

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Aboud	Monica	Natural Resources	x1112	
Abrams	Andrew	Personnel	x1724	
Abramson	Karin	Personnel	x1672	1219
Adams	Marti	Operations-LR	x7081	
Adler	Karen	Production	x1755	
Akiyama	Emmy	Justice	x1238	1094
Alderson	Rhodes	Scheduling	x7119	
Allen	Janet	Personnel	x1649	1252
Altemus	Michele	Personnel	x1701	1252
Altes	Steve	Constituency Outreach	x1360	
Altman	Roger	Economic Policy	x1182	1099M
Altman	Stuart	Health Policy	x1850	1258
Amontree	Tom	Political	x7022	
Anderson	Carl	MIS-Computers	x7047	416
Anderson	Eric	Correspondence	x1814	
Andress	Collier	Communications	x7006	408
Ansbacher	Charles	Education/Labor/Humanities	x1115	1091
Aponte	Mari	Government Operations		
Apostolidis	Paul	Congressional Relations	x1734	1202
Appel	Peter	Transportation	x1948	
Aronson	Michael	Economic Policy	x1148	1099H
Athridge	Mary	Space/Science/Technology	x1944	
Atkinson	Leslie	Health Policy	x1215	1259
Aultz	Andrew	Technology	x7010	415
Bacharach	Jacki	Transportation	x1953	
Bacon	Brenda	HHS-Deputy Dir.	x1919	1084
Baker	Beverly	Scheduling	x7152	
Baker	Jim	Space/Science/Technology	x1904	
Bankowski	Liz	Econ. Cluster Deputy	x1116	1099
Bannister	Hayward	Personnel	x1615	
Barnett	Pam	Office of Transition Counsel	x1099	1058
Baron	Frederick	Justice	x1276	1061
Barrett	Frank	Personnel	x1621	1227
Barth	Jeffrey	Economic Policy	x1197	
Bartley	Anne	Office of Mrs. Clinton	x1401	1009
Batt	Mary Lou	Economic Policy	x1197	
Bauer	Gayle	Office of Mrs. Gore	x1514	
Beatrice	Jeffrey	Justice	x1836	1094
Bechtel	Carol	EBA-Information Center	x1278	1060
Beckel	Heather	Communications	x7601	508
Ben-Ami	Jeremy	Domestic Policy	x1469	1160A
Benavides	Bert	Political	x7661	
Benavides	Vida	Political	x7648	
Bender	Susan	Labor	x1114	1085
Bennett	Matt	Justice	x1221	1092
Berg	Joel	Domestic Policy	x1495	
Berger	Mitchell W.	Veterans Admin.	x1668	1231

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Berger	Sandy	EBA (National Security)	x1196	1099F
Berger	Sandy	Foreign Policy	x7005	409
Biechman	John	HHS&H	x1919	
Bilsky	Mark	Operations	x1646	1213
Blanchard	Janet	Personnel	x1642	1211
Bondurant	Amy	Personnel	x1626	1227
Boorstin	Bob	Communications	x7006	408
Bowen	Cheryl	Office of the Chairman	x1009	
Bowen	Jerry	Political-Veterans	x7650	
Bower	Gayle	Press/Communications	x1514	1146
Bowles	Erskine	Economic Conf.	x7671	417
Bowyer	Liz	Domestic Policy	x1486	1160A
Boxer	Doug	Confirmation	x1779	912
Bradeen	JoAnn	Correspondance/Mail Room	x1294	911
Brady	Don	Economic Policy	x1197	1099D
Brandenburg	Bert	Domestic Policy	x1482	1160A
Brandon	Alexandra	Executive Offices	x1068	1024
Branson	Cherri	Personnel	x1709	
Broadnax	Dr. Walter	Government Operations	x1275	1064
Brock	John		x7075	
Brof	Julie	Personnel	x1666	
Brophy	Susan	Congressional Relations	x1100	1185
Brouillard	Denise	HHS&H	x1919	
Brown	Alvin	Transition Personnel	x1629	1220
Brown	Annie	Office of the Deputy Director	x1014	1028
Brown	Bari	Operations	x1340	1108
Brown	Michele	Office of the Deputy Director	x1043	1038A
Bueno	Edgar	Office of Transition Counsel	x1050	1039
Buhlman	Ann	Personnel	x1600	
Burchard	Karen	Personnel	x1665	1218
Burke	Thomas	Operations	x1606	1214
Burpoe	Gene	Mail Operations	x1291	911
Burton	Bill	Transition	x7667	517
Burton	Mike	Justice	x1238	1094
Burton	Angela	Personnel	x1874	
Bury	Craig	Budget Policy	x1550	1239
Bushman	Gabrielle	Office of Transition Counsel	x1054	1043
Butler	Cynthia	Justice	x1239	1096
Buzzell	Amy	Budget Policy	x1565	1241
Byers	Carl	Scheduling	x7128	
Cabe	Gloria	Domestic Policy	x1472	1160A
Cahill	Ann	Personnel	x1621	1222
Callanan	Fran	Personnel	x1611	1237
Calvo	Cecilia	Personnel	x1742	1205C
Cameron	Rosalie	Volunteer Operations	x1335	1189D
Campbell	Doug	EBA (Economics/International Trade)	x1116	1099S
Campbell	Todd	Office of Transition Counsel	x1625	1221

