

DAVID R. NICHOLAS

PERSONAL

Place and Date of Birth:

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Address:

Office

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Home

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Family:

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EDUCATION

Natrona County High School, Casper, Wyoming (Class of 1959);
Junior Class President; Student Body President; American Legion Boys' Nation

Harvard College, Cambridge, Massachusetts, AB (Class of 1963, 1967); Government
major; Staff writer, *Broadcasting* magazine, Washington, D.C., 1961-62

University of Wyoming, College of Law, Laramie, Wyoming, J.D. (1966);
Chancellor, Potter Law Club; ODK; Board of Editors, *Land and Water Law
Review*

U.S. Army Judge Advocate General's School, Charlottesville, Virginia, (1967-1968)
Basic Course; Procurement Course; Military Judge Course

National College of the State Judiciary, Reno, Nevada, Basic Courses (1970 and 1974)

BUSINESS AND PROFESSIONAL

David R. Nicholas, sole private law practice, 1971-1972

203 Grand Avenue
Laramie, Wyoming 82070

Corthell and King, Attorneys, partner, 1972-1989

221 South Second Street
Laramie, Wyoming 82070

Anthony, Nicholas, Goodrich & Tangeman, LLC (formerly Nicholas Law Offices),
member, 1993-present

170 North Fifth Street
Laramie, Wyoming 82072

Rocky Mountain Radio Corp., co-owner, 1983-1988
Radio Stations KLDI and KRQU-FM, Laramie, Wyoming

U.S. Mission to NATO, Defense Advisor, 1989-1993 (activities described below)

Russia program, 1993-present (described below)

MILITARY AND FEDERAL SERVICE

United States Army

Captain, Judge Advocate General's Corps, 1967-1971; Independent Military
Judge, 1969-1971; Army Commendation Medal; Honorable discharge

United States Army Reserve, Military Judge Mobilization Designee, 1971-1979

Civilian Aide to the Secretary of the Army, 1984-1989

Defense Advisor to the U.S. Mission to NATO and Senior Representative of the
Secretary of Defense in Europe, Brussels, Belgium, 1989-1993; Distinguished
Public Service Award; (b)(6)

TEACHING AND MISCELLANEOUS EXPERIENCE

Adjunct Professor of Political Science, College of A&S, University of Wyoming

Law Enforcement, 1977-1978

Constitutional Government, 1983-1984

Global Business, 1999-2000

Lecturer, Various colleges of the University of Wyoming, including the College of Arts and Sciences, the College of Business, and the Law School, 1971-present, most recently primarily in the following areas:

International Law; Foreign Affairs; Business Law; Agricultural Economics; Constitutional Law; Government; Journalism; Global Business; World Community Organizations

Lecturer, Saratov State University, 1993-present, on business and international relations; honored as Honorary Professor (1998)

Arbitrator, labor negotiations, occasional, 1970's and 1980's

Lou Whittaker Ice and Snow Climbing School, Mt. Rainier, Washington (1971)

Exum School of American Mountaineering, Teton National Park, Wyoming (1984)

Private Pilot

LANGUAGES

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PROFESSIONAL AFFILIATIONS

Member, Wyoming State Bar, 1967-present (Committees on Resolution of Fee Disputes and on Legislation); Albany County Bar Association, (President, 1975); American Bar Association, 1971-1989

Admitted to Practice in Wyoming (1967) and before the U.S. District Court and 9th and 10th Circuits Courts of Appeals (1967), and the United States Court of Military Appeals (1967); licensed to consult in Russia (1996)

POLITICAL ACTIVITIES

Wyoming State Senator, 1979-1986

Republican State Committeeman, 1977-1978
Republican State Convention, delegate, almost every convention until 1989, 1996
Republican State Platform Committee, 1981; Resolutions Committee, 1996
Republican National Convention, delegate, 1986
Republican Precinct Committeeman, 1974-1988
Republican National Policy Forum, 1993-present
Chair, Albany County Republican Convention, 1998
Permanent Chair, Wyoming State Republican Convention, 1998

OFFICES

Wyoming State Senate, 1979-1986
 Judiciary Committee
 Minor Courts Subcommittee
 Lien Law Subcommittee
 Criminal Code Subcommittee
 Select Committee on General Fund Revenue Projections
 Select Committee on Corrections
 Chairman, Senate and Joint Interim Travel, Recreation and Wildlife Committees

