



STANFORD IN WASHINGTON

ENVIRONMENTAL PROGRAM WINTER QUARTER

January 4 to March 18, 1994

Each winter quarter, Stanford in Washington offers qualified Stanford undergraduates an opportunity to study and learn in a special environmental program in the nation's capital. Students work closely with environmental specialists and Stanford faculty members. Students also have opportunities to enjoy Washington's vast cultural and educational resources.

Elie Abel, a member of the communication department, is director of the program. He is assisted by visiting Stanford faculty members and environmental specialists from government and policy research institutions.

PROGRAM DESCRIPTION

● **Seminar:** A Stanford faculty member will be in residence during the winter quarter of 1994 to teach a weekly seminar on environmental science and policy. After a two-hour seminar discussion, students meet for an additional hour with Washington specialists on environmental topics discussed earlier. 5 units.

● **Tutorial:** Washington environmental experts conduct tutorials on a variety of subjects. These tutorials, taught in groups of two to five students, meet weekly. Student papers are the focus of tutorial discussions. 5 units.

● **Internship:** Students devote approximately 35 hours a week to individually-arranged internships at such organizations as the Environmental Protection Agency, Office of Management and Budget, Office of Technology Assessment, Senate Committee on the Environment and Public Works, and the Environmental Defense Fund. Students receive academic credit for an internship-related research paper sponsored and graded by a Stanford faculty member. Students should make arrangements for a faculty member to sponsor their paper before departing for Washington. This program component is ideal for initial research on an honors thesis. 5 units (for the paper).

- **Other Activities:** In addition to regularly scheduled seminar speakers, Stanford in Washington takes advantage of its location in the nation's capital to invite members of Congress, Supreme Court justices, members of the administration, journalists, researchers, and foreign visitors to the campus to meet and talk with students.

As a part of Stanford in Washington's cultural program, students have opportunities to take special tours of the White House, the Capitol, and the Supreme Court; attend, at reduced rates, concerts, plays, and other events at the Kennedy Center, Wolf Trap, and Washington's other theaters; visit the National Gallery, Smithsonian museums, the Corcoran Gallery of Art, the Phillips Collection, and other galleries and museums; and enjoy weekend or day trips to Monticello, Williamsburg, Baltimore, Annapolis, Harper's Ferry, and other places of interest. The Bing, Sloss, and Brown Funds support the cultural program.

- **Costs:** Tuition, room and board costs for the program are the same as on the main campus. The Financial Aids office adjusts awards to provide for additional transportation costs. The Cavin and Yanney Funds provide assistance for students on financial aid.

RESIDENTIAL LIFE

Students at Stanford in Washington live at the Bass Center in the Woodley Park section of Washington, D.C. A four-story brick building on Connecticut Avenue, the Center provides quarters for faculty members as well as space for operation of the program, including the Rockefeller Room for lectures and receptions, the J. Susan Rosse Library, the Pigott and Weintz Seminar Rooms, the Bing Tutorial Room, a computer room, a student lounge, and a dining room. The Bass Center is a place where students live and study together, read the *New York Times*, *Wall Street Journal*, and *Washington Post* over breakfast, and discuss the day's activities over dinner.

APPLICATION

- **Preparation:** Students' coursework and previous experience defines internship possibilities. Some internships require prior advanced work in environmental science and policy. All students must have more than a general understanding of politics, economics, and public policy.

- **Eligibility:** Juniors and seniors in *all* fields--including the humanities as well as the natural and social sciences and engineering--are eligible for the program. Transfer students must have completed at least one academic quarter at Stanford at the time of application. Students must submit:

- a completed application, including a carefully written essay describing why they want to participate in the program and how their coursework has prepared them for the type of internship sought;

- a transcript;

- a current resume emphasizing academic and other relevant experience, and a list of activities;

- two letters of reference, with at least one from a faculty member.

Qualified applicants will be interviewed by a committee including the director of Stanford in Washington.

INFORMATION

Interested students may call or write to Jeanne Halleck, Stanford in Washington Program Coordinator, Haas Center for Public Service, Box Q, Stanford University, Stanford, California 94309-3473 (415-725-2870/723-0992).

STANFORD IN WASHINGTON
Robert M. and Anne T. Bass Center
Stanford University
2661 Connecticut Avenue, N.W.
Washington, D.C. 20008
(202)332-6235 FAX (202)332-1416

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Najeeb E. Halaby
Nancy H. Hirst
Doyle McManus
Sandra Day O'Connor
Scott Reisch
Vicki Sant
Leon Sloss
J. Frederick Weintz

Program Committee
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Al M. Camarillo, ex officio
John Cogan
W. G. Ernst
Walter P. Falcon
Joseph A. Grundfest
David G. Luenberger
Campbell Matthewson
Lincoln E. Moses
Daniel I. Okimoto
James V. Risser
Scott D. Sagan
John B. Shoven
Timothy Stanton
Caniece Thomas
Eugene J. Webb

Thomas B. Butler
P.O. Box 12546
Stanford, CA 94309

Education Background:

9-91 to Present Stanford University
 (Currently at the Stanford in Chile, Santiago
 Campus Sept.-Dec. 1993)

9-87 to 6-91 Georgetown Day School, Washington, D.C.

Work Experience:

3-93 to Present Research Assistant to Prof. Ros Naylor
 Researching International Pesticide
 Issues

6-92 to 8-92 Summer Intern at National Audubon Society
 Help Organize/Coordinate international
 migratory bird habitat conservation
 program; Limited lobbying

1-92 to 6-92 Directed Study/Work
 Energy conservation project under Prof.
 Gil Masters

6-91 to 6-92 Community Sanitation Volunteer, Ecuador.
 Counsel to small community on health
 issues. Program: Amigos de Las
 Americas

8-91 to 9-91 Private Spanish Tutor

6-90 to 8-90 Volunteer Low Income Housing
 Construction/Design, Bremen, Germany
 Program: International Jugend
 Gemeinschaft Dienst

Other Activities:

Ornithology
Soccer
Lacrosse

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. transcript	college grade, Thomas Butler [personally identifiable information] (1 page)	00/00/0000	b(6)

COLLECTION:

Clinton Presidential Records
Council on Environmental Quality
Kathleen "Katie" McGinty
OA/Box Number: 2573

FOLDER TITLE:

Internship Program: Interns Pending Summer 1994-Cold

2012-0769-F

kc1963

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]

SUITE THIRTEEN HUNDRED
WEST TOWER
555 THIRTEENTH STREET NW
WASHINGTON, DC 20004-1109

May 18, 1993

Ms. Jeanne Wahl Halleck
Stanford in Washington
Haas Center for Public Service
Owen House, Box Q
Stanford, CA 94309

Dear Jeanne:

I am writing in support of Thomas Butler's application to participate in Stanford in Washington for the Winter quarter beginning in January, 1994.

I have known Thomas Butler since he was 4 years old and attended the same nursery school as my son, Joshua. Joshua and Thomas have been best of friends ever since, and I think I know Thomas almost as well as I know my own son. Thomas is a superb young man: Stanford was smart to admit him as a student and Stanford in Washington will be equally smart to admit him to its program.

Thomas, of course, has always been a top student, at Georgetown Day School and now at Stanford. He has a wonderful degree of intellectual curiosity: he is interested in everything, he asks good questions, he likes to test his ideas and discuss them with his peers, and he is always learning. He learns quickly and masters new fields well.

Thomas also has excellent communications skills. He is articulate and a good listener, and he writes well. Over the years, I have reviewed drafts of his papers and discussed them with him. He is thoughtful and open-minded.

Ms. Jeanne Wahl Halleck
May 18, 1993
Page 2

Thomas is also mature beyond his years. You can see this in discussions with him about difficult and sensitive issues. His classmates have great respect for his intellectual and leadership abilities.

As you can see from the foregoing, I am a great fan of Thomas Butler's. If I were a teacher at Stanford, I would love to have Thomas in my class, and if I were a student there, I would love to have him as a classmate. He will benefit enormously from an experience at Stanford in Washington, and he will help make the program richer for everyone there.

Sincerely,

David S. Tatel

DST/jf

STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305-2087

DEPARTMENT OF ENGLISH

5/15/93

Jeanne Wahl Halleck
Stanford in Washington
Haas Center for Public Service
Owen House, Stanford University
Stanford CA 94309

RE: Recommendation for Thomas Breidenstein Butler

Dear Ms. Halleck,

It is my pleasure to write a letter to you recommending Thomas Butler as a candidate for Stanford in Washington. I was fortunate enough to have Thomas as a student for two quarters in my Freshman English class last year. In small, participation-oriented classes such as Freshman English, the remarkable students truly stand out, and Thomas proved himself to be one of those students from the start. Not only did he seek me out the first week of classes to discuss his interests and how he felt they related to his writing skills, but he also plunged right into the material on the syllabus and consistently made insightful contributions to class discussion. The first quarter of the class centered on in-depth readings of a range of essays and highly focused, weekly writing assignments. Thomas revealed sophisticated comprehension skills in class discussions of the reading material, he was willing to take chances and present arguments based on or in opposition to the essays under discussion, and he showed a generous respect and an open mind when engaging fellow classmates' opinions and positions. Throughout that quarter, his writing was consistently of excellent quality, and, whatever the assignment, he always found a way to engage the essay on his own terms. This is not to say that Thomas had only one style of writing, or one approach to the task--on the contrary, he experimented with various techniques (ranging from satire to more formal analysis) and always considered the topic from as many angles as possible. What didn't change was his commitment to refining his writing skills.

