

**ATTORNEY GENERAL**  
**DEPARTMENT OF JUSTICE**

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 CONCORD, NEW HAMPSHIRE 03301-6397

JOHN M. FORMELLA  
 ATTORNEY GENERAL



JAMES T. BOFFETTI  
 DEPUTY ATTORNEY GENERAL

May 31, 2023

His Excellency, Governor Christopher T. Sununu  
 and the Honorable Council  
 State House  
 Concord, New Hampshire 03301

Your Excellency and Members of the Council:

**REQUESTED ACTION**

That approval be and hereby is given to the Attorney General to appoint Louise Williams to Position #9U677 (Appropriation #02-20-20-200510-2620-500132) as an Attorney at a salary level of \$85,000, effective upon Governor and Executive Council approval or June 16, 2023, whichever is later.

**EXPLANATION**

Ms. Williams, a Newfields resident, earned her Bachelor of Arts in Economics from Wellesley College in 1988, her Juris Doctor from University of Maryland School of Law in 1991, and an LL.M in Labor Law from Georgetown University Law Center in 1997. During law school, she was a Joseph Meyerhoff Scholar, Articles Editor of *Maryland Law Review*, and Chair of the Women's Bar Association. Following law school graduation, she served as a judicial law clerk for the Hon. Diana Motz at the Maryland Court of Special Appeals (1991-1992) and a litigation associate at Weinberg and Green, LLC, in Baltimore (1992-1994). While serving as an attorney at U.S. Department of Commerce, Office of the General Counsel, Employment and Labor Law Division (1994-1997), she gained extensive litigation experience and earned the General Counsel's Award for Exceptional Performance and Significant Legal Contributions in the Office of Assistant General Counsel for Administration. Ms. Williams spent approximately 25 years in the field of international development—primarily working on behalf of the U.S. Agency for International Development (USAID), promoting rule of law and good governance while traveling to more than 50 developing countries. Most recently she was Senior Director, Economic Growth, for DT Global in Washington, D.C. (2020-2022), where she co-led its Economic Development, Governance, and Environment (EDGE) practice, supervised 18 employees, and supported the technical roll-out of a \$40 million USAID/Somalia Market-Based Resilience for Marginalized Populations activity. Among her community and civic activities,

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Ms. Williams served as a volunteer with Girl Scouts of America, Overseas Council, in Cairo, Egypt (2006-2009), a member of the Board of Directors for Star Island Corporation (2016-2022) and a Proprietor of Portsmouth Athenæum (2022-present). She is admitted to practice law in New Hampshire and Maryland. Considering Ms. Williams' experience, I am requesting she be appointed as an Attorney at a salary of \$85,000. She will be assigned to the Civil Bureau's Client Counseling Unit. A copy of her resume is attached.

RSA 21-M:3 and RSA 94:1-a, (I)(c) provide that designation of positions, salary levels, and salary increases for attorneys at the Department of Justice shall be determined by the Attorney General, subject to approval of the Governor and Council, within appropriations made to the Department of Justice.

I am very pleased to offer Ms. Williams' appointment as an Attorney at the above-referenced salary for your approval and respectfully urge your favorable consideration. Thank you.

Respectfully submitted,



John M. Formella  
Attorney General

## **LOUISE WILLIAMS**

### **SUMMARY**

For 25 years – and with significant impact – Louise Williams promoted the rule of law, good governance, and inclusive economic opportunity on behalf of U.S. government initiatives across more than 50 developing countries. In 2023, Louise seeks to return to work as a practicing attorney within the formal systems of justice that she long championed as a model for others. The right opportunity will embrace and grow Louise’s skills as a zealous advocate, a positive and productive team player, and a compassionate facilitator of fair, equitable, and sustainable outcomes.