Justice of the Peace, Albany County, Wyoming, 1974-1975

Hearing Officer, various hearings involving teacher termination and public employee disputes, occasional, 1970's and 1980's

Special City Attorney, City of Laramie, occasional, 1971-1988

Laramie City Attorney, 1988-1989

RUSSIA PROGRAM (Additional details will be provided upon request)

Working with people in the U.S. and in Saratov, Russian Federation, I designed and am in the process of implementing a business and infrastructure development program to support systemic reform: Exchange programs among U.S. and Russian business people and professionals, representing individuals and companies in establishing businesses and non governmental organizations; consulting with respect to judicial and legislative reform; assisting in implementing "rule of law" and "Federalism" programs. This initiative involves many persons and entities, including members of Rotary District 5440, the State of Wyoming, the University of Wyoming, Saratov Sate University, and the Saratov Oblast Administration. The University of Wyoming has a tandem program, and many of our activities (denominated the Wyoming/Saratov Initiative) are shared.

Partial list of accomplishments of this initiative:

Business and professional exchanges and arranging joint ventures
Legislative exchanges
Judicial exchanges including seminars and colloquia on due process, juries, and the adversarial system
Administrative branch exchanges including Governors
Cultural exchanges
Art exchange
Consultations concerning business, infrastructure, legislation, agriculture, taxation, administrative and judicial procedures, due process, banking, and mutual funds, etc., including arranging joint venture partners and drafting business plans and organizational documents for new businesses
Student and Faculty exchanges (University of Wyoming-Saratov State University programs)
Agriculture exchanges
Implementation of a program on Federalism (Co-administrator)
Youth exchanges (agriculture, tourism, banking, and accounting internships)
Establishing a Rotary Club and a Rotary youth (Rotaract) organization
Micro banking program
Establishing sister state and sister university relationships
Development of a program for providing and funding rural health care, including facilities, and endowing their operation and maintenance

CONSULTATIONS and INTERNATIONAL EXPERIENCE

Russia (1993-present): Consultations with individuals, businesses, elected and appointed officials, and trial and appellate judges, students, farmers, and educators, primarily in Saratov, Russian Federation, concerning forms of business associations, economic development, non governmental organizations, legislative drafting, legislative procedures, administrative law, constitutional law, judicial procedures (including jury trials, use of experts, and the adversarial system), real property reform, condominiums, privatization, marketing, financing, banking, contracts, torts, due process, corporate law, city planning, sewage and water treatment, oil and gas development, environmental remediation, infrastructure planning, housing, taxation, bonding, political organizations including campaigns, world community organizations, and exchange programs. Drafted and promoted sister state resolutions for both Wyoming and Saratov Oblast, which have been endorsed by the governors and legislatures of the states of both nations. Former legal counsel for a Canadian/American/Russian oil company in Dagestan, Russian Federation (spent the summer of 1998 in Makhachkala, Dagestan). Consultations with the World Bank, the International Finance Corporation, and numerous other international financing institutions. Designed and in the process of implementing a rural health care program for Saratov Oblast, including work on a regional medical plan (a first for Russia) to establish remote facilities for providing primary care, training para professionals, providing telemedicine capabilities and ambulance service, and improving conditions at a regional medical facility. Honored by being named Honorary Professor at Saratov State University.

China (1997 and 2001): Planning and participation in a series of “rule of law” presentations to judges, lawyers, students, and faculty in Beijing, Harbin, Daqing, Qiqihar, and Shanghai, China, together with a Wyoming Supreme Court Justice, two trial judges, the law dean and several faculty from the University of Wyoming; hosting Chinese judges in the U.S.; funded by USIA.