The second quarter focused on the process and production of research writing. In small group activities such as library assignments and collaborative writing, Thomas showed that he could work well with classmates, respecting their input and following good advice, and also provide a strong voice that contributed direction to the group. Here, I would like to explain something about the class. It was not a literature based English class, but rather a contemporary issues based writing class. The "theme" of our class was "Nature and Culture," and we read about and discussed a range of issues relating to the environment and definitions of nature and culture (e.g., eco-

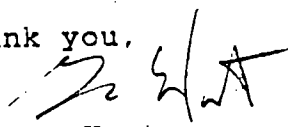
STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305-2087

DEPARTMENT OF ENGLISH

racism, eco-feminism, animal rights, constructions of biology, etc.). Thomas nimbly adapted to the changing topics from week to week, often finding ways to apply approaches or information that he had learned in other classes. Although it was not required that individual research projects develop this theme, Thomas pursued a research paper on the issues surrounding oil drilling in the Arctic National Wildlife Reserve. He not only gathered a large amount of factual data--statistics, energy reports, government documents--but he integrated that data into an overall discussion of ecological thinking. He wanted to explore the specific issue in tandem with the writings of ecological thinkers such as Aldo Leopold. He engaged his topic with both rigorous research and intellectual dedication, no easy task, and produced a detailed, well written, sophisticated, and overall excellent paper.

In my time at Stanford, I have taught in Freshman English and in sections for English lecture classes, getting to know many students, and I feel confident in saying that Thomas Butler has been one the most mature, interested and interesting, and lively students I have had the pleasure of teaching.

Thank you,



George Hart
Freshman English Instructor,
PhD. Candidate in English
Bldg. 50
Stanford University
Stanford CA 94305
(415) 324-9132

MEMORANDUM
OF CALL

Previous editions usable

TO

CATHY 201 / TREY

☐

YOU WERE CALLED BY--

☐

YOU WERE VISITED BY--

NICHOLAS DAUM

OF (Organization)

son of MARY NICHOLS

☐

PLEASE PHONE ►

☐

FTS

☐

AUTOVON

202 667-7774

☐

WILL CALL AGAIN

☐

IS WAITING TO SEE YOU

☐

RETURNED YOUR CALL

☐

SETS AN APPOINTMENT

MESSAGE

re: SUMMER INTERNSHIP

RECEIVED BY

DAVID C.

DATE

1/12/94

TIME

10:41

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA
FPMR (41 CFR) 101-11.6

☆ U.S.G.P.O. : 1993 342-198/80011

YALE *School of Organization and Management*

MPPM Master's Program in Public and Private Management

November 29, 1993

Mr. Kurt Zwally
White House Office on Environmental Policy
Room 360, Old Executive Office Building
Washington D.C., 20501
(202) 456-6224

Dear Mr. Zwally,

Joe Cerrell in Carla Romash's office suggested that I send you my resume and a brief letter summarizing my background and interest in working as a summer intern in the White House Office of Environmental Policy.

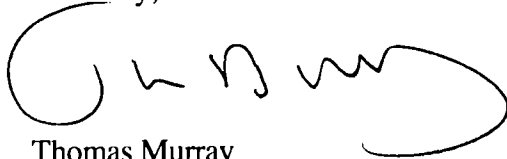
I am currently in the second year of the three year joint degree program at Yale's School of Forestry and Environmental Studies and the School of Organization and Management. I will be receiving a Master's in Environmental Studies and a Master's in Public and Private Management. I believe that my unique combination of professional experience and graduate work in environmental studies, business and public policy, as well as my enthusiasm, will permit me to make an immediate contribution as a summer intern.

Academically and professionally I have worked on many issues for which the White House Office of Environmental Policy is responsible. While working for the City of New York I dealt with transportation, air quality and infrastructure issues. In graduate school I have focused on several other areas including pollution and hazardous waste, utility regulation, environmental economics and resource valuation.

Through my academic training in economics, policy analysis, and general environmental science I have developed strong analytic, research and writing skills. My interests are fairly broad and I am confident that the White House Office of Environmental Policy would provide many opportunities to apply these skills. There are sources of funding at Yale for summer internships in the public sector so this should not be an important consideration.

I am looking forward to talking to you in the near future and will call your office next week to see when you will be available to discuss the application process for summer interns.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thomas Murray', with a large, sweeping loop at the end.

Thomas Murray

Enclosure: resume

Thomas B. Murray

198 Mansfield Street
New Haven, Connecticut 06511
203 789-1632

Education

Yale School of Organization and Management New Haven, Connecticut
Candidate for Master's degree in Public and Private Management (MPPM), 1995.
Member of Consulting and Environmental Management Student Interest Groups.
Dean's Scholarship.

Yale School of Forestry and Environmental Studies New Haven, Connecticut
Candidate for Master's degree in Environmental Studies (MES), 1995.
Concentration: Industrial Environmental Management (IEM).

Yale University New Haven, Connecticut
BA, Political Science, 1989. Sterling Scholarship and Sheldon Pollack Fellowship.

Experience

Summer 1993

Yale Corporate Environmental Leadership Seminar New Haven, Connecticut
Graduate Assistant

Three week seminar for senior managers from the public and private sectors providing an interdisciplinary approach to environmental policy and science essential for developing strategic environmental policy.

Spring 1993

Yale University New Haven, Connecticut
Coordinator for Graduate Student Volunteers

- Coordinated and publicized Yale graduate student volunteer projects under direction of the University Secretary's office.

1989-1992

New York City Department of Transportation New York, New York
Deputy Budget Director, Bureau of Bridges

- Managed implementation of the Bureau's annual \$54 million expense budget. Conducted periodic analyses of spending for salaries, overtime and contracts.
- Coordinated the preparation of the Bureau's annual expense budget.
- Managed a reimbursement program bringing in over \$1 million in revenue.

Budget Analyst, Bureau of Bridges

- Created Lotus 1-2-3 spreadsheet model used to generate biweekly reports on spending for executive staff. This model is used as a template agency-wide.
- Researched and wrote the Bureau's Annual report to the Mayor. This report summarized the Bureau's accomplishments and assessed the condition of the 881 city owned bridges.
- Member of Bureau Transition Team, reorganized 800 person bureau. Restructured Bureau's six divisions to focus on service provision.

Special Assistant to the Commissioner, Office of Budget and Management

- Member of new DOT Commissioner's Transition Team that reorganized the 8,000 person agency. Helped prepare final report to the Mayor on the reorganization. Prepared confidential briefing materials for the Commissioner on the agency.
- Prepared financial, operational and organizational reports for oversight agencies and the press. Initiated on-campus recruiting program to hire analysts.

1989-1990

New York City Urban Fellows Program New York, New York
Urban Fellow

Selected from a national competition for a nine month management training program in New York City government. Combined a full time management position with: weekly seminars conducted by high level City officials; tours of city facilities; and conferences in Washington, D.C. and Albany, New York.

Interests/Skills

Fluent in French; familiar with Kiswahili.

Extensive experience with Lotus 1-2-3, Microsoft Excel and dBase III.

Interests include ice hockey, skiing, travel, "Forefronts of Policy" Committee, Association of Yale Alumni (Class Rep.), and The Yale Journal on Regulation.

Mark W. Kehrig
1155 Webster Road
Webster, NY 14580

Office on Environmental Policy
Rm. 360 Old Executive Office Building
Washington, DC 20501

To the Internship Coordinator:

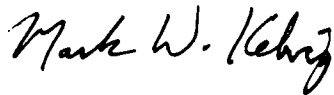
I am writing to express my interest in a summer intern position in the Office on Environmental Policy. Michael Goergen, an intern in your office, notified me of this opportunity. I commend President Clinton for creating this office, elevating environmental policy to a level not found in any other administration. My experience at SUNY ESF has taught me the difference between environmental goals and political realities. I feel this experience will prove useful while working in the White House.

I will be available from the end of May 1994 to the end of August 1994, and can commit to 50+ hours per week. I understand the scope of this internship encompasses a wide range of duties, and I am eager to contribute. I will be graduating from the SUNY College of Environmental Science and Forestry in May of 1994, but I still desire internship experience to further define my career goals. I plan to participate in a graduate program in public administration in the fall. An internship in your office would be invaluable to my career objectives.

This Spring semester I will be participating in the 1994 Session Internship with the New York State Assembly, where I will gain greater knowledge and experience of the state legislative process. While in Albany, I expect to be working on natural resource policy or environmental policy issues. My interests lie in energy and transportation policy, as well as the two areas I have just mentioned.

I understand I need to enclose two professional references, they are: Patrick Lawler (315) 470-6914, and Frank L. Maraviglia (315) 470-6547. I appreciate the opportunity to apply for this internship, and urge you to consider me for a summer intern position.