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Cantrill	Mora	Production	x1757	
Caputo	Lisa	HRC	x7150	
Carey	Paul	Personnel	x1509	1236
Carey	John	Personnel	x1874	
Carnes	Kelly	Correspondence	x1817	
Carpenter	Margaret	EBA (National Security)	x1623	1096B
Carr	Simon	Constituency Outreach	x1447	1169
Carrington	Gilbert	Economic Policy	x1197	
Carter	Barry	Economic Policy	x1181	1099N
Carver	Holly	Scheduling & Advance	x1526	1143
Cashin	Sheryll	Office of Transition Counsel	x1077	1049
Casstevens	Kay	Congressional Relations	x1100	1180
Castaldi	Mimi	Personnel	x1762	
Caudill	George	Personnel	x1871	
Cavendish	Sara	Personnel	x1873	
Cerda	Clarissa	Operations	x1311	1199A
Cerda	Jose	Domestic Policy	x1489	1160A
Chaloupek	Jeff	Mail Operations	x1291	911
Chamberlain	Kim	Transportation	x1942	
Chambers	Letitia	Budget Policy	x1550	1238
Chang	Jennifer	Personnel	x1831	
Chapman	Heidi	Domestic Policy	x7656	
Chapman	Jerome	Office of Transition Counsel	x1063	1054
Chapman	Mike	Foreign Policy	x7005	
Chitester	Ken	Press	x7181	
Chitre	Nanda	Volunteer Operations	x1372	1197
Christensen	Aimee	Natural Resources	x1112	
Christopher	Warren	Transition	x7171	
Christopherson	Gary	Personnel	x1663	1200
Clark	Jim		x7019	
Clarkson	Shirley	Personnel	x1635	1217
Cleland	Max	Vet. Affairs-Deputy	x1919	
Coates	Kelly	Communications	x1505	1156
Cocco	Darlene	Production	x1760	
Coen	Michael	Political	x7660	
Cogdell	Patti	Press	x7175	
Cohen	Alan	Budget Policy	x1550	1245
Cohen	Jim	Domestic Policy	x1487	1160A
Cohen	Jonathan	Personnel	x1709	1203
Cohen	Mike	Domestic Policy	x1481	1160A
Cohen	Steve	Press	x7158	
Cohn	Alan	Gore Staff	x7071	
Colburn	Ken	EBA (Government Operations)	x1252	1081
Colclasure	Angela	Travel	x7160	
Cole	Johnnetta	EBA (Education & Labor)	x1219	1090
Colon	Gilbert	Personnel	x1644	1205C
Cons	Margaret	Domestic Policy	x1400	

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Cook	Toni	Space/Science/Technology	x1916	
Cooper	Sally	Transportation	x1942	
Coppie	Corner	Budget Policy	x1550	1244
Corboy	Annie	EBA-Exec. Asst.	x1267	1076
Corley	Walter	Personnel	x1732	
Cornelius	Catherine	Travel	x7161	
Corrales	Martha	Personnel	x1621	
Costle	Doug	Natural Resources	x1112	1072
Cothran	Martha	Switchboard	x7632	
Cotton	Rick	HHS&H	x1919	
Coudill	George	Personnel	x1870	
Courtney	Angela	Press	x7153	
Coven	Phyllis	Personnel	x1869	
Covner	Sarah	Transition	x1217	1088
Cox	Virginia	Scheduling & Advance	x1528	1143
Coyle	Deborah	Transition	x7610	510
Craighead	Bernard	Transportation	x1950	
Craighead	Kelly	HRC	x7173	
Croft	Caroline	Transition Staffing	x1306	1117
Cruise	David	Government Operations	x1251	1082
Crumley	Amanda	Communications	x7601	508
Cuomo	Andrew	HUD-Deputy	x1919	1085
Currie-Mitchell	Betty	Transition	x7171	515
Curry	Diana	Public Outreach	x7147	509
Curtis	Emily	Switchboard	x7632	
Cutler	Lynn	Intergovernmental Relations	x1432	1162
Cutter	W Bowman	Econ. Cluster Deputy	x1116	1099
d'Hermillon	Claude	EBA (National Security)	x1196	1099F
Dagher	Pete	Political	x7643	
Daniels	Phyllis		x7142	
Danowitz	Jane	EBA	x1279	1059
Danzig	Richard	State/NSC	x1658	
Darby	Brooke	Foreign Policy	x7005	
Darr	Carol	Office of Transition Counsel	x1061	1052
Darragh	Sean	EBA (National Security)	x1211	1099B
Darragh	Sean	Foreign Policy	x7005	
Daughtry	Leah		x1101	
Davidson	Nestor	Confirmation	x1781	912
Davidson	David	Correspondence/Mail Operations	x1293	909
Davis	Howlie	Office of the Chairman	x1028	1024
Davis	Tim	Confirmation	x1761	912
Davlin	Ann	EBA (National Security)	x1282	1092
Day	James	Scheduling & Advance	x1541	1145
Deal	Elise	Confirmation	x1761	912
Daaver	Amanda	Office of Mrs. Clinton	x1037	1007
DeBusk	Amanda	Economic Policy	x1146	1099N
Decourcy	David	Natural Resources	x1112	