Europe (1989-1993): Official consultations and negotiations with and among high level U.S. and foreign governmental officials, NATO officials, and military commanders among our allies and from central and eastern European countries and the former Soviet Union; problem solving, conceiving, drafting, and shepherding through the domestic interagency process, support with respect to the negotiation and implementation of international understandings, including, but not limited to, the new NATO Strategic Concept, the conventional forces treaty including accession to it and allocation of treaty limited personnel and equipment among the parties, implementation of armaments reductions by the nations of the CSCE (now OSCE), and burden sharing. Duties included supervising 50 plus U.S. Department of Defense personnel, civilian and military, at NATO and all committee work dealing with defense planning, procurement, operations, standardization and interoperability, and integration, and serving as the representative of the United States on NATO’s Executive Working Group and High Level Task Force. These functions required and utilized knowledge of law, including international law and European Community law, defense matters including force planning, knowledge of international community organizations and procedures, as well as negotiating and drafting skills in a multi cultural, multi lingual forum. The U.S. Mission was also responsible for planning, logistics, preparing briefing papers, talking points, and participation, for numerous ministerial meetings, several summits among our allies, and on a couple of occasions among the 54+ nations of the OSCE.

Taiwan (1986-1989): Consultations with American concerns doing business with Taiwan and with Taiwan enterprises doing business in the U.S. concerning environmental cleanup, mining, refining, manufacturing and distribution, comparative law and conflicts of laws, corporate/joint venture law, taxation, arbitration; co-organized a University of Wyoming/Taiwan Symposium attended by our (Wyoming’s) Governor and our United States Senators; helped establish a Wyoming trade office in Taipei; cosponsored a sister state resolution adopted by the Wyoming and Taiwan Legislatures; honored with the key to the City of Kaosiung, ROC.

PUBLIC AND CIVIC ACTIVITIES AND ORGANIZATIONS (some dates are approximate)

Cathedral Home for Children, Laramie, Wyoming, Board of Directors,
1975-1989
Albany County Public Library, Board of Trustees, 1980-1981
Albany County Senior Citizens Board, 1975-1989
University of Wyoming, College of Arts and Sciences, Board of Visitors,
1986-present
University of Wyoming Art Museum, National Board of Visitors,
1985-present

University of Wyoming, International Programs Board of Advisors, 1999- present
 Boys' and Girls' State Staffs, 1970's and 1980's
 Attorney's Liability Protection Society, Investment Committee, 1986
 Laramie Area Chamber of Commerce Board, 1970's
 Laramie Child Protection Team, Charter Member, 1970's and early 80's
 Laramie Head Start Board, 1970's
 Salvation Army Advisory Board, 1970's
 United Way Advisory Board, 1970's
 American Legion, 1971-present
 Barbershop Chorus, 1970's and early 80's
 Rotary, 1975-present, past president, Paul Harris Fellow; District 5440 Rotarian of the
 Year, 1995/1996; Assistant District Governor, District 5440, 1997/1998
 Selective Service System Advisor, 1970's
 Laramie Institute for Family Education, legal advisor, 1970's and early 80's
 Wyoming Council for the Humanities 1986-1988
 Advisory Council on Public Assistance and Social Services, 1970's
 Energy Conservation Advisory Committee, 1970's
 Wyoming Outdoor Council Board, 1980's
 Aircraft Owners and Pilots Association, 1980-present
 National Science Foundation, Experimental Program to Stimulate Competitive Research
 (EPSCoR), Wyoming *Ad hoc* Committee, 1980's
 National Engineers Hall of Fame, Honorary Life Board Member, 1988-present
 Harvard and Radcliffe Admissions Alumni, Schools and Scholarships Committee,
 1975-present (chairman until 1989)
 Harvard Alumni Career Advisory Service, advisor, 1975-present
 Sigma Alpha Epsilon, social fraternity, 1961-present
 Omicron Delta Kappa, honorary fraternity, 1964-present
 Delta Theta Phi, honorary law fraternity, 1986-present
 United Nations Day, Wyoming State Chmn., 1995 and 1997; United Nations Assn.USA
Ad hoc Committee of the International Agriculture Section of the National Association of
 State Universities and Land-Grant Colleges preparing an "Agenda for
 "Globalizing Agricultural Science and Education Programs for America," 1998