### **HIGHLIGHTS**

- Candidate for the bar of State of New Hampshire (February 2023)
- Member in Good Standing of bar of the State of Maryland (Admitted in 1991)
- “Previous life” as an attorney with extensive litigation experience in state and federal tribunals gained from employment in the General Counsel’s Office of the U.S. Department of Commerce and in private practice (1992-97)
- Articles Editor, Maryland Law Review (1990-91)
- Law Clerk to the Honorable Diana Gribbon Motz, Maryland Court of Special Appeals (1991-92)
- Extensive experience designing and leading projects pertaining to the rule of law, governance, commercial legal and institutional reform, and economic development initiatives on behalf of the U.S. Agency for International Development (USAID), the U.S. Department of State, and other U.S. government entities and donor-funded programs in Eastern Europe, Sub-Saharan Africa, Latin America, the Caribbean, the Middle East & North Africa, and the Asia-Pacific (1997-2022)
- Attorney/Advisor for the U.S. Judicial Conference Committee on International Judicial Relations (2000-2003) (employment with Administrative Office of U.S. Courts)
- In addition to broad policy and program development experience, a record of direct support for grassroots initiatives and organizations, chiefly oriented toward the economic empowerment of women and other traditionally marginalized groups.

### **EDUCATION**

#### **Georgetown University Law Center, LL.M. (Labor Law), 1997**

Program covered all aspects of the labor and employment relationship, as well as international trade, international human rights, civil practice, and law and development.

#### **University of Maryland School of Law, J.D., 1991**

- Recipient, Joseph Meyerhoff Scholarship
- Articles Editor, Maryland Law Review
- Chair, Women’s Bar Association (student chapter)
- Recipient, William P. Cunningham Award for Exceptional Achievement and Service
- Internships/paid work at Maryland Attorney General’s office (Correctional Litigation Division); Office of the U.S. Attorney, District of Maryland; and Kramon & Graham, LLC.

#### **Wellesley College, B.A. (Economics), 1988**

- The Wellesley News: Editor in Chief; Editorials Editor; News Editor

## **WORK EXPERIENCE**

### **Senior Director, Economic Growth, DT Global, Washington, D.C. (September 2020-October 2022).**

Led development of an economic growth portfolio within newly established, rapidly expanding international development firm, including through technical oversight of complex proposals, thought leadership, and intra-firm technical training. Co-led multidisciplinary Economic Development, Governance, and Environment (EDGE) practice, including supervision of 18 employees. Oversaw conception and implementation of first-ever DT Global Challenge, inclusive of \$10,000 prize, for five women-led firms and organizations, entitled "Transforming Women's Lives through Digital Technology." Supported successful proposal for and technical roll-out of \$40 million USAID/Somalia Market-Based Resilience for Marginalized Populations (MB-RMP) activity.

**Practice Lead, Private Sector Development (January 2018–July 2019); Principal Associate (January 2014–July 2019); Nathan Associates, Arlington, VA.** Through research, project management, and capacity-building, provided senior-level expertise on legal/institutional issues that impact the ability of developing economies to facilitate inclusive market systems, grow domestic private sectors, and benefit from international trade. Led practice of four direct-reports, plus several contract employees and additional staff as necessary. Received international recognition for technical design of Asia-Pacific Economic Cooperation (APEC) Women in the Economy Dashboard and APEC Women in Transportation initiative. Led development and implementation of groundbreaking Systems Analytic Framework for the Digital Economy (SAF-DE), a USAID-sponsored initiative to support digital economic opportunities in developing economies. Frequent invited speaker on issues pertaining to legal and regulatory constraints on women's economic participation. Technical writer on numerous successful program proposals.

**Independent Consultant: International Rule of Law and Private Sector Development (December 2019–September 2020; March 2003–March 2014).** Assisted 20+ non-profit organizations, government and donor agencies, and private sector firms in conceiving/executing scores of projects, initiatives and activities in support of reliable and inclusive systems of law, governance, and economic growth. Programming took place in more than 50 independent states, ranging from the most fragile (Afghanistan, Papua New Guinea, Democratic Republic of Congo, Rwanda, Liberia, and more) to those with rapidly developing economies (Vietnam, Kenya, the Philippines, and Egypt, among others). Primary designer and implementer of influential USAID analytic methodologies, including the widely implemented Business Climate Legal and Institutional Reform (BizCLIR) suite of tools.