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Deegan	Paul	Economic Policy	x1750	1099G
deLeon	Sylvia	Transportation	x1942	905
Defia	Bernie	Personnel	x1738	1228
Dickey	Robyn	Administration	x7043	415
DiGiacobbe	Marilyn	Office of the Deputy Director	x1065	1030
Dill	John	Budget Policy	x1550	1239
Dillon	Jim	Economic Policy	x1197	
Dinkin	Steve	Operations	x1323	1104
Dinwiddie	Jacquelyn	EBA (National Security)	x1224	1096B
Dixon	Chris	Scheduling	x7167	
Dixon	Ben	Government Operations	x1277	1062
Dolores	Murray	Mail Operations	x1291	911
Donahue	Mary Beth	Office of Mrs. Gore	x1529	1144
Donilon	Tom	Office of Transition Counsel	x1052	1041
Dorman	Hattie	Office of the Deputy Director	x1021	1038
Dorval	Chris	Political	x7680	
Dowling	Nick	Personnel	x1684	
Downey	Tom	HHS-Coordinator	x1919	1099
Doyle	Clare	HHS&H	x1919	
Dozier	Fan	Travel	x7162	
Dozier	Fan	Travel	x1524	
Draper	Amanda	Switchboard	x7632	
Drew	Josh	Office of Transition Counsel	x1053	1042
Duckett	Greg	HHS&H	x1919	
Dunaway	Tiffany	Accounting	x7048	413
Duncan	Charles	Intergovernmental Relations	x1431	1162
Dunham	Cathy	Personnel	x1200	1662
Echaveste	Maria	Personnel	x1511	1223
Echohawk	John	Natural Resources	x1112	1069
Edelman	Peter	EBA (Justice)	x1118	1097
Edelstein	Steve	Health Policy	x1850	1274
Edley	Chris	Economic Policy	x1195	1099H
Edwards	Anne	Scheduling/Press	x7123	
Efron	Lanie	Economic Policy	x1197	
Ehrman	Sara	Constituency Outreach	x1361	1176
Eisenberg	Martha	Operations/Transition Staffing	x1322	1103
Eisenhauer	Tom	Communications	x1518	1146
Eller	Jeff	Press	x7122	
Elliott	Anne	Economic Cluster	x1116	1099
Emerson	John	Economic Conf.	x7671	417
English	Steve	Press/Communications	x1510	1146
Enright	Janice	Transition	x7101	
Ertel	Ned	Transportation	x1952	
Fallon	Mark	Natural Resources	x1112	1071
Farrell	Frank	Operations	x1674	1211
Farricker	Frank	Scheduling	x1531	
Farrow	Jeff	Domestic Policy	x1492	

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Fasion	Kim	Scheduling	x7125	
Fay	Toni	Government Operations	x1251	1082
Feder	Judith	Health Policy	x1850	1264
Feder	Judith	Health Policy	x7037	404
Feldblum	Chai	Justice	x1103	1060
Filush	Lynn	Press	x1884	
Fine	Debbie	Constituency Outreach	x1363	1177
Fine	Liz	Office of Transition Counsel	x1985	1046
Fleming	Patsy	Transition	x1217	1088
Flournoy	Tina	Personnel	x1731	1205A
Footlik	Jay	Personnel	x1636	1252
Ford	Dietra	EBA (Government Operations)	x1252	1083
Ford	Harold	Justice	x1238	1094
Foreman	Carol-Tucker	Personnel	x1618	
Fowles	Jinette	HHS&H	x1919	907D
Frank	David	Transportation	x1953	
Frankel	Harley	Personnel	x1631	1201
Franklin	Jody	Intergovernmental Relations	x1428	
Frederick	David	Office of Transition Counsel	x1053	1042
Fried	Bruce	Health Policy	x1850	1262
Friedkin	Dawn	Scheduling	x7170	
From	Al	Domestic Policy	x1450	1175E
Fry	Patrick	Operations/Budget	x1374	1199B
Fry	Tom		x1820	1276
Fuchs	Amanda	Personnel	x1819	
Fuerth	Leon	EBA (National Security)	x1196	1099E
Gaby	Keith	Press/Communications	x1504	1157
Gaines	Jeremy	Press	x7184	
Gaither	Elizabeth	Switchboard	x7632	
Gallagher	Chris	Economic Cluster	x1116	1099
Gannon	Richard	Personnel	x1716	1203
Gardner	Page	Constituency Outreach	x1404	
Garrahan	Paul	Economic Cluster	x1116	1099
Garrett	Oleta	Political	x7024	
Gawande	Atul	Health Policy	x1850	1263
Gayton	Gary	Transportation	x1953	
Gearan	Mark	Office of the Deputy Director	x1014	1026
Geller	William	Personnel	x1675	
Gerchick	Mark	EBA (Management)	x1268	1075
Gianzero	Gina	Economic Policy	x1197	
Gibble	Ernie	Press	x7617	
Gibbs	Geoffrey	Office of Transition Counsel	x1873	1203
Giere	John	Economic Conference	x7672	
Giffin	Gordon	Personnel	x1660	1227
Gill	Michael	Gore Staff	x7145	510
Gillespie	Chris	Economic Policy	x1128	1099
Gilliam	Arlene	Labor	x1114	1085