Sincerely,



Mark W. Kehrig

enc. Resume
Writing Sample

Mark W. Kehrig

1155 Webster Road
Webster, New York 14580
(716) 872-5492

- Objective:** To be involved with the decision making and implementation of environmental policy, natural resource policy, and energy and transportation policy for the public benefit.
- Education:** SUNY College of Environmental Science and Forestry
Syracuse, New York
Major: Environmental Studies- Policy and Management
Bachelor of Science Degree expected May 1994
- Finger Lakes Community College (1990-1992)
Canandaigua, New York
A.S. degree in Liberal Arts and Sciences
- Experience:** New York State Assembly (Spring semester 1994)
Albany, New York
- Intern* - Responsible for: researching legislation; writing reports and memos; drafting legislation, constituent correspondence, press releases; attending meetings and hearings; contacting legislative and executive department offices and agencies.
- Chase-Pitkin Home Center (1989-1993)
Penfield, New York
- Sales person* - Lawn and Garden dept. Responsible for helping and informing customers, checking in orders, unloading trucks, driving fork truck, and any other departmental duties.
- Honors:** President's List
Alpha Xi Sigma Honor Society
Dean's List
Wegman's Scholarship Winner- 1990-1994
- Activities:** Recycling Club- Treasurer
Environmental Studies Club- founding member/steering committee
Alpha Xi Sigma Honor Society- active member
National Association of Environmental Professionals- club member

"Improving Creative Thinking Through Using: Brainstorming, Lateral Thinking, and Intuition"

Mark W. Kehrig November 4, 1993

ABSTRACT

A variety of techniques have proven effective in enhancing creativity. One technique called Electric Brainstorming Systems has reduced the production blocking associated with interacting brainstorming groups. This system, using computers, is much easier and more satisfying than the non-electronic processes. Lateral thinking is a deliberate process to increase creativity. While it is acceptable to be wrong in lateral thinking, it is not acceptable in vertical thinking. Education is based on being "right", but this can hinder alternative answers from appearing. Intuition can be developed through the application of specific techniques, but the techniques must be practiced to be effective in enhancing creativity.

INTRODUCTION

People often think that innovation and creative thought are random occurrences which cannot be controlled. People are thought to be "naturally" creative if they can experience new and different ideas more often than others. But the fact is there are methods and techniques required to enhance creativity. These methods should be recognized, learned, and practiced in order to develop them. This paper will explain more closely the ideas of brainstorming, lateral thinking, and intuition. Emphasis on creativity is growing, especially in the business world; introducing techniques early in education will benefit individuals for the rest of their lives. Learning, using, and practicing creative thinking techniques will allow the realization that all individuals are creative.

CRITERIA FOR SELECTING THE STUDY AREA

The following criteria have been chosen for this study, based on questions that the researcher wanted to explore more specifically:

1. What kinds of techniques can be used to enhance creativity?
2. How can lateral thinking be used for practical use in creativity?
3. How can brainstorming be used more effectively?
4. How can intuition be developed?

ASSUMPTIONS

1. Brainstorming is a very popular method for stimulating ideas.

2. Lateral thinking is used by all individuals at various times.
3. Lateral thinking is mostly associated with 'right-brain' thinking.
4. Intuition spontaneously occurs by formulation of hunches.

THE METHODOLOGY

A literature search using journals and books was used to complete the paper. A search on the ERIC database was used in addition to Syracuse University's on-line computer database. The researcher tried to use materials that were more current; the past ten to fifteen years for the most part.

THEORETICAL CLASSIFICATION

Petrini (1991) stated, "Creative thinking is holistic thinking. It is the ability to see connections and to think on a global, conceptual scale." (3:28) Brainstorming, intuition, and lateral thinking are all part of the creative process, so the holistic theory must be used when discussing these three topics. Creativity consists of rearranging existing pieces to construct a new reality. Creativity is uncovering what is already there. (3:27)

PROBLEM STATEMENT

In what ways might the methods of *brainstorming*, *lateral thinking*, and *intuition* be used to improve our creative capacities? What are the characteristics of each?

RESEARCH QUESTIONS AND HYPOTHESES

The hypotheses are stated in the null form and will be raised for each area (brainstorming, lateral thinking, and intuition).

1. Brainstorming can be made fun, and is not a dull activity.

Null:

- 1a. Brainstorming is not fun, and is a dull activity.

2. New ways for increasing productivity by brainstorming works.

Null:

- 2a. New ways for increasing productivity through brainstorming do not work.

3. There is a difference between lateral thinking and vertical thinking.

Null:

3a. There is no difference between lateral thinking and vertical thinking.

4. Intuition can be effected, and there is a way of controlling it.

Null:

4a. Intuition just "happens", and there is no a way of controlling it.

ANSWERS TO RESEARCH QUESTIONS AND HYPOTHESES

1. Brainstorming can be made fun, and is not a dull activity.

Null:

1a. Brainstorming is not fun, and is a dull activity.

Brainstorming is a wide-ranging, open group activity for generating ideas. Facilitating a brainstorming session can produce more ideas than letting it go uncontrolled. If it is uncontrolled, the participants feel that the activity has little direction and has minimal effectiveness. This process was developed by Alex F. Osborn in the 1930's. (Rawlinson, 1981)

Four guidelines for successful brainstorming are: 1) suspending judgment, 2) free-wheeling, 3) quantity, and 4) cross-fertilization. Suspending judgment requires participants to refrain from evaluating ideas (even self-evaluation). Free-wheeling focuses on breaking down the barriers to free thought; dream to enhance creative thought. Quantity of ideas is vital to the success of the brainstorming session. Cross-fertilization uses other people's ideas to create new variations of their initial suggestions. (Rawlinson, 1981)

There are six stages of brainstorming according to Rawlinson (1981). The first is stating the problem, which involves defining the problem so that the participants have enough information to carry on the session. The second is restating the problem, asking "How to do..." something, and thus further defines the problem. The third stage is selecting one of the restatements and ask, "In how many ways can we.... " which starts looking for specific statements to be brainstormed first. The fourth step is the warm up session where the leader gives a short practice session using a non-related subject. The fifth step is the actual brainstorming process. The sixth step is called the 'wild idea'. This is used when the brainstorming session becomes slow, and looks to be ending. The facilitator takes the wildest idea chosen by the participants and asks them to further develop it. This usually brings about laughter in the group, and may actually contribute some additional useful ideas. The participants have an enhanced feeling of accomplishment and enjoyment.

Sankowsky (1987) says that the optimal size for the brainstorming group is about twelve. Any more than fifteen, and people are going to have difficulty in

JOE CERRELL

KURT-

THIS GUY MISSED
THE INTERNSHIP
DEADLINE FOR
SUMMER '93.
HE'S BEEN
PERSISTENT
AND HE'S A
GOOD GUY. WHATEVER
YOU CAN DO
FOR HIM IS
APPRECIATED.

THANKS JC

November 10, 1993

Mr. Joe Cerrell
Communications
Office of the Vice President
Washington, D.C.
(202)456-6225
Fax (202)456-2685

Dear Mr. Cerrell:

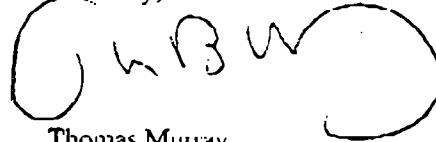
I am faxing you a copy of my resume, as per our conversation at the end of October.

I am currently in the second year of the three year joint degree program at Yale's School of Organization and Management and the School of Forestry and Environmental Studies. In 1995, I will be receiving a Master's in Environmental Studies and a Master's in Public and Private Management.

As you suggested, I am sending a copy of my resume to Kurt Zwally along with a cover letter expressing my interest in working as an intern in Katie McGinty's office this coming summer. I will also let him know that Yale will provide me with funding for my summer internship, and that I will not require a summer salary.

Thanks for your help.

Sincerely,

A handwritten signature in black ink, appearing to read 'T. Murray' with a large, stylized loop at the end.

Thomas Murray

198 Mansfield Street
New Haven, Connecticut
06511
(203)789-1632
FAX (203)432-5995

Thomas B. Murray

198 Mansfield Street
New Haven, Connecticut 06511
203 789-1632

Education

Yale School of Organization and Management New Haven, Connecticut
Candidate for Master's degree in Public and Private Management (MPPM), 1995.
Member of Consulting and Environmental Management Student Interest Groups.

Yale School of Forestry and Environmental Studies New Haven, Connecticut
Candidate for Master's degree in Environmental Studies (MES), 1995.
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Summer 1993

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Graduate Assistant
Three week seminar for senior managers from the public and private sectors providing an interdisciplinary approach to environmental policy and science essential for developing strategic environmental policy.

Spring 1993

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Coordinator for Graduate Student Volunteers
• Coordinated and publicized Yale graduate student volunteer projects under direction of the University Secretary's office.

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Deputy Budget Director, Bureau of Bridges
• Managed implementation of the Bureau's annual \$54 million expense budget. Conducted periodic analyses of spending for salaries, overtime and contracts.
• Coordinated the preparation of the Bureau's annual expense budget.
• Managed a reimbursement program bringing in over \$1 million in revenue.

Budget Analyst, Bureau of Bridges
• Created Lotus 1-2-3 spreadsheet model used to generate biweekly reports on spending for executive staff. This model is used as a template agency-wide.
• Researched and wrote the Bureau's Annual report to the Mayor. This report summarized the Bureau's accomplishments and assessed the condition of the 881 city owned bridges.
• Member of Bureau Transition Team, reorganized 800 person bureau. Restructured Bureau's six divisions to focus on service provision.