**Advisor, U.S. Judicial Conference Committee on International Judicial Relations, Administrative Office of the U.S. Courts, Washington, D.C. (January 2000–March 2003).** Promoted and managed Committee's relationships with USAID, U.S. of Department of State, U.S. Department of Justice, U.S. Department of Commerce, U.S. Congress, the World Bank and numerous non-profit organizations and international for-profit contractors. Received two Group Awards and one Special Act Award.

**Legal Training Coordinator, USAID/Macedonia Commercial Law Project, Skopje, [North] Macedonia (September 1997–July 1999).** Managed legal training arm of USAID-funded commercial law reform project in a former Yugoslav republic. Supported local learning about free-market principles and revision of key commercial legislation.

**Part-Time Instructor to U.S. Army soldiers, English 101 and 291, University of Maryland University College, European Division, Camp Able Sentry, Skopje, Macedonia (1998).**

**General Attorney, Employment & Labor Law Division, Office of the General Counsel, U.S. Department of Commerce, Washington, D.C. (August 1994–July 1997).** Extensive litigation experience on behalf of federal agency, including motions, discovery, and hearings practice. Received

General Counsel's Award for Exceptional Performance and Significant Legal Contributions in the Office of Assistant General Counsel for Administration (1995).

**Litigation Associate, Weinberg and Green, LLC, Baltimore, MD (August 1992–July 1994).**  
Supported large firm's litigation practice in city, county, state and federal courts located in Maryland.

**Judicial Law Clerk to the Honorable Diana Motz, Maryland Court of Special Appeals, Baltimore, MD (July 1991–July 1992).**

### **OTHER INSTITUTIONAL AFFILIATIONS AND VOLUNTEER EXPERIENCE**

Proprietor, Portsmouth Athenaeum (2022-present)

Board of Directors, Star Island Corporation, Portsmouth, NH (2016-2022)

Finance Committee, Star Island Corporation, Portsmouth, NH (2014-2020)

Girl Scouts of America, Overseas Council (Cairo, Egypt) (2006-2009); Volunteer of the Year (2007-08).

### **ILLUSTRATIVE PUBLICATIONS**

*Eight Ways for Women Entrepreneurs to Overcome Roadblocks to Success*, DT Global blog. DT Global: Washington, D.C. June 16, 2022.

*Narrowing the Global Digital Divides: How Lawyers Can Help*, The Comparative Jurist. William & Mary School of Law: Williamsburg, VA. July 2021.

*Supporting Women's Economic Empowerment and Gender Equality Through Trade*, USAID/Banyan Global: Washington, D.C. April 2021.

*"Women in Transportation" Initiative Models the Link Between Data and Women's Economic Empowerment Across APEC*. Professional Services Council: Washington, D.C. April 12, 2019.

*APEC Women in STEM: A Framework for Dialogue, Learning, and Action*, US-APEC Technical Assistance to Advance Regional Integration: Washington, D.C. February 2017. (*Lead author*).

*Integrating Gender Equality and Women's Economic Empowerment into Trade Capacity-Building Programs in the Middle East and Asia: Representative Issues, Approaches, and Examples*. USAID-Asia Bureau: Washington, D.C. November 2015. (*Lead author*).

*Women in Transportation Data Framework and Best Practices*. US-APEC Technical Assistance to Advance Regional Integration: Washington, D.C. October 2015; updated compendium, October 2017; video, October 2018. (*Lead author*).

*Women and the Economy Dashboard, Introduction and Analysis*. US-APEC Technical Assistance to Advance Regional Integration: Washington, D.C. November 2014. (*Lead author*).