REPRESENTATIVE OTHER ACTIVITIES

During the past few years: Keynote speaker at the RAND Istituto Affari Internazionali
 Conference in Rome, Italy; Convention of the Jewish War Veterans in Atlanta, Georgia; Atlantic
 Assembly in Antalya, Turkey; Wyoming State Bar convention at Casper, Wyoming; J.L. Kellogg
 Graduate School of Management of Northwestern University in Lucerne, Switzerland; Centre
 d'Etude et de Prospectif Strategique in Paris, France; Peace Through NATO Fringe Meeting at
 the Conservative Party Conference in Brighton, England; NATO school at Oberammergau,
 Germany; Commanders' conferences at Greenham Common, England and Lake Chemsee,
 Germany; Wyoming National Guard dining out; Enhanced Oil Recovery Institute Symposium;
 Laramie County Republican Women's Lincoln Day Dinner Keynote, Cheyenne, Wyoming; DAR

convention; University classes in the U.S. and in Russia; dozens of Rotary, Lions, and Kiwanis Clubs in the Rocky Mountain Region; Rotary Far West Institute, Phoenix, Arizona; President's Peace Conference, St. Petersburg, Russia; Governor's Roundtable, Saratov, Russia; American Association of Slavic Studies, Central Slavic Conference, Colorado Springs, Colorado; Rotary Youth Leadership Awards Conference, Estes Park, Colorado; several grade school and high school classes and commencements in our region, and numerous other symposia, colloquia, workshops, and round tables, civic and social groups. The underlying themes are essentially the same: Foreign policy, security policy, constitutional government, rule of law, world community organizations, global business, and the institutions of Democracy. I devote more than half of my time to pro bono activities. Recently, in addition to my activities in Russia, I provided free legal services for the Laramie Soup Kitchen, Lariat (internet provider), and the Environmental Education Center.

REFERENCES

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JAMES H. O'BEIRNE

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CURRICULUM VITAE

PROFESSIONAL EXPERIENCE:

Deputy Special Assistant to the Secretary of Defense for White House Liaison, Pentagon, Washington, DC 20301-1000 (2002-Present)

Provides programmatic advice and support in the identification of placement opportunities for political appointees within the Office of the Secretary of Defense and the Military Departments. Serves as a staff specialist at primary management levels within DoD on personal and special assignments. Oversees internal placement operations, promotions, applicable award and recognition; carries out requisite liaison activities with servicing personnel organizations; performs program assessment and long-range planning regarding the placement of political appointees.

Deputy Director, Office to Aid the Catholic Church in Central and Eastern Europe, United States Conference of Catholic Bishops, Washington, DC 20017 (1991-2002)

Managed the collection and distribution of the approximately \$6 million per year donated by American Catholics for the support of the Catholic Church in Central and Eastern Europe. Duties included supervision of the accounting system and the grant notification system. Conducted frequent on-site evaluation in the 26 countries of the region of projects both completed and in-progress.

Program Manager, BDM International, Inc., McLean, VA 22102 (1989-1991)

Managed both technical and administrative personnel in the delivery of high quality professional services support to public and private sector organizations alike. Duties included careful research and analysis and persuasive presentation of information, in written and briefing formats, on subjects ranging from Soviet political developments and the emerging democracies in East Europe to the evaluation of the viability of prospective US domestic commercial activities. Expert in the requirements of program development, the intricacies of proposal preparation and submission, and the details of contract administration. Responsible for the development of new business prospects for the organization.

Senior Presidential Translator and Deputy Chief, Washington-Moscow Direct Communications Line (Hotline), Organization of the Joint Chiefs of Staff, Pentagon, Washington, DC 20301 (1985-1989)

Managed a top secret communications facility for the sole use of the President of the United States and his Soviet counterpart, the purpose of which was the reduction of international tension and the risk of the outbreak of hostilities between the two countries. Charged with the expeditious receipt, transmission, and handling of Hotline message traffic between Presidents Reagan and Bush and General Secretary Gorbachev. Personally responsible for the accurate and timely translation into English of incoming Russian text messages from Moscow. Routinely briefed senior American and foreign diplomatic visitors on the operation of the system.

Assistant Commandant, US Army Organizational Effectiveness Center and School, Fort Ord, California 93940 (1983-1985)

Managed a complex, multi-million dollar academic and research facility that specialized in the management of change in both newly created and existing organizations. Directed the center through a major mission modification and internal reorganization. Supervised the ongoing presentation of the existing training program while accomplishing the simultaneous and successful development of a new 19-week curriculum. Completely revamped the faculty selection and student admission policies resulting in a demonstrable improvement in graduate job performance and a corresponding enhancement in organizational reputation.