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Ginsberg	Gary	Office of Transition Counsel	x1056	1046
Ginsberg	Mark	EBA (National Security)	x1196	1099A
Gire	Cindy	Press/Communications	x1500	1150
Giske	Ali	Personnel	x1603	1236
Gist	Harold	Political	x7020	410
Glynn	Mary Ellen	Press/Communications	x1521	1146
Gober	Herschel	Vet. Affairs-Dep.	x1919	
Goldberg	David	Justice	x1238	1094
Goldberg	Debby	Economic Policy	x1125	1099K
Goldfarb	Jessica	Office of Vice President-Elect	x1458	
Goldner	Lynn	HHS	x1114	
Goldner	Dov	HHS&H	x1919	
Goodwin	Ray	Correspondence/Mail Operations	x1293	911
Gordon	Mark	HHS&H	x1919	
Gordon	Robert	Domestic Policy	x1474	1160A
Gordon	Robert	Policy	x7016	
Gore	Tipper	Office of Mrs. Gore	x1008	1018
Gorman	Matt	Finance	x1608	
Gorski	Stan	Telecommunications	x1605	1235
Goss	Judy	Economic Conf.	x7671	417
Gotbaum	Joshua	Economics Cluster	x1233	1099R
Gotbaum	Sarah	Education/Labor/Humanities	x1867	1204A
Goulding	Paul	Government Operations	x1213	1084
Goux	Carrie	Office of the Vice President-Elect	x1446	1187
Graue	Rick	Office of the Deputy Director	x1029	1022
Gray	Grace	Finance	x7619	402
Green	Ernest	Labor	x1114	1085
Greenberg	Stan	Political	x7036	510
Greenstein	Bob	Budget Policy	x1550	1245
Grice	Douglas	Personnel	x1646	
Griffin	Chad	Press	x7175	
Gross	Don	EBA-National Security	x1281	1099A
Grote	Sara	HRC	x7105	
Grumbly	Tom	Natural Resources	x1112	1074
Guard	4th Floor	Security-LR	x7053	
Guard	4th floor	Security-LR	x7041	
Guard	5th Floor	Security-LR	x7180	
Guerra	Gabriel	State/NSC	x1839	
Guettel	Alec	Personnel	x1844	
Gurrola	John	AGJ Correspondence	x1805	1292
Hadash	Stacey	Economic Policy	x7635	
Hale	Marcia	Office of the Deputy Director	x1019	1035
Haley	Maria	Personnel	x1882	
Hall	Ira	Government Operations	x1104	1062
Halter	Bill	Economic Cluster Policy	x1116	1099
Hamilton	Nadine	Volunteer Operations	x1334	1189
Hamilton	Robert	EBA (Management)	x1150	1079

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Hamm	Peter	Intergovernmental Relations	x1420	1164
Hancox	Karen	Congressional Relations	x1351	1184
Handal	Janet	Political	x7095	
Handford	Bart	Scheduling	x7125	
Hanlin	Kirk	Advance	x7103	
Hargis	Jill	EBA	x1272	1067
Harkins	Ann	Budget Policy	x1550	1241
Harlan	Josh	Personnel	x1603	1236
Harris	Seth	Economic Policy	x1142	1099L
Harris	Susan	Transition Staffing	x1303	1120
Hart	John	Transition	x7132	516
Hatsis	Ann	Personnel	x1833	
Hattoy	Bob	Constituency Outreach	x1403	1168
Hayes	Charlotte	Health Policy	x1850	1262
Heenan	Christine	Economic Policy	x1179	1099O
Henderson	Keith	Personnel	x1709	
Henderson	Eric		x1814	1276
Hendrickson	Tom	Economic Cluster	x1116	
Henning	Madge	Office of Mrs. Clinton	x1037	1007
Herman	Alexis	Office of the Deputy Director	x1015	1031
Hernandez	Richard	Transportation	x1940	
Hessenius	Kristin	Space/Science/Technology	x1901	
Higgins	Steve	Constituency Outreach	x1365	1176
Hillman	Jennifer	Econ. Cluster Deputy	x1116	1099
Hinton	Karen	Correspondence/Gifts	x1815	909
Hoffman	Alan	Office of Mrs. Clinton	x1422	1010
Hogan	Patrick	Political	x7075	
Holland	Elaine	Operations	x1308	1115
Holland	Tom	Budget	x7038	414
Holliday	Gayle	Transportation	x1949	
Holmberg	Connie	Office of Mrs. Gore	x1072	1006
Holton	Dwight	Office of the Deputy Director	x1014	1027
Horn	Steve		x1828	1276
Horsley	John	Transportation	x1951	
Hudnall	Sandy	Correspondence	x1848	1276
Hundt	Reed	Economic Policy	x1200	1099I
Hundt	Reed	Gore Staff	x7145	
Hunker	Mark	Operations	x1338	
Hunt	Michele	Government Operations		
Hunt	Robin	Government Operations	x1251	1082
Hussey	Bob	EBA-Government Oper.	x1251	1082
Hutchins	Glenn	Economic Policy	x1143	1099P
Hutto	David	Technology/Telecommunications	x1798	
Hyde	Al	Government Operations	x1251	1082
Hyland	Chris	Political	x7666	
Ibarra	Mickey	Political	x7025	
Ickes	Harold	Transition	x7101	505