Special Assistant to the Commissioner, Office of Budget and Management
• Member of new DOT Commissioner's Transition Team that reorganized the 8,000 person agency. Helped prepare final report to the Mayor on the reorganization. Prepared confidential briefing materials for the Commissioner on the agency.
• Prepared financial, operational and organizational reports for oversight agencies and the press. Initiated on-campus recruiting program to hire analysts.

1989-1990

New York City Urban Fellows Program New York, New York
Urban Fellow
Selected from a national competition for a nine month management training program in New York City government. Combined a full time management position with: weekly seminars conducted by high level City officials; tours of city facilities; and conferences in Washington, D.C. and Albany, New York.

Interests/Skills

Fluent in French; familiar with Kiswahili.
Extensive experience with Lotus 1-2-3, Microsoft Excel and dBase III.
Interests include ice hockey, skiing, travel, "Forefronts of Policy" Committee, Association of Yale Alumni (Class Rep.), and The Yale Journal of Regulation.

Max 94
Summer

June 5, 1993

Ms. Pam McElwee
Special Assistant to the Director
White House Office on Environmental Policy
Old Executive Office Building
Room 358
Washington, D.C. 20501

Dear Ms. McElwee,

I appreciate your consideration of my application for a position with the White House Office on Environmental Policy this summer. Since it does not appear that you will be able to offer me a position this summer I have accepted a position with the Environment Directorate of the Organisation for Economic Cooperation and Development (OECD) in Paris. As a member of OECD's Environment Directorate, I will be reviewing regulatory and legal documentation and contributing to the preparation of a report on measures taken by OECD Member countries to implement the provisions of a recent OECD Council Decision on the control of transfrontier movement of hazardous wastes. I will also be responsible for writing a report reviewing testing procedures used by Member countries to decide whether a waste is hazardous or not.

I would be very interested in the possibility of working with the White House Office on Environmental Policy upon completion of my Masters degree in May 1994. I will be contacting you as this date nears. If there is ever anything that I can do for you in my capacity as a Yale graduate student with interests in environmental regulation & risk and comparative environmental policy, please do not hesitate to ask. I can be reached at the below indicated address, telephone and fax starting September 1, 1993.

I thank you for your time and consideration, and I look forward to the possibility of working with you in the future.

Sincerely,

Fabius Vancini

Fabius Vancini
276 Prospect St.
New Haven, CT 06511

Tel: (203) 436-3676
Fax: (203) 432-5942

94
Summer 94

September 22, 1993

Mr. Kurt Zwally
Office of Environmental Policy
360 Old Executive Office Bldg.
Washington, D.C. 20501

Re: Environmental Policy Internship

Dear Mr. Zwally:

Enclosed please find my resume and a detailed description of my professional experiences as my application for a summer internship in the Office of Environmental Policy. I have also included a writing sample. I am seeking environmental law and policy experience in an Executive level environmental policy organization.

Currently, I am in my second year at Vermont Law School, which has been ranked as the number one environmental law school in the country for the last three years. I am a member of the Vermont Law Review. My note topic is the inapplicability of the National Environmental Policy Act to the North American Free Trade Agreement.

I am well qualified to contribute to the Office of Environmental Policy. My professional consulting experiences range from conducting environmental compliance audits to developing stratospheric ozone protection regulations. I am primarily interested in environmental policy development and have no particular specialty within environmental law. Regardless of the area, I have found it essential to master the issue including the science, economics, technology, and politics. My experiences have involved the extensive use of policy and economic analysis as well as excellent research and writing skills. I am confident these experiences and skills would benefit the Office.

I would welcome the opportunity to continue my professional development through participation in your summer internship program. I am available to intern beginning May 23 through August 19, 1994. Also, I will be in Washington, D.C. during October 6-12, 1993 and available to meet with you. Please feel free to contact me at (802) 763-2523. I appreciate your careful consideration.

Sincerely,

Gina M. Godfrey

Gina M. Godfrey

Enclosure

Gina M. Godfrey
P.O. Box 522
South Royalton, VT 05068
(802) 763-2523

EDUCATION

- 8/92-Present **Vermont Law School** South Royalton, VT
Juris Doctor Degree, Expected May 1995
Vermont Law Review, Member
- 1988-89 **Vanderbilt University**, Vanderbilt Institute for Public Policy Studies Nashville, TN
Master of Public Policy, August 1989
Concentration in Environmental and Regulatory Policy
- 1984-88 **University of Tennessee, Knoxville** Knoxville, TN
Bachelor of Arts, With Honors, June 1988
Dual Degree: Political Science and Human Services

EXPERIENCE

- 5/93-8/93 **Department of Energy, Oak Ridge National Laboratory** Oak Ridge, TN
Legal Intern, Environmental Compliance Group
 - Conducted environmental compliance assessments at federal facilities.
 - Researched state regulations and summarized those rules and regulations more stringent than the federal regulations.
 - Conducted legal research and prepared memos addressing site specific compliance issues.
- 6/90-7/92 **ICF Incorporated** Washington, D.C.
Senior Associate, Global Climate Change and Chemical Markets Group
 - Conducted policy and economic research and analysis in development of Stratospheric Ozone Protection regulations authorized by the 1992 Clean Air Act Amendments.
 - Participated in regulatory negotiations with EPA, affected industries, and environmental groups.
 - Served as Liaison to the Department of Defense Chlorofluorocarbon Advisory Committee and provided technical and analytical support on three Committee reports to Congress.
 - Presented results to clients in reports and presentations.
 - Managed research staff.
- 5/89-6/90 **Waste Management, Research and Education Institute** Washington, D.C.
Senior Research Analyst
 - Provided technical and management support to Headquarters, United States Air Force, Environmental Quality Division.
 - Managed implementation of the Air Force's Defense Environmental Restoration Program.
- 9/88-5/89 **Vanderbilt Institute for Public Policy Studies** Nashville, TN
Research Assistant, Project Student Teacher Academic Ratio
 - Coordinated the distribution and collection of surveys and data relevant to statewide project on the effects of reduced class size on student's academic achievement.
 - Coded all information for database entry, SPSS/X statistical analysis, and interpretation.
- 6/85-6/88 **St. Mary's Medical Center** Knoxville, TN
Emergency Room Administrative Assistant
 - Admitted patients to the Emergency Room.
 - Entered patient data into hospital database, charged patient accounts, and filed insurance claims.
- Fall 1987 **Anderson County Juvenile Court** Clinton, TN
Intern
 - Conducted all pre-trial interviews and prepared recommendations to present in Juvenile Court.
 - Managed juveniles on probation.
- ACTIVITIES** Student Bar Association, *Class Representative*, 1992-present
Environmental Law Society, *Member*, 1992-present

STUDENT HEALTH INSURANCE UPDATE

Gina Godfrey '95

(Article appeared in Vermont Law School FORUM, Spring, 1993)

The Student Health Insurance Task Force has been busy discussing insurance options with area brokers. Brokers represent insurance companies and are able to comparison shop among plans. Unfortunately, there does not appear to be a clear solution to providing affordable insurance to the VLS student community.

The situation is complicated by a number of factors. The driving factor is Vermont's plan to provide universal health care coverage in 1994. Currently, this comprehensive plan is in the developmental stage and no one is sure what the final program will include. In particular, it is unclear whether VLS students who retain out of state residence will be eligible for the plan. Chances are that the Vermont plan will mirror a national health care plan if and when one is announced.

In July of 1992, Vermont implemented Phase I of the plan which, among other things, involved a "community rating" scheme for group health insurance plans. Under community rating, community members receive the same rating and pay the same premium regardless of health condition, gender, smoking status, etc. As a result of community rating in the group insurance sector, over 180 insurance companies pulled out of the Vermont market in the last year and average group health insurance premiums increased.

Additionally, to qualify for group health insurance, VLS students would be classified as an "Association" (via the SBA) and Vermont insurance companies are not providing insurance to Associations given the impending universal health care plan. For these reasons, group health insurance does not appear to be a feasible option at this time. However, group rates may again become a viable option (i.e., less than individual rates) once the universal plan is implemented.

Phase II of the plan will implement community rating in the individual health insurance sector July of 1993. Accordingly, brokers predict that individual premiums will increase this summer. After July, brokers generally suggest that students, as a first option, shop for insurance in their home state rather than in Vermont.

In light of these developments, the Health Insurance Task Force's strategy has involved comparing the available individual plans. Overall, the plans we have found provide better benefits at lower costs than the ABA plan. Our tentative schedule, given the changes scheduled for July, is to arrange individual student meetings with brokers who can assist in identifying the best plan to meet each student's needs. We hope to have several brokers on campus during the last two weeks of April.

The Administration has been supportive of our efforts. We are currently soliciting the Administration's assistance in bringing brokers to campus and, ultimately, in administering the claims process. The Administration recognizes the problems faced by students without insurance and the need for a comprehensive, affordable health care plan for the student body. To this end, we plan to monitor the development of Vermont's plan and, if necessary, to lobby in support of student eligibility for the plan.