Assistant Professor and Chief, Russian Instructional Group, Department of Foreign Languages, United States Military Academy, West Point, New 10996 (1981-1983)

Responsible for the planning, development, presentation, and evaluation of all Russian language instruction. Designed and introduced several important pedagogical improvements in the major courses of the Russian curriculum. Developed and implemented a recruiting and counseling program that resulted in a steady and significant increase in the number of students selecting Russian as a course of study. Cited as managing the most effective faculty instructional group in the Foreign Language Department.

Soviet Foreign Area Officer, Headquarters Department of the Army, Washington, DC 20301, (1977-1981) (See Education section below.)

Military Aide-de-Camp to the Chairman, Presidential Inaugural Committee, Washington DC 22211 (1996-1997)

Served as the personal military assistant to the executive chosen by President-Elect Carter to orchestrate the activities planned for the inauguration of the 39th President of the United States. Assisted in preparing the plans to organize, staff, and equip the newly created Office of the Chairman. Acted in the Chairman's behalf in discussions with senior business, community, and religious leaders in order to negotiate their support and participation. Conducted frequent in process review briefings on the status of preparations for Congressional and military officials.

Assistant Operations Officer (Ceremonies), 3rd United States Infantry (The Old Guard), Fort Myer, VA 22211, (1973-1976)

Commanded one of the five rifle companies in the President's military escort charged with the security of the White House and the buildings in the Executive compound. Managed the staff that was responsible for all joint service military ceremonial activity in the Washington, DC area during the National Bicentennial. Planned and coordinated all full state arrival ceremonies conducted at the White House during that period. Oversaw military support to all funerals and other religious and memorial services occurring in Arlington National Cemetery. Recognized at the time as the Army's best expert on ceremonies.

Personnel Officer/Adjutant, 3rd Brigade, 2nd Infantry Division, Eighth United States Army, Camp Howze, Republic of Korea (1972-1973)

Managed the personnel operations of the only US infantry unit in direct and continuous contact with enemy ground forces along the truce line between North and South Korea. Responsible for oversight of all issues of troop strength and personnel readiness of a 3,000-man infantry brigade. Provided on-site briefings and presentations to high level visitors and delegations of both American and international composition examining conditions along the Demilitarized Zone.

***Assistant Professor of Military Science, Fordham University, Bronx, New York
District Advisor, USMACV, Republic of South Vietnam;
Company Commander, Battalion Staff Officer, Platoon Leader, 82nd Airborne Division, Ft, Bragg, NC (1966-1972)***

EDUCATION:

M.S., Systems Management, University of Southern California, 1988
M.A., Russian Area Studies, Georgetown University, 1981
B.S., Accounting, Fordham University, 1966
Diploma, US Army Institute for Advanced Russian and East European Studies, 1981
Honor Graduate (Russian), US Defense Language Institute, 1979
Honor Graduate, US Army Command and General Staff College, 1981

David A. Ochmanek

Professional Experience

1995 - **Professional Staff, RAND**

Director, Strategy and Doctrine Program, Project Air Force. Directing projects and conducting research on the future demands of U.S. defense strategy, the role of air forces in current and future U.S. military operations, counter-terror and counterinsurgency operations, security of the East Asian and Gulf regions, and the implications of emerging U.S. capabilities for force mix and investment priorities.

1993 - 1995 **Office of the Secretary of Defense (Policy)**

Deputy Assistant Secretary of Defense for Strategy. Drafted strategy and policy portions of the *National Security Strategy of the United States*, the *Defense Planning Guidance*, the *Secretary's Annual Report*, the report of the *Bottom-Up Review*, and other documents. Advised the Assistant Secretary of Defense for Strategy and Requirements as well as other Department principals on the degree to which selected elements of the DoD program supported the defense strategy. Conducted analyses of the capabilities of U.S. military forces and formulated recommendations for enhancing those capabilities.

1985 - 1993 **Professional Staff, RAND**

Director, National Security Strategies Program, Project Air Force (1989-1992). Created and managed a program of research and analysis that included assessments of U.S. national security strategy, force capabilities and structures, political and military dynamics of key states and regions, and arms control options.