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Inadomi	Beth	Space/Science/Technology	x1901	
Inadomi	Lee Ann	Confirmation	x1768	912
Ionata	Maria	Space/Science/Technology	x1915	
Irvin	Pat	State/NSC	x1224	
Isaacson	John	Economic Policy	x1197	
Jackson	Sarah	Energy Cluster	x1732	1201
Jackson	Tony	Executive Offices	x1023	1037
Jacobson	Iris	Personnel	x1679	
Jamieson	Paul	Policy	x7016	Mail
Janenda	Tom	Economic Policy	x1138	1099
Jarin	Ken	Labor	x1114	1086
Jayne	Ed	Government Operations	x1251	1082
Jennings	Chris	Health Policy	x1850	1262
Jennings	James	Correspondence	254-1923	
Jensen	Jim	Space/Science/Technology	x1944	
Johnson	Andrea	Space/Science/Technology	x1901	
Johnson	Gloria	Confirmation	x1761	912
Johnson	Martha	Personnel	x1200	1696
Johnston	Betsy	Scheduling	x7118	
Jones	Mike	Advance	x1530	
Jordan	Harold	EBA-Management	x1184	1072
Jordan	Vernon	Office of the Chairman	x1009	1019
Julius	Jerry	Budget Policy	x1550	1244
Jurado	Kathy	HHS	x1919	
Kailian	Aram	Personnel	x1677	
Kalil	Tom	Policy	x7014	
Kantor	Mickey	Transition	x7610	517
Kaplan	Steve	Transportation	x1946	
Kaplan	Dina	Personnel	x1609	
Kaplan	Jon	Personnel	x1872	
Katz	David	Intergovernmental Relations	x1428	
Katz	Ruth	Health Policy	x1850	1265
Kaufman	Doug	Office of Transition Counsel	x1119	1055
Kearney	Janis	Press	x7153	
Kearney	Jude	Justice	x1118	1096
Kelley	Judith	Travel	x7163	
Kelly	Chris	Domestic Policy	x1480	1160A
Kelly	Erin	Office of Transition Counsel	x1060	1051
Kenefick	Paul	Domestic Policy	x1471	1108
Kerr	Michael	Transportation	x1945	
Kessler	Alan	Personnel	x1637	1203
Khan	Amed	Technology/Telecommunications	x1604	1235
Kinkopf	Neil	HHS&H	x1919	
Kirby	Ben	Mail	x7057	
Kirby	Craig	Government Operations	x1154	1081
Kirchner	Holli	Mail Operations	x1291	911
Kissel	Sharon	EBA-Information Center	x1102	1060

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Klain	Ron	General Counsel	x1057	
Klein	Rob	Space/Science/Technology	x1909	
Knight	Peter	Personnel	x1630	1219
Kogan	Richard	Budget Policy	x1550	1242
Koh	Barbara	Economic Policy	x1197	1099G
Kohlenberger	Jim	Office of Vice President-Elect	x1437	
Kohlmoos	Jim	Personnel	x1733	
Kovner	David	Budget Policy	x1569	1242
Krause	Bill	MIS-Computers	x7055	416
Kravitz	Joyce	Press	x7175	
Kroger	John	Domestic Policy	x1449	1161A
Krumholtz	Jack	Personnel	x1626	1227
Kutzer	Michael	Mail Operations		911
LaChance	Jan	Government Operations	x1251	1082
Lachin	Linda	Production	x1757	
Ladwig	Alan	Space/Science/Technology	x1908	
Lambert	Gilda	Government Operations	x1105	1064
Lane	David	Econ. Cluster	x1116	1099
Lardner	Helen	EBA	x1184	1072
Larkin	Annette	Constituency Outreach	x1364	1176
LaRussa	Bob	Economic Policy	x1145	10990
Laughlin	Keith	Office of the Vice President-Elect	x1454	1187
Lauring	Jackie	Domestic Policy	x1453	1160A
LaVelle	Avis	Office of the Chairman	x1074	1024
LaVoy	Diane	EBA (National Security)	x1656	1096B
Lawing	Jacque	Office of the Vice President-Elect	x1433	1194
Lawler	Gregory	Transportation	x1948	
Lawrence	Dana	Operations	x7156	513
Leach	David	Space/Science/Technology	x1915	
Leavy	David	Press	x7175	
Lebow	Cindy	Budget Policy	x1550	1245
Lee	Matthew	Press	x7068	
Lee	Simon	National Security	x1652	1234
Leff	Dana	Executive Offices	x1721	1001
Leiberman	Unice	Congressional Rel.	x1351	1184
Leites	Justin	Correspondence	x1813	1285
Lerner	Rick	Personnel	x1608	1201
Leslie	Gregg	MIS-Computers	x1681	1211
Leslie	Mary	Economic Conf.	x1706	
Lester	Patrick	Domestic Policy	x1473	1160A
Levingston	Kirsten	Personnel	x1872	
Levy	Abby	EBA-Government Operations	x1697	
Lewin	Jim	Government Operations	x1206	1084
Lewis	Anne	Health Policy	x1850	1262
Lewis	Cynthia	Intergovernmental Relations	x1438	1163
Li	Gordon	Personnel	x1726	
Lieberman	Unice	Congressional Relations	x1351	1184