GINA M. GODFREY

DETAILED SUMMARY OF EXPERIENCE

EDUCATION

1992	J.D.	Vermont Law School, Expected 1995 <u>Vermont Law Review</u> , Member
1989	M.P.P.	Vanderbilt University Environmental and Regulatory Policy
1988	B.A.	University of Tennessee, With Honors Political Science and Human Resources

EXPERIENCE

Ms. Godfrey has more than four years experience in analyzing environmental issues with policy emphasis on the Clean Air Act Amendments of 1990 (CAA); the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); the Superfund Amendments Reauthorization Act (SARA); and the Resource Conservation Recovery Act (RCRA). She has participated in projects ranging from Defense programs to restore hazardous waste sites to the recycling of chlorofluorocarbons (CFCs) from disposed household appliances. Her academic background includes legal and policy analysis, economics, and statistical methods. Her experience includes the following:

Resource Conservation and Recovery Act Analysis:

- Environmental Compliance Assessments. As a legal intern with the Department of Energy at Oak Ridge National Laboratory, participated in week-long environmental compliance assessments at several federal facilities. Participated on RCRA assessment team; conducted inspections and audits of hazardous waste treatment, storage, and disposal facilities; and evaluated accumulation points and satellite accumulation points. Interacted with facility personnel to discern industrial processes conducted and fate of hazardous waste generated at facility. Prepared reports of compliance assessment findings and recommended corrective actions.
- Analysis of Air Force Hydrazine Use. Researched RCRA regulatory and legal issues regarding the Air Force's use and disposal of hydrazine. Specifically evaluated whether the drop quantity of hydrazine produced in the tank rinsing process was a de minimis loss under RCRA § 261.3, the mixture rule.

- More Stringent State Summaries. Researched state regulations and summarized those rules and regulations more stringent than the federal regulations. Prepared as part of field notebooks for use during compliance audits.

Clean Air Act Policy Analysis

- Feasibility Analysis of HFC-152a. Conducted quick turn around analysis on the feasibility of implementing HFC-152a instead of HFC-134a in the mobile air conditioning sector. Assessed existing and future HFC-152a production capacity and projected demand.
- Phaseout of Ozone Depleting Substances. Assisted in the analysis of Section 604 of the Clean Air Act Amendments of 1990 to phaseout the production of substances which deplete the ozone layer. Researched existing equipment stocks, equipment lifetimes, service and emission histories, and fugitive emission data. Collected data on substitutes including: costs, energy efficiency trade-offs, and impacts on global warming. Estimated environmental and human health benefits. Determined impacts on small businesses and EPA administrative burdens.
- Federal Agency Procurement and Outreach Program. Worked with the Global Change Division of EPA to develop an Outreach Program to the Federal Agencies on stratospheric ozone protection. Investigated the procurement of ODSs in the Environmental Protection Agency, Department of Defense, National Aeronautics and Space Administration, Department of Energy, Department of Interior, General Services Administration, Department of Transportation, and Health and Human Services. Also researched Federal Agency initiatives to implement energy efficiency programs and projects. Prepared written summary of Federal Agency efforts.
- Methyl Bromide Analysis. Assisted in the management of a use and substitutes analysis of methyl bromide for soil, commodity, and structural fumigation. Meet with several pesticide and nematology experts to discuss emerging alternatives to methyl bromide. Examined supply and demand side market profiles. Determined uses and analyzed international quarantine regulations on the use of methyl bromide on exports and imports in top agricultural producing countries.

- International Methyl Bromide Alternatives Conference. Planned and organized 100 person international conference on methyl bromide alternatives. Drafted conference materials and communications for distribution to conference chairs and attendees.
- Ozone Depleting Substances Tracking System. Authored the ODS Tracking System guidance document to the regulated community which reflects revisions to the tracking system. The ODS Tracking System monitors production and consumption allowances, imports, exports, production for feedstock, trades of allowances, carbon tetrachloride transformation, and requests for additional production and consumption allowances. Developed industry reporting forms.
- Phaseout Rule Comment and Response Summary Document. Summarized industry comments to Section 604 proposed rule requiring the phaseout of ODSs. Prepared response document from Agency responses to comments noted in the Preamble to the final rule.
- Phaseout Rule Information Collection Request. Prepared phaseout rule information collection request (ICR). The analysis determined the Agency and industry burden and cost of the phaseout rule. Revised spreadsheet to calculate industry and the Agency burden and cost for reporting and recordkeeping tasks.
- Significant New Alternatives Program (SNAP). Determined ODS emission scenarios for use in developing exposure baseline and determining worker and public health risks. The baseline will be used to evaluate the safety of ODS alternatives.
- Significant New Alternatives Program Information Collection Request. Prepared SNAP ICR. Developed spreadsheet analysis to calculate industry burden and cost to complete SNAP form, TSCA/SNAP addendum, and FIFRA/SNAP addendum. Estimated Agency cost to review each of the three types of forms. Projected the Agency and industry burdens and costs of the SNAP program.
- Recycling Rule Information Collection Request. Prepared Recycling Rule ICR. Developed spreadsheet analysis to calculate reporting and recordkeeping burden and cost on respondent industries including: technician certification programs, equipment certification programs, refrigerant wholesalers, operators and technicians, reclaimers, contractors, and disposers. Estimated EPA's cost to review and certify respondent industries.

- Safe Disposal. Examined state and local legislation and programs to determine existing methods of disposal for household appliances and automobiles. Determined appropriate regulatory targets in the disposal processes at which CFCs could be recovered and/or recycled. Organized and participated in a State and Local Workshop on Safe Disposal sponsored by the Global Change Division. Investigated technologies to recover and recycle CFC-11 from insulating foam.
- Refrigerant Technician Training Programs. Analyzed existing refrigerant technician training and certification programs to establish baseline for refrigerant technician training as required under Section 608 of the Clean Air Act. Developed additional training requirements to include the recovery/recycling of CFC and hydrochlorofluorocarbon refrigerants from household and commercial refrigeration equipment.
- Labeling Programs. Worked with the EPA's Global Change Division to analyze existing federal labeling programs and devise labeling options for eight different CFC use sectors. In accordance with the Clean Air Act Amendments of 1990, labeling regulations are currently being promulgated.
- Regulatory Negotiations. As consultant to EPA's Office of Global Change, attended meetings of the Stratospheric Ozone Protection Advisory Committee (STOPAC). Prepared briefing materials and meeting summaries. Group agreed on regulatory approaches for the development of regulations required by the Stratospheric Ozone Protection Program of the 1990 Clean Air Act Amendments. Regulations include: the phaseout of ODSs, labeling products that contain or were manufactured with ODSs, refrigerant recycling, the safe disposal of products containing ODSs, and federal procurement.
- Review of EPA Petition Processes. Examined requirements of EPA petition processes under a variety of programs to develop petition process to exempt products containing or manufactured with CFCs and lacking substitutes from being labeled under the provisions of the CAA. Suggested various means by which petitions for an exemption from the labeling requirements could be improved based on EPA's experience with existing petition processes.

Environmental Economics and Management

- Economic Incentives. Prepared case study on user fees as an example of waste end taxes for EPA's Office of Policy, Planning, and Evaluation. Case study included the City of Seattle Waste Utility's volume-based garbage collection system.
- National Purchasing Agreements. For the EPA's energy efficient lighting program, Green Lights, evaluated national account purchasing as a market transformation mechanism. Developed model agreement for use by Program Partners to purchase energy efficient lighting products and services from manufacturers at reduced prices. Agreements accelerate purchases and the benefits of the program. Manufacturers are guaranteed demand for "high-tech" items and efficient market results. Drafted National Account Model Agreement and Request for National Account Proposals. Authored National Account chapter for Green Lights Lighting Upgrade Manual.

Department of Defense Environmental Policy Analysis

- Procurement. Developed several procurement strategies to eliminate the Department of Defense's acquisition of ODSs. Strategies target DoD contracting officers and military specification writers.
- Use and Substitutes. For the Deputy Assistant Secretary of Defense (Environment), analyzed the DoD and Service's uses of methyl chloroform, carbon tetrachloride, and hydrochlorofluorocarbons; their associated applications; emissions control technologies; and alternatives. The results of this study are contained in the DoD's Supplemental Report to Congress.
- DoD Directive on Ozone Depleting Substances. Drafted language for DoD Directive on the phaseout of ODSs. Directive addressed implementation within the DoD of the CAA's Stratospheric Ozone Protection Program. Requirements include refrigerant recycling, use of safe substitutes, prohibition on venting, federal procurement, mobile air conditioning recycling, and ban on non-essential products.
- Global Change. Working with the Environmental Protection Agency's Office of Global Change and the Department of Defense, analyzed the DoD's uses of CFCs and Halons, their associated end uses, reduction technologies, and substitutes.

- Ozone Depleting Substance Elimination. Served liaison role for DoD CFC Advisory Committee studying reductions achievable with new technologies and alternative compounds. Developed implementation strategies to facilitate the DoD's elimination of ODSs and to facilitate the adoption of alternatives and substitutes. Identified incentive mechanisms to encourage research and development. Designed data collection instruments, conducted data analysis, and authored the Advisory Committee's report to Congress.
- National Halon Bank. Developed plan for the creation of a halon bank for national security uses. Developed contract mechanism to allow industry to donate halon to the military. Analyzed impediments to industry's adoption of halon substitutes.
- Military Specifications. Performed database searches and analysis of DoD standards and specifications to identify specific documents requiring use of ODSs. Identified procedures and developed database containing over 10,000 records that tracks changes in specifications and streamlines implementation of military specification revisions and contract modifications. Suggested revisions to procurement policies.