As a **defense analyst** on RAND's research staff (1985-89; 1992 - 1993), conducted studies assessing the capabilities of U.S. military forces (conventional and nuclear), and identifying priority means for improving operational capabilities. Evaluated proposed arms control agreements and alternative force postures. Developed and assessed post-Cold War alliance structures and force postures. Formulated broad U.S. national security strategy options.

1980-1985 **Foreign Service Officer, U.S. Department of State**

Helped to assess, formulate, and implement U.S. policies across a range of politico-military issues. Policy foci included INF deployments and arms control negotiations (Bureau of European Affairs, 1984-85) and policies to strengthen U.S. defense posture in Southwest Asia (Bureau of Politico-Military Affairs, 1980-81).

Served as staff assistant to Ambassador Arthur Burns, U.S. Embassy Bonn, 1982-84.

1973-1978 **Intelligence Officer, United States Air Force**

Participated in the operation of squadron, wing, and numbered air force headquarters, and in air operations and training in Tactical Air Command (1976-78), Pacific Air Forces (1975), and Military Airlift Command (1973-75).

2007 - **Adjunct faculty**, Edmund A. Walsh School of Foreign Service,
present Georgetown University; Elliot School of International Affairs,
George Washington University.

Education

M.P.A., Public Affairs and International Relations, Princeton University, Woodrow Wilson School of Public and International Affairs, 1980.

B.S., International Affairs and Political Science; United States Air Force Academy, 1973.

Selected Publications

The Challenge of Nuclear-Armed Regional Adversaries (with Lowell H. Schwartz), RAND, MG-671-AF, 2008.

A New Division of Labor: Meeting America's Security Challenges Beyond Iraq (with Andrew R. Hoehn et al), RAND, MG-499-AF, 2007.

"While You Were Dreaming: A Critique of the 'Transformation' Fixation," in *2005 Strategic Survey*, International Institute for Strategic Studies, 2005.

Gulf 2010: Factors Bearing on the U.S. Military Posture in the Gulf Region (with Steven Simon et al), RAND, MG-257-AF, 2005.

Military Operations Against Terrorist Groups Abroad: Implications for the United States Air Force, RAND, MR-1738-AF, 2003.

A Framework for Modernization Within The United States Air Force, (with Glenn A. Kent), RAND, MR-1706-AF, 2003.

The Real and the Ideal: Essays on International Relations in Honor of Richard H. Ullman (editor, with Anthony Lake), Rowman and Littlefield, 2001.

NATO's Future: Implications for U.S. Military Capabilities and Posture, RAND, MR-1162-AF, 2000.

To Find, And Not To Yield: How Information and Firepower Can Transform Theatre Warfare, (with Edward Harshberger et al), RAND, 1998.

Strategic Appraisal 1997: Strategy and Defense Planning for the 21st Century, (ed., with Zalmay Khalilzad), RAND, 1997.

"Rethinking U.S. Defense Planning," (with Zalmay Khalilzad) *Survival*, International Institute of Strategic Studies, Spring 1997.

The New Calculus: Analyzing Airpower's Changing Role in Joint Theater Campaigns, (with C. J. Bowie, et al), RAND, 1993.

Next Moves: An Arms Control Agenda for the 1990's, (with Edward L. Warner III), The Council on Foreign Relations, New York, 1989.

Foreign Languages

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Rogelio "Roger" Pardo-Maurer

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Work

- **Emerging Market Access**, Washington, DC, 1992-
President. Consulting/publishing on Latin America and US Hispanic markets.
- **Access NAFTA Project Management**, Mexico City/Washington DC, 1994-
Consulting partnership with former chief of Mexico's NAFTA office.
- **Chartwell Information**, Alexandria, Virginia, 1990-1992
President. Leading US provider of environmental remediation business news/price data.
- **AEI-American Enterprise Institute**, Washington, DC, 1990
Latin America and US Hispanic issues specialist.
- **CSIS-Center for Strategic & International Studies**, Washington, DC, 1989
Research project on the wars in Central America.
- **UNO/Resistencia Nicaragüense**, Central America/Washington, DC, 1986-1989
Liaison, Southern Front/UNO. Chief-of-staff for the US representative of the Resistance.