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Lin	Chris	Office of the Deputy Director	x1015	1031
Lindsey	Bruce	BC-Staff	x7667	517
Loftus	Allison	Intergovernmental Relations	x1428	
London	Eric	Office of Transition Counsel	x1059	1050
London	Nancy	Education/Labor/Humanities	x1791	
Long	Melanie	Congressional Relations	x1100	1184
Long	Tim	Space/Science/Technology	x1901	
Lowe	Diane	Domestic Policy	x1484	1160A
Lux	Mike	Constituency Outreach	x1073	1167
Luzzatto	Anne	Transition Staffing	x1307	1116
Lyle	Elizabeth	Office of Transition Counsel	x1059	1050
Lyons	Ann	Congressional Relations	x1463	1173
Lyons	James	Forest Summit Office	x1720	1247
Lyons	Jim	Legal	x7144	
Madden	Mary	Domestic Policy	x1467	1160A
Maddin	Leslie	Personnel	X1612	1225
Maddox	Lisa	Switchboard	x7632	
Magaziner	Ira	Economic Policy	x1144	1099O
Mahaffie	Lynn	Budget Policy	x1572	1245
Mahaffie	Matt	Operations	x1300	
Malik	Neil	Personnel	x1809	
Mancini	Sandy	Economic Policy	x1197	1099D
Marcus	Charles	Press	x7114	
Margherio	Lynn	Economic Policy	x1179	1099O
Markus	Kent	Constituency Outreach	x1434	1169
Marshall	Thurgood	Justice	x1223	1094
Martin	Joanne	Hostess	x7638	
Martin	Roger	Policy	x7013	
Martinez	Liz	Personnel	x1667	1216
Mathews	Sylvia	Economic Policy	x1141	1099K
Mathiason	David	Budget Policy	x1550	1244
Mathis	Pat	EBA-Coordinator	x1153	1080
Matsui	Doris	Executive Offices	x1022	1036
McAnaney	Kevin	HHS&H	x1919	
McCann	Susan	Personnel	x1832	
McCarthy	Patrick	Space/Science/Technology	x1901	
McClenaghan	Liza	EBA (National Security)	x1123	1099C
McFadden	Nancy	Confirmation	x1508	912
McKey	Mary	EBA (Management)	x1186	1076
McKiernan	Kathy	Press	x7141	
McLarty	Mack	Office of the Chief of Staff	x7686	512
McLean	Caroline	Technology/Telecommunications	x1605	1235
McMullin	Tish		x1816	
McNay	Susan	Gore Staff	x7145	
McNeil	Judy	Switchboard	x7632	
McReynolds	Allen	Correspondence	x1811	
McShane	Michael	Space/Science/Technology	x1901	

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Menakar	Howard	Government Operations	x1251	1082
Menn	Buddy	HHS&H	x1919	
Merkowitz	Jeff	Transition Staffing	x1318	1109
Meyer	Paul	Economic Conf.	x7671	417
Meyers	Chris	Domestic Policy	x1483	1160A
Michel	Kyle	Office of the Vice President-Elect	x1460	1171
Middleton	Mark	Finance	x7164	402
Miller	Arnie	EBA (National Security)	x1285	1096B
Miller	David	Transportation	x1944	
Miller	Jennifer	Office of Transition Counsel	x1057	1047
Miller	Matthew	Personnel	x1650	1225
Miller	Paul	Constituency Outreach	x1624	
Mills	Cheryl	Legal	x7607	514
Moffett	Julia	Scheduling	x7125	
Monahan	John	Domestic Policy	x1452	1160A
Montgomery	Cheryl	Office of the Vice President-Elect	x1459	1171
Montgomery	Murray	Transportation	x1941	
Moody	Jim	Budget Policy	x1550	1240
Moore	Kiki	Press	x1516	1150
Moore	Linda	Domestic Policy	x1424	1175D
Moore	Matt	Budget	x7641	414
Moore	Renee	Education/Labor/Humanities	x1919	
Moore	Michael	Advance	x1530	
Morgan	Pat	Correspondence	x1810	1288
Morton	Mikel	Education/Labor/Humanities	x1115	1091
Mottur	Ellis	Constituency Outreach	x1355	1177
Mueller	Melissa	Justice	x1118	1096
Murphy	Patrick	Political	x7142	
Murray	Dolores	Mail Operations	x1291	911
Murray	Jock	Mail Operations	x1291	911
Murray	Justin	Mail Operations	x1291	911
Myer	Sam	Advance	x7125	
Myers	Dee Dee	Press	x7175	
Nash	Bob	Transition Personnel	x1629	1220
Navarro	Arthur	EBA(Government Operations)	x1251	1082
Necheles	Peter	Personnel	x1058	
Neel	Roy	Gore Staff	x7145	
Nelson	Bob	Political	x7018	
Nelson	Mike	Office of the Vice President-Elect	x1491	1172
Nelson	Mike	Space/Science/Technology	x1901	
Nelson	Sue	Budget Policy	x1559	1243
Nelson	Holly	Confirmation	x1734	912
Neuwirth	Stephen	Justice	x1222	1093
Nicholas	Stephan	Personnel	x1646	1213
Nightingale	Liz	Domestic Policy	x1415	1175
Nishikawa	Wendy	Executive Offices	x1022	1037
Nolet	Stephen	Executive Offices	x1070	1028