Department of the Air Force Environmental Policy Analysis

- Hazardous Waste Management. For the Headquarters of the Air Force, assisted in the management of a \$200M Defense Environmental Restoration Program (DERP). Developed policy and implementation mechanisms for the Installation Restoration Program (IRP) encompassing CERCLA, SARA, and RCRA policies. Authored the Air Force's FY 90 Defense Environmental Restoration Account (DERA) Eligibility/Programming Guidance and the Air Force sections of the Department of Defense FY 89 DERP Report to Congress. Developed databases to monitor Defense Priority Model (DPM) risk assessment scoring and to manage the Defense and State Memoranda of Agreement (DSMOA) data.
- Underground Storage Tanks. Developed policy guidance for Headquarters of the Air Force, Environmental Quality Division, Underground Storage Tank (UST) Program. Detailed UST regulations and policies, tank testing requirements, spill prevention plans, and monitoring and detection systems to implement the UST Program.

PROFESSIONAL AFFILIATIONS

American Bar Association, Student Member (1992-present);
Section on Natural Resources, Energy, and Environment,
Vice Chair, Special Committee on Global Climate
Association for Public Policy and Management (1989 - Present)
Environmental Law Institute Associate (1991 - Present)

PUBLICATIONS AND PRESENTATIONS

"Environmental Compliance and Management Program's Preliminary Report on Grand Forks Air Force Base." Prepared for U.S. Air Force, Headquarters Air Combat Command. Prepared by Oak Ridge National Laboratory, Oak Ridge, TN. August 6, 1993.

"Use of and Alternatives For Carbon Tetrachloride, Methyl Chloroform, and Hydrochlorofluorocarbons in the Defense Sector." Submitted to the Department of Defense and Congress, April 1992.

"CFCs and Halons: Changes in DoD Practices." Presented at the American Defense Preparedness Association's 18th Annual Environmental Symposium and Exhibition. Alexandria, VA. February 26, 1992.

"Preliminary Use and Substitute Analysis of Methyl Bromide in Agricultural and Other Uses." Prepared for Office of Air and Radiation, U.S. Environmental Protection Agency, DRAFT, February 19, 1992.

"Recommendations for Eliminating the Use of Ozone Depleting Substances in the Defense Sector." Submitted to the Department of Defense and Congress, June 1991.

"Regulatory Impact Analysis: Compliance with Section 604 of the Clean Air Act for the Phaseout of Ozone Depleting Chemicals." Prepared for the U.S. Environmental Protection Agency, Office of Air and Radiation, Global Change Division, DRAFT, June 6, 1991.

"DoD Program to Reduce the Unnecessary Release of Chlorofluorocarbons (CFCs) and Halons into the Atmosphere." Submitted to the Department of Defense and Congress, July 1990.

SECURITY CLEARANCE: None

CITIZENSHIP: USA

LANGUAGES: Proficiency in French

REFERENCES:

Kaye Sigmon, Ph.D., Compliance Group Manager
Martin Marietta Energy Systems
Dept. of Energy, Oak Ridge National Laboratory
P.O. Box 2008
Oak Ridge, TN 37831-6482
(615) 574-6658

David Lee, Stratospheric Ozone Protection Branch, Chief
U.S. EPA
Global Change Division
501 3rd Street, N.W.
Washington, D.C. 20001
(202) 233-9131

John Wasson, Project Manager
ICF Inc.
1875 K. St., N.W.
Suite 1000
Washington, D.C. 20008
(202) 862-1114

William Goins, Air Programs Specialist
Office of the Assistant Secretary of Defense (Environment)
400 Army Navy Dr.
Crystal Drive, VA 22202
(703) 695-8360

SEP 2 1993

Brad Barrish
1019 1/2 Massachusetts
Lawrence, KS 66044
August 25, 1993

Vice President Al Gore
Office of the Vice President
Washington, DC 20501

Dear Vice President Gore,

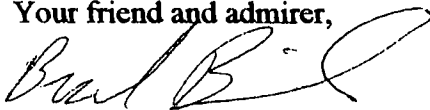
I received your letter of apology for not being able to attend the Shawnee Mission South Earth Day.

I have been at the University of Kansas for a few weeks now and have started the dive into Environmental Studies. I am very pleased with your own personal dedication and passion for the environment. I as well have such a passion and plan to help in any way that I can. I am always learning every day about issues, but also am using my current knowledge to teach others.

I will accept your apology under the condition that I can work with you and your staff next summer on environmental issues. I feel with the knowledge that I have on the environment and the experience that I have with the community and people, I could be a large help.

Enclosed is a copy of my resume. Please take a minute to look at it, for I feel you will be very impressed with my activity and will have no other choice but to invite me for next summer.

Your friend and admirer,



Brad Barrish

Shawnee Mission South High School L.I.F.E. (Let's Improve Future Environments) group member---1992-93.

Global Environment Seminar for high school students. Presented by Washington Workshops Foundation. A hand-on examination of the environmental and ecological concerns facing the world.---April 11-16, 1993

NOLS (National Outdoor Leadership School) Alaska Wilderness Course. Backpacking through Alaska. Environmental outdoor education survival course. skills.---June 17-July 17,1993.

Recipient of Kansas City metropolitan area Humanitarian Award. Recognizing people in the Kansas City area for their active involvement in the community.---1993

BRAD BARRISH
1019 1\2 Massachusetts
Lawrence, KS 66044
(913)865-3886

EDUCATION

Shawnee Mission South High School
5800 W. 107th Street
Overland Park, KS 66207

ACTIVITIES/COMMUNITY SERVICE

American Civil Liberties Union office volunteer, Kansas City, MO---Summer 1990.

B'nai Brith Youth Organization International Convention, Starlight, PA---August 1990.

Greater Kansas City Coalition Against Censorship volunteer/planner, Kansas City, MO---Co-planner of 'Fear No Art' march and rally. Anti-censorship campaigning. September 1990

Culture Under Fire volunteer, Kansas City, MO---A week dedicated to anti-censorship campaigning and activities. November 12-18, 1990.

B'nai Brith Youth Organization. Hatikvah Chapter Godol (President)---1990-91.

B'nai Brith Youth Organization. Kansas City Council Sopher (Newspaper Editor)---1990-91.

Shawnee Mission South High School Forensics squad---1990-92.

Shawnee Mission South High School Earth Day organizer/director---1992.

March of the Living, Poland and Israel. Retracing of Holocaust. We visited the concentration camps in Poland and then went to Israel---April 27-May 13, 1992.

B'nai Brith Youth Organization Israeli Summer Institute. Outdoor Adventure group. Toured the whole country, camping, hiking, and camel riding through the Negev Desert.---June 26-July 20, 1992.

Volunteer for the Clinton/Gore Campaign.---October 1992.

Council of All Beings. A deep ecology workshop with Johnny Seed, the founder of the National Rainforest Alliance in Australia.---November 6-8, 1992

Shawnee Mission South High School Earth Day organizer/director---1993

Adam J. Smargon
The University of Florida
281 Broward Hall
Gainesville, Florida 32612-1401
904/846-8461
electronic mail: RECYCLER@maple.circa.ufl.edu

28 July 1993

Katie McGinty
Deputy Assistant to the President
Director, Office of Environmental Policy
Room 360, Old Executive Office Building
Washington, DC 20501

Ms. McGinty:

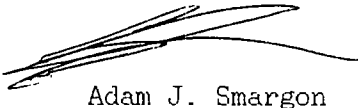
I am a student at the University of Florida in Gainesville, Florida, majoring in environmental policy and management. I wish to intern with you and/or your office during the summer of 1994.

A new college will be opening shortly here at the University of Florida, the College of Natural Resources and the Environment, which I intend to enter. I am a local and regional environmental activist, and I am active with the school's Environmental Action Group (E.A.G.), Students As a Voice for the Earth (S.A.V.E.), the school's Residence Hall Recycling Committee, as well as the nationwide environmental college campus movement, the Student Environmental Action Coalition (S.E.A.C.).

My résumé is enclosed for your perusal. Please contact me as soon as possible by telephone, U.S. Postal Service mail, or electronic mail regarding this matter.

Thank you for your assistance in this matter.

Sincerely,



Adam J. Smargon

AJS/rbt
Enclosure: résumé

Adam J. Smargon
281 Broward Hall
Gainesville, Florida 32612-1401
904/846-8461

EDUCATION:

The University of Florida, Gainesville, Florida 32611

Pursuing a bachelor of arts in environmental policy and management.

Projected graduation date: May 1996.

MEMBERSHIPS, ACTIVITIES, AND AWARDS:

The University of Florida Environmental Action Group, Gainesville, Florida, 1991-present.

Recycling Chairperson, 1993-present.

Recycling Committee Member, 1991-1992.

1993 Florida Student Environmental Action Coalition Conference, Gainesville, Florida, October 1993.

Organizing Committee (Logistics Coordinator).

The University of Florida Division of Housing Recycling Committee, 1992-1993.

Environmental Action Group Liaison, 1993-present.

Student Government Liaison, 1992-1993.

Awarded the "Golden Trash Can" Certificate of Recognition, February 1993.

"Making Less Garbage" Solid Waste Management/Reduction Conference, Gainesville, Florida, October 1993.

Organizing Committee (Environmental Action Group Liaison).