*Women's Economic Participation in Chile: Achieving APEC's Goals for Gender Equality*. APEC Technical Assistance Facility: Washington, D.C. November 2013 & *Women's Economic Participation in Papua New Guinea: Achieving APEC's Goals for Gender Equality*. APEC Technical Assistance Facility: Washington, D.C. November 2013. (*Lead author*).

*Training for the world of work: A value-chain approach*. Developing Alternatives. DAI: Washington, D.C. September 2012.

*Cross-border trade in East African countries: Shared issues and priorities for reform.* USAID/Booz Allen Hamilton: Washington, D.C. June 2009.

*Evaluation of the Justice Sector Reform Activity – Kosovo.* USAID/ARD/Checchi and Company Consulting: Washington, D.C. 2006. (Co-author).

*Out of the Gray: Building the Case and the Conditions for Enterprises to Join the Formal Economy in Central America,* 12 *Southwestern J. of Law and Trade in the Americas* 329-372 (2006).

*Trade, Labor, Law and Development: Opportunities and Challenges for Mexican Labor Arising from the North American Free Trade Agreement.* 22 *Brooklyn J. Int'l L.* 361 (1996).

## REPRESENTATIVE PRESENTATIONS

“Navigating the Valley of Death,” panel discussion on pitfalls facing women entrepreneurs in developing economies, Women Innovators and Leaders Network (WILD) virtual Global Leadership Development Forum (May 18, 2022) (presenter and facilitator).

“SME preparedness for the Digital Economy,” USAID training for mission staff (E-Commerce and Trade Facilitation for Economic Development) (Arlington, Virginia, February 18, 2020).

“The Systems Analytic Framework for the Digital Economy,” APEC Committee on Trade and Investment, *Digital Trade Dialogue* (Santiago, Chile, March 2, 2019).

“Building Awareness, Nurturing Skills, and Closing the Confidence Gap: How to Help Young Women Grow and Thrive in the Transportation Sector,” Global Youth Economic Opportunities Summit (Silver Spring, Maryland, September 27, 2018).

“Highlights from the Research: Simplified Requirements for Registration of a Company in APEC,” US-APEC Technical Assistance to Advance Regional Integration, *Workshop on One-Stop Shops* (Port Moresby, PNG, August 11, 2018).

“Introducing the Systems Analytic Framework for the Digital Economy,” Coalition of Services Industries, *Roundtable Discussion on USAID Digital Economy Best Practices Assessment Tool for Developing Countries* (Washington, D.C., June 12, 2018).

“Strengthening Opportunities for Women in Nontraditional Sectors: Applying Theory to Practice,” SEEP Women’s Economic Empowerment Global Learning Forum (Bangkok, Thailand, May 25, 2017).

“APEC Women in STEM: A Walk through the Research,” APEC Policy Partnership on Women and the Economy (PPWE) Forum, *Women in STEM: A Framework for Dialogue, Learning, and Action* (Lima, Peru, October 2, 2016).

“Introducing APEC Women in STEM,” APEC Policy Partnership on Women and the Economy (PPWE) Workshop, APEC Women in STEM: Expanding Innovation and Opportunity by Strengthening the Participation of Women in Science, Technology, Engineering, and Math (Lima, Peru, June 29, 2016).

“Women’s Economic Empowerment: Tools for Setting Priorities and Implementing Reform,” *Equality and Autonomy in the Exercise of Women’s Economic Rights*, Inter-American Commission on Women, Organization of American States (Lima, Peru, May 24, 2016).

“Examining the Progress and Gaps in Women’s Economic Participation and Gender Parity in Asia” (panel), *Womenomics in Asia*, U.S. Chamber of Commerce/Asia Society Policy Institute (Washington, D.C., May 20, 2016).

“Careers in International Development,” Sanford School of Public Policy, Duke University (March 23, 2016).

“Women’s Economic Empowerment.” U.S. State Department-sponsored Lower Mekong Initiative, Gender Equality and Women’s Empowerment Dialogue (New York, NY, March 16, 2016) (“expert discussant”).

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