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Nord	Caroleen	Transition	x7132	
Northcut	Tricia	Arkansas Affairs	x7046	
Nuechterlein	Jeff	Personnel	x1627	1226
Nussbaum	Bernard	EBA (Justice)	x1118	109B
O'Connor	Jennifer	Political	x7023	
O'Connor	Kelley	Mail Operations	x7057	
O'Donnell	Tom	Economic Policy	x1197	1099P
O'Neill	Cassie	Operations	x1309	1114
Oberdorfer	John	Transportation	x1941	
Oberman	Jeffrey	Transportation	x1937	
Ochanas	Hilbert	Labor	x1114	1086
Ochi	Rose	Justice	x1237	1094
Odum	Joel	Constituency Outreach	x1447	1169
Offerman	Douglas	Economic Conference	x7671	
Oliver	Andre	Personnel	x1662	
Ollison	Diane	Switchboard	x7632	
Olson	Molly	Natural Resources	x1112	1073
Olson	Leslie	Operations/Housing	x1312	1199C
Orthwein	Bill	Natural Resources	x1112	1071
Owen	Don	Press	x7165	
Palmer	Steve	Space/Science/Technology	x1901	
Panfeld	Mike	Mail Operations	x1291	911
Pappas	Peter	Office of Transition Counsel	x1058	1049
Parker	Chris	Technology	x7637	
Parker	Max	Press	x7120	
Parrish	Lynn	Operations	x1333	1199C
Paster	Howard	Confirmation	x1734	912
Patton	Elise	Budget Policy	x1550	1244
Payne	Eric	Policy	x7037	
Payne	Julia	Communications	x1519	1146
Peña	Federico	EBA (Transportation)	x1937	1099Z
Pearson	Pat	Personnel	x1663	1218
Peck	Robert	Economic Policy	x1197	1099K
Pegram	Marian	Operations	x1024	1034
Peisner	Teri	Office of Transition Counsel	x1060	1051
Perritt	Henry	Space/Science/Technology	x1915	
Perryman	Lavonia	Communications	x1505	1156
Peters	Daren	Arkansas Affairs	x7020	410
Peterson	Polly	Operations/Housing	x1312	1199C
Petricone	Michael	Constituency Outreach	x1447	1169
Pfaff	Rick	Personnel	x1684	1209
Pianalto	Antonella	Personnel	x1612	1225
Piercy	Jan	Personnel	x1672	1215
Pigeon	Steve	EBA-Production	x1756	904
Pirky	Julia	Justice	x1221	1092
Poe	Tony	Correspondence	x7057	Mail
Pokaski	Joann	Office of Transition Counsel	x1054	1043

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Pollard	Jacqui	Education/Labor/Humanities	x1227	1089
Pomerance	Rafe	Natural Resources	x1112	1075
Porter	Mark	EBA (Management)	x1186	1076
Powers	Kirsten	Budget Policy	x1566	1243
Powers	Tripp	Economic Conf.	x7671	417
Prager	Nancy	Intergovernmental Relations	x1428	
Primus	Wendell	Budget Policy	x1550	1243
Prince	Jonathan	Political	x7655	
Prunty	Meeghan		x7674	
Pugh	Margaret	Policy	x7656	
Punke	Michael	EBA (National Security)	x1164	1099
Quinn	Jack	Legal	x7145	
Quinn	Jack	Office of Transition Counsel	x1120	1057
Rabinowitz	Steve	Press	x7616	
Raines	Frank	EBA (Econ./International Trade)	x1116	1099R
Ralston	Ted	Budget Policy	x1567	1246
Ransom	Suzanne	Switchboard	x7632	
Rathbone	Lynda	Correspondence	x1801	
Ratliff	Ryan	Press	x7154	
Ravaschiere	Vince	HHS&H	x1919	
Reasoner	Houck	Mail Operations	x7057	
Reed	Bruce	Domestic Policy	x1450	1175A
Reich	Robert	Economic Policy	x1162	1099K
Reich	Robert	Economic Policy	x7045	407
Reusing	Andrea	HHS&H	x1919	
Rice	Julie	Correspondence	x1812	1286
Richards	Chuck	Constituency Outreach	x1356	1176
Richards	Chuck	Constituency Outreach	x7075	
Richards	Mathew		x7633	
Richardson	Peggy	Office of Mrs. Clinton	x1402	1009
Ride	Dr. Sally	Space/Science/Technology	x1901	
Riley	Richard	Personnel	x1600	1218
Riordan	Matthew	AGJ Correspondence	x1805	1292
Roach	Catherine	Operations/Housing	x1312	1199C
Robinette	Annette	LR-Reception	x7053	
Rogovin	John	Transition	x7130	513
Romash	Marla	Communications/Press	x1515	1151
Romo	Peter	Transportation	x1951	1099X
Ronnel	Steve	Personnel	x1864	1208
Rogue	Marguerita	Personnel	x1736	1205C
Rosenberg	Simon	Political	x7659	
Rosenbloom	David	Government Operations	x1251	1082
Rosenblum	Jay	Economic Policy	x1197	
Rosenthal	Steve	Labor	x1114	1086
Ross	Tina	Budget Policy	x1550	1244
Rosselli	Glen	Economic Policy	x1139	10990
Rossi	Diane	Personnel	x1645	1211