Students As a Voice for the Earth (S.A.V.E.), The University of Florida, Gainesville, Florida, 1993-present.

The University of Florida Student Government, Environmental Affairs Cabinet, Gainesville, Florida, 1991-1993.

Recycling Program Director, 1992-1993.

The Florida Players, The University of Florida, Gainesville, Florida, 1991-present.

B'nai B'rith Hillel Foundation, Gainesville, Florida, 1991-1993.

COMPUTER EXPERIENCE:

hardware: IBMs/PCs, Apple II and Macintosh, Kaypro

word processing: WordPerfect, WordStar

operating systems: MS-DOS, Windows

VAX computer: bulletin board systems, electronic mail, Internet, Bitnet

proficiency with mice and trackballs

typing speed: 44 correct words per minute (self-taught)

ten years overall experience

VOLUNTEER POSITIONS:

THE JEWISH STUDENT NEWS: 16 Northwest 18th Street, Gainesville, Florida 32603

Proofreader, November 1992 - present.

COMMITTEE TO ELECT ARTHUR TEELE: 2601 South Bayshore Drive, Suite 1600, Miami, Florida 33133

Full-time campaign aide for Mr. Teele, a Dade County Commission candidate, Summer 1990.

DAVID & MARY ALPER JEWISH COMMUNITY CENTER: 11155 Southwest 112th Avenue, Miami, Florida 33176

Counselor-In-Training, June - August 1987.

EMPLOYMENT HISTORY:

CAMP AIRY: 5750 Park Heights Avenue, Baltimore, Maryland 21215

Counselor-At-Large, June - July 1992.

THE STEPHEN C. O'CONNELL CENTER: The University of Florida, Gainesville, Florida 32611

Student Assistant, September - December 1991.

PIZZA HUT: 475 South Dixie Highway, Coral Gables, Florida 33146

Cashier, November 1989 - November 1990.

STEVE'S ICE CREAM: 3434 Main Highway, Miami, Florida 33133

Counter Worker, May - August 1989.

THE COUNTRY'S BEST YOGURT: 3437 Main Highway, Miami, Florida 33133

Sales Assistant, November 1988 - March 1989.

REFERENCES:

References will be provided upon request.

0861 9 / 70r

Adam J. Smargon
The University of Florida
281 Broward Hall
Gainesville, Florida 32612
904/846-8461
electronic mail: RECYCLER@maple.circa.ufl.edu

12 July 1993

Vice President Albert Gore, Jr.
The White House
1600 Pennsylvania Avenue
Washington, DC 20501

Mr. Vice President:

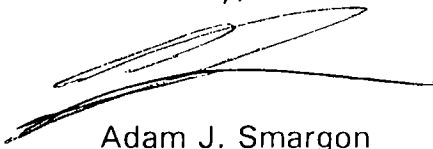
I am a student at the University of Florida in Gainesville, Florida, majoring in environmental policy and management. I wish to intern with you and/or your office during the summer of 1994.

A new college will be opening shortly here at U.F., the College of Natural Resources and the Environment, which I intend to enter. I am a local and regional environmental activist, and I am active with the school's Environmental Action Group (E.A.G.), Students As a Voice for the Earth (S.A.V.E.), the school's Residence Hall Recycling Committee, as well as the nationwide environmental college campus movement, the Student Environmental Action Coalition (S.E.A.C.).

My résumé is enclosed for your perusal. Please contact me as soon as possible by telephone, U.S. Postal Service mail, or electronic mail regarding this matter.

Thank you for your assistance in this matter.

Sincerely,



Adam J. Smargon

AJS/rbt
Enclosure: résumé

—
*To Pam
or Tracy*
—

EDUCATION:

The University of Florida, Gainesville, Florida. Projected graduation date is May 1995. Currently enrolled as a sophomore, pursuing a bachelor's degree in environmental studies, and minoring in theatre.
Coral Gables Senior High School, Coral Gables, Florida. Graduated in June 1991.

MEMBERSHIPS/ACTIVITIES/AWARDS:

The University of Florida Environmental Action Group, Gainesville, Florida, 1991-present.
Statewide Student Environmental Conference in the works for October 1993, to be held in Gainesville, Florida.
Recycling Chairperson, 1993-present.
Recycling Committee Member, 1991-1992.
The University of Florida Division of Housing Recycling Committee, 1992-1993.
Environmental Action Group Liaison, 1993-present.
Student Government Liaison, 1992-1993.
Awarded the "Golden Trash Can" Certificate of Recognition, February 1993.
Reduce-Reuse-Recycle-Compost Network (R.R.R.C.), Gainesville, Florida, 1993-present.
National conference in the works for October 1993, to be held in Gainesville, Florida.
Students As a Voice for the Earth (S.A.V.E.), The University of Florida, Gainesville, Florida, 1993-present.
The University of Florida Student Government, Environmental Affairs Cabinet, Gainesville, Florida, 1991-1993.
Recycling Program Director, 1992-1993.
The Florida Players, The University of Florida, Gainesville, Florida, 1991-present.
B'nai B'rith Hillel Foundation, Gainesville, Florida, 1991-1993.
Coral Gables Senior High School Recycling Committee, Coral Gables, Florida, 1990-1991.
Student Body Representative, 1990-1991.
Equinox Environmental Club, Coral Gables Senior High School, Coral Gables, Florida, 1990-1991.
International Thespian Society, Troupe 476, Coral Gables Senior High School, Coral Gables, Florida, 1988-1991.
Lifetime Member since 1988.
Students Against Driving Drunk, Coral Gables Senior High School, Coral Gables, Florida, 1990-1991.
Treasurer, 1990-1991.

COMPUTER EXPERIENCE:

hardware: IBMs/PCs, Apple II and Macintosh, Kaypro
word processing: WordPerfect, WordStar
operating systems: MS-DOS, Windows
VAX computer: bulletin board systems, electronic mail, Internet, Bitnet
proficiency with mice and trackballs
typing speed: 44 correct words per minute (self-taught)
ten years overall experience

VOLUNTEER POSITIONS:

THE JEWISH STUDENT NEWS: 16 Northwest 18th Street, Gainesville, Florida 32603
Proofreader, November 1992 - present.
COMMITTEE TO ELECT ARTHUR TEELE: 2601 South Bayshore Drive, Suite 1600, Miami, Florida 33133
Full-time campaign aide for Mr. Teele, a candidate for the Dade County (Florida) Commission, July - September 1990.
DAVID AND MARY ALPER JEWISH COMMUNITY CENTER: 11155 Southwest 112th Avenue, Miami, Florida 33176
Counselor-In-Training, June - August 1987.

EMPLOYMENT HISTORY:

CAMP AIRY: 5750 Park Heights Avenue, Baltimore, Maryland 21215
Counselor-At-Large, June - July 1992.
THE STEPHEN C. O'CONNELL CENTER: The University of Florida, Gainesville, Florida 32611
Student Assistant, September - December 1991.
PIZZA HUT: 475 South Dixie Highway, Coral Gables, Florida 33146
Cashier, November 1989 - November 1990.
STEVE'S ICE CREAM: 3434 Main Highway, Miami, Florida 33133
Counter Worker, May - August 1989.
THE COUNTRY'S BEST YOGURT: 3437 Main Highway, Miami, Florida 33133
Sales Assistant, November 1988 - March 1989.

REFERENCES:

References will be provided upon request.

711 South Main St.
Oxford, Oh 45056
Nov. 6, 1993

Keith Laughlin
White House Office on Environmental Policy
Executive Office of the President
The White House
Washington, D.C. 20500

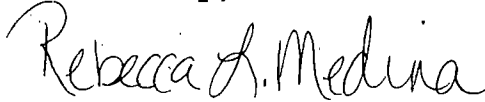
Dear Mr. Laughlin:

Last summer we met briefly at the Environmental Task Force Meeting at Public Technology Incorporated, where I served as a summer research assistant. Having found the past summer a rewarding experience I am, at this time, beginning my search for a position for the summer of 1994.

I am currently a student at Miami University where I am majoring in Political Science, with a minor in Botany. As I said, my previous experience in Washington was with Public Technology Incorporated. There I served as a research assistant for their Environmental and Energy Task Forces. This position allowed for the continued development of individual research and team management skills, as well as familiarizing myself with the writing of government documents.

As I stated previously, I am beginning to search for a position for the upcoming summer. Having listened to your presentation, talking to several other members of your office, and in doing research about your office for my previous position I became greatly interested in your office. At this time any information you could send me on any internship possibilities in your office would be greatly appreciated. I would also welcome any opportunity to discuss any positions available with you. I can be reached at 513-523-2771 or at the above address. I look forward to your reply.

Sincerely,


Rebecca L. Medina

Enc: resume

Rebecca L. Medina

Current Address

**711 South Main St.
Oxford, Ohio 45056
(513) 523-2771**

Permanent Address

**306 Alexandria Dr.
Vernon Hills, IL 60061
(708) 367-0492**

Objective:

Seeking a position in government service or higher education where I can utilize my skills and experience. Interests include politics and international relations.