Academic

- **King's College, Cambridge University**, UK, 1984-1986. Dipl. (with Distinction) in Development Studies. (Economics/politics of development). First in class.
- **Yale University**, New Haven, CT, 1984. BA, History.
- **Colegio Lincoln**, Costa Rica, Central America, 1968-1979. K-HS.

• Languages

Fluent English, (b)(6)

• Publications

Books and articles on Latin American trade, finance, labor, politics, security. Forthcoming: *Solidarity and the Social Ethic of Worker Microcapitalism*. Have also ghostwritten volumes on competitiveness, sustainable development, and the role of cultural values in economic development in Latin America. Co-founder, the *Cambridge Review of International Affairs*, the graduate and faculty journal of international relations of Cambridge University.

Civic Service (pro bono)

- **County Electoral Official**, Arlington County Electoral Commission, VA (1993-1999)
- **Former Chairman**, ACRC Republican Business Council
- **Former Chairman**, ACRC Republican Hispanic Caucus
- **Committee Member**, Arlington County Republican Committee (ACRC) (1992-1999)
- **Delegate/organizer**, various Virginia Republican conventions
- **Speechwriter/advisor** to the late Jorge Mas Canosa, Cuban-American National Foundation
- **Advocate** representing small business interests on the USA*NAFTA coalition (1993)
- **Electoral Tribune**, Costa Rica: officer charged with verifying integrity of electoral process (1990)

Military/Reserve Service (USA)

Currently serving with B/3 20th Special Forces Group (Airborne)

Dual Compensation Restriction Waivers for Civilian Employees

Applicant: Frank M. Ramos

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I would like to outline some of the critical and unique personal and executive level characteristics and experience that I view as critical to this position, at this time and circumstance. The following is a synopsis of those unique personal qualifiers:

The position clearly requires the knowledge and experience of an executive that has a proven *national* small business expertise. My extensive and recognized Senior Executive Service accomplishments at the SES Level 5 demonstrate that at a minimum, I meet and exceed the present job Executive Level 4 requirements. Other key personal characteristics that I bring the present job requirements are:

- Policy advisor experience for a Head of Agency to meet the needs of the Office of the Presidents' Administration and the U.S. Congress.
- Fiscal and Budgetary expertise at the level of Secretary of Administration and Management to develop an Agency's budget submission to Congress and the Office of Management and Budget.
- Fiscal experience in dealing with other Federal Agency's procurement processes by having implementing the Comptroller's Act wherein I held the dual role as the Comptroller at the SBA.
- Regulatory compliance expertise gained from my Internal Revenue Service (IRS) domestic and international tax compliance experience with 28 years of service at the top management level.
- Large and complex operations executive and management expertise as demonstrated directing IRS division level organizations with over 3,000 professional employees. No theoretical management case studies, but hands on operational experience with awards for high level of management and executive performance.
- Highest of personal trust extended by the SBA Office of the Inspector General, IRS Internal Inspection Service and the U.S. /State Attorney General's office in directing complex and sensitive national and state-wide regulatory, civil and criminal issues.

- Successfully held to the highest standard of professional behavior by the IRS that included periodic personal income tax return reviews of all managers in sensitive positions to assure our personal compliance with the income tax laws.
- Directed *national* small minority owned business programs including minority certification programs for the U.S. Small Business Administration at the Federal level.
- Directed small, minority and economically disadvantaged lending and certification programs for the Commonwealth of Virginia at the state level.
- I operated a small business.

In summary, my personal characteristics and accomplishments demonstrate that I can provide a *present and critical* executive resource to solve a critical need of my unique executive services to the program. It clear that the Department of Defense budget is clearly being challenged to produce an effective, yet cost beneficial result employing the services of small business in a new and innovative military-industrial configuration.

I believe I am one of a few executives that have the desired combined experience base that the Department of Defense needs at this point in time. My learning curve should be short and will produce a cost benefit saving to the Administration by absorbing known budgetary and personnel cuts to the organization without a loss of expertise.

I am aware that HRSC Benefits Office has advised your Office that I am eligible to receive a waiver under FEPCA upon reemployment to a Noncareer SES Appointment. I recognize that I would not be covered under any retirement system for the period of service covered under the FEPCA provision and that my annuity will not be recalculated to give me an increase to my annuity.