

This letter is a formal recommendation for Karima Holmes for Director of the Office of Unified Communications (OUC). I worked with Director Holmes for four years, from 2017 to 2021. As former General Counsel, I can attest to her character and ethics. Karima always engaged in thoughtful fact finding and analysis and had the courage to make tough decisions. Those decisions often required consideration of many factors, including legal and ethical considerations. She always made clear she placed the highest value on those factors, which made working with her enjoyable. She has exceptional management skills, fostering an environment of professionalism for all employees. She has a proven track record for success, which I attribute to her integrity, her ability to lead, and equally important, her ability to listen.

Dionne Hayes, Esq.
Former OUC General Counsel