Education:

Miami University, Oxford, OH
Major: Political Science
Minor: Botany
Grade Point Average: 2.9
Graduating Class of 1995

Special Skills:

Computer Knowledge:
Macintosh, IBM, Word Perfect
Language Fluency:
Three years in Spanish

Activities:

Student Court/ASG- Associate Justice
1992-Present
Adopt-a-School- Tutoring "at risk" students
1992-Present
Sigma Kappa Sorority
Assistant Public Relations Chair 1992
Standards Board 1993-Present

Experience:

Public Technology Inc., Washington, D.C.
Research Assistant 6/93-8/93

Marshall Field's and Co., Vernon Hills, IL
Sales associate 5/89-8/91

References:

Available upon request

October 19, 1993

William P. Krishock
1011 W. 23rd #204
Austin, TX 78705

Director of Personnel
Office of Environmental Policy
The White House
Washington, DC 20500

To the Director of Personnel,

I am currently enrolled as a graduate student at the LBJ School of Public Affairs at the University of Texas at Austin. Prior to undertaking this program, I was employed by an environmental consulting firm in Anchorage, Alaska as a Systems Administrator.

I am writing to you to request information on any internship possibilities you may have available for the summer of 1994. I am particularly interested in the fields of Environmental Policy Development and Environmental Data Management.

I believe that my current educational pursuits as well as my past experience would allow me to make a significant contribution to the efforts of your department. I would gratefully appreciate any information you would be able to supply me with.

Sincerely,

A handwritten signature in cursive script, reading "William P. Krishock".

William P. Krishock

MEMORANDUM
OF CALL

Previous editions usable

TO:

22 KURE

☐ YOU WERE CALLED BY--

☐ YOU WERE VISITED BY--

LINDA ONEIL

OF (Organization)

☒ PLEASE PHONE ►

☐ FTS

☐ AUTOVON

603-224-0576

☐ WILL CALL AGAIN

☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL

☐ WISHES AN APPOINTMENT

MESSAGE

*Did you get it?
reumer*

RECEIVED BY

RB

DATE

9/10

TIME

720

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA

☆ U.S.G.P.O. 1992 312-070-40024

FPMR (41 CFR) 101-11.6

September 9, 1993

Linda J. Orel
88 Washington Street
Concord, NH 03301
(603) 224-0576

Pam McElwee
Office of Environmental Policy
Old Executive Office Building, Room 360
Washington, D.C. 20501

Dear Pam,

I am interested in meeting with you to discuss summer Internships for the summer of 1994. Currently, I am a second year law student at Franklin Pierce and am extremely interested in working in Washington D.C. and pursuing a career in environmental policy.

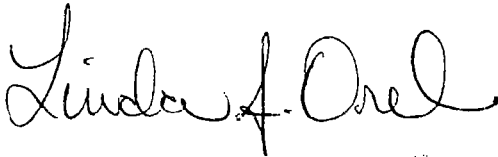
As my resume indicates, I have had a variety of opportunities to perform legal research where I have illustrated remarkable writing skills. Last summer, at MassPIRG, I conducted a nationwide survey to learn about the successes and failures of various cities' recycling programs. This research culminated in a written report and was released to the press in July in an effort to inform legislators and shape environmental policy in the City of Boston. Additionally, I organized a Mayoral Candidates' Forum on environmental issues, worked on a campaign to expand the Bottle Bill in Massachusetts, and another campaign to enforce a gubernatorial Executive Order requiring the procurement of recycled materials.

My talents have been enhanced at the Boston Museum of Science where I research and produce educational programs for the public. I pioneered original *Scientific Literacy and Public Policy* programs for adults on acid rain and the causes and consequences of tropical rainforest destruction. The nature of Museum education requires a great deal of self-motivation, enthusiasm, and the ability to communicate complex scientific and technological information in an understandable fashion.

My experiences would make me an asset to the Office of Environmental Policy. I will contact you regarding the opportunity to discuss my qualifications in a personal interview.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Linda J. Orel". The signature is fluid and elegant, with the first and last names being more prominent than the middle initial.

Linda J. Orel

Enclosure

Linda J. Orel

88 Washington Street, Concord, NH 03301 (603) 224-0576

Education

Franklin Pierce Law Center Concord, NH, J.D. expected 1995

Steering Committee, Environmental Law Society

Independent Study, Powerline Radiation Torts: Accountability for Electromagnetic Radiation Injuries-The Case for EMF Injury Tort Remedies Against Utilities.

Research Assistant, Environmental Law Professor Sarah Redfield

Northeastern University Boston, MA, B.S. Political Science & Speech Communication 1990

President, District Eight Representative, Forensics Team. Formulated and delivered speeches in prepared and extemporaneous events for intercollegiate competitive speaking.

National Quarter Finalist, Rhetorical Analysis, Informative Speaking, 1990

First Place Pentathlon, New England Regional Tournament, 1989

Dean's List, 1988, 1989, 1990

Guest Lecturer, Speech Communication Department

Experience

MassPIRG Boston, MA

Summer 1993

Legal Intern

- Researched, wrote and published report, *How Boston Stacks Up*, comparing Boston's recycling program to twelve cities nationwide. Coordinated press release and radio feeds. Outlined and distributed recommendations to local, state and federal legislators re: solid waste management in Boston. Interviewed on Boston's Network News. Testified at hearing before City Council in support of recycling.
- Organized and coordinated Boston Mayoral Candidate Forum on environmental issues.
- Answered legal questions pertaining to the enforceability of gubernatorial executive orders and the scope of the Bottle Bill in Massachusetts.

Museum of Science Boston, MA

Virginia Shattuck Fellow

1991-1992

Educator

1987-present

- Researched, produced and presented original "Scientific Literacy and Public Policy" adult education programs on acid rain and tropical rainforests.
- Developed and taught formal public demonstrations, school programs, courses, lectures and teacher workshops in the physical and biological sciences.

Museum of Life and Science Durham, NC

1992

Community Program Specialist

- Created "Science a la Carte" program. Supervised and trained 40 volunteers.
- Presented formal stage demonstrations, classes and Nature Park tours.

Kibbutz Hazorea Israel

Summer, 1990

- Volunteered and worked as children's aid.

Burns and Levinson Boston, MA

1987

Law Clerk

- Researched case histories and prepared documentation for asbestos litigation.

Norfolk Registry of Deeds Dedham, MA

1983-1986

Title Examiner

- Searched, analyzed and abstracted titles for conveyance attorneys.

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Erin Miller
35 Leonardo Lane
Santa Cruz, CA 95064
November 4, 1993

Vice President Al Gore
White House
Washington DC, 20500

We are coming from the same place! In reading your book, "Earth In Balance", I find that we share many of the same viewpoints and have acknowledged many of the same solutions for today's environmental problems.

I am a graduating senior (4.0 GPA with Honors) with a B.S. in Economics and a B.S. in Environmental Studies from the University of California, Santa Cruz. My thesis work has been on NAFTA and the Environment. I have followed the political and economic debates closely and agree with the Administration's position.

To gain experience before entering a PhD program, I am currently researching summer internships in the political forum of Washington DC. To be involved in any way with your work would be a true privilege and honor, and my motivation and dedication would prove unparalleled. If, however, you are unable to utilize my services and abilities, I would deeply appreciate a referral to a person (or two) within an agency that could.

I realize the importance of your position in our Government, so I will not presume to attempt to contact you personally for a reply. Not knowing where this letter might end up, I will be anxiously awaiting a reply from someone.

Thank you for your time.

Erin Miller

NOV 10 1993

ERIN MAUREEN MILLER
(408) 426-6931 or (602) 439-5334

35 Leonardo Lane
Santa Cruz, CA 95064

Education:

***University of California at Santa Cruz**

B.A. in Economics, 1994

B.A. in Environmental Studies, 1994 4.0 GPA

Thesis paper - environmental border issues surrounding NAFTA.

Calpirg: Lobbyist in Sacramento, Campaign Coordinator, Voter

Education Campaign, Faculty-Student Liaison

***Santa Monica College**

A.A. in Science, June 1992 3.7 GPA

Dean's List

Alpha Sigma Xi Honor Society

Math Tutoring to fellow students

Vice President, Earth Science Club

**PHOTOCOPY
PRESERVATION**

Work Experience:

***Natural Bridges State Beach Research Docent 4 months**

Conducted informational tours on the intertidal ecosystem. Conceptualized, researched, and authored an informational display on local marine wildlife for the State Park Visitor Center.

***Greenpeace Research & Clerical 4 months**

Data collection and organization. This experience gave me good insight into the internal functioning of NGOs.

***White House Staff Clerical 1 week**

Preparation and organization for a hospital wing commemoration.

***Andros Films Editor 2 years**

Collaborated on the Innovation, Research, Editing related to the construction and refinement of a major motion picture.

***Lucky Market Cashier Clerk 3 years**

***Mrs. Gooch's Natural Foods Market Nutrition Clerk 2 months**

***Santa Monica Environmental Film Festival 1 week**

***Raglan's Family Sleepwear Assistant Manager 7 months**

***Stepping Out Sales 4 months**

***Enrique Armas Coin, Pawn & Jewelry Sales, Buying 4 months**

Skills and Achievements:

Planning; Organization; Research; Strong Motivation; Quick Study; Word Processing (Macintosh, IBM); Typing; Written and Verbal Communication; Teaching; Leadership; and proficiency in the Spanish language
I worked throughout my college career to support and put myself through college; an endeavor which taught me responsibility, efficiency, dedication and hard work.

Personal: excellent health, willing to travel and/ or relocate