

Honorable Stephen J. Solarz
Senior Counsellor
APCO Associates
1615 L Street, NW
Suite 900
Washington, DC 20036

Dear Mr. Solarz:

I am writing this letter in support of the application of Tracy J. Shycoff for the position of -- for the new Holocaust Assets Commission, of which I understand you are the Chair. I am a United States District Judge for the District of Minnesota and for the past four years I have served as the Chair of the Assassination Records Review Board, the independent federal agency charged with locating and declassifying the government records of the assassination of President John F. Kennedy. Ms. Shycoff was one of the first individuals we hired for the Review Board staff and she has been truly outstanding. In fact, I am not sure how we could have accomplished what we have without her. She has served as the Administrator for the Board, which has worked for over four years with a \$2.2 million annual budget and approximately thirty staff members. Small agencies and commissions unfortunately must comply with much of the confusing and complex rules that all governments institutions must follow. Ms. Shycoff knows the rules, works smoothly and effortlessly with the bureaucracy, anticipates problems, resolves issues quickly, and is a very enjoyable and pleasant person with whom to work. She has been truly extraordinary, her hiring was the most important and best decision the Review Board ever made. Audits have been perfect and she has stepped easily in many different roles. She not only knew precisely how to start our operations, but she is the lead person in completing our work as well. From our start in 1994 to our finish in 1998, Tracy Shycoff has been an invaluable senior member of our team. I cannot say enough about her superb and talented performance, first as the Associate Director for Administration, and later as the Deputy Director for the Review Board..

Ms. Shycoff not only has the experience of administering the work of the Review Board, which essentially has been a temporary commission, but she also served in a similar role for the Aids Commission and was a valuable staff administrator for that temporary commission. Her federal work experience is tailor-made for a temporary commission like the Holocaust Assets Commission. She also worked closely with the Review Board's first Executive Director, Dr. David Marwell, who is now the Associate Director for Museum Programs at the United States Holocaust Museum. I know that Dr. Marwell, who recommended Ms. Shycoff's hiring, has a very high opinion of Ms. Shycoff's many talents and abilities.

I strongly recommend that you hire Tracy Shycoff for the position of --. I assure you that you will find, like I did, that she is terrific. She makes everyone do their jobs better because she can calmly, professionally, and pleasantly handle the myriad of administrative chores and daily crises that can make jobs like ours extremely difficult. I would never hesitate to hire Ms. Shycoff if I ever have the opportunity to do so in the future. You won't find anyone better.

Do feel free to contact me if you would like any further information. I can be reached at my Chambers in Minneapolis at (612) 664-5080. Thank you very much.

Sincerely,

John R. Tunheim