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Roth	Kathy	Foreign Policy/Scheduling	x7005	
Rothfeld	Charles	Office of Transition Counsel	x1059	1050
Rotunno	Linda	Arts&Humanities	x1241	1091
Ruano	Araceli	Personnel	x1619	1223
Rubin	Nancy	Economic Conf.	x7671	417
Rudolph	Carol	Operations/Housing	x1312	1199C
Rushing	Glenn	Political	x7020	410
Russell	Matt	Executive Offices	x1787	
Rutherford	Skip	Office of the Chief of Staff	x7686	510
Sachs	Jeff	HHS	x1919	1086
Sale	Debra	Education/Labor/Humanities	x1225	1091
Sallet	Jonathan	Office of Vice President-Elect	x1448	1099
Salmon	Mary Anne	Arkansas Affairs	x7046	
Sanders	Dixie	Accounting	x7078	413
Sandoval	Marcy	Constituency Outreach	x1359	1177
Saranovich	Michele	Natural Resources	x1112	1074
Satasel	Sara	Personnel	x1200	1664
Saul	Richard	Press/Communications	x1500	1150
Schiff	Dr. Drew	HHS&H	x1919	
Schiffer	Bob	Policy	x7019	
Schmertz	Ida	Personnel	x1633	
Schmitt	Mary Anne	Education/Labor/Humanities	x1115	1089
Schneider	Pauline	EBA	x1270	1070
Schneider	Roger	Operations	x1646	1213
Schreiberg	Susan	Operations/Housing	x1312	1199C
Schulhof	Mark	Transition	x7131	513
Schuneman	Mary	HRC	x7155	
Schwartz	Mitchell	Political	x7658	
Scott	Ceandra	Political	x7075	506
Scott	Marsha	Economic Conference	x7007	
Seaton	Jaimie	Operations	x1327	1113
Seba	Sondra	Transition	x7667	517
Segal	Eli	Finance	x7156	514
Segal	Laura	Personnel	x1630	1219
Seidman	Betsy	Government Operations	x1206	1082
Seidman	Ricki	Communications	x7006	408
Sexton	Brian	Personnel	x1873	
Shackleford	Lottie	Intergovernmental Relations	x1438	1163
Shackleford	Lottie	Political	x7142	
Shapiro	Robert	Economic Policy	x1200	1099I
Shearer	Brooke	Office of Mrs. Clinton	x1035	1008
Shearer	Derek	Economic Policy	x1178	1099L
Sheinkman	Kay	Correspondence	x1807	1276
Sheorn	Doug	Personnel	x1738	1228
Sheridan	Brian	National Security/Personnel	x1655	
Shiffer	Bob		x7019	
Shimberg	Janet	HRC	x7134	

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Shorenstein	Stuart	Space/Science/Technology	x1913	
Shorris	Tony	Transportation	x1939	
Shtasel	Sana	Personnel	x1664	
Siegel	Peter	Budget	x1310	1199B
Sierra-Zorita	Gretchen	Domestic Policy	x1479	1160A
Silberberg	Alan	Natural Resources	x1112	
Silver	Jonathan	Economic Cluster		
Silverman	Josh	HRC	x7150	
Silverman	Steve	Office of Transition Counsel	x1055	1045
Simchak	Matt	Government Operations		
Simmens	Lance	EBA(Government Operations)	x1692	1082
Simmens	Lance	Government Operations	x1250	1082
Simmons	Michael	EBA/National Security	x1280	1099B
Simms	Larry	Budget Policy	x1550	1242
Simon	Greg	Office of the Vice President-Elect	x1455	1186
Simpson	Bob	Health Policy	x7037	
Skinner	Wayne	Transition	x7603	
Slater	Rodney	Political	x7667	
Sliter	Tom	Budget	x1550	1240
Smith	Craig	Political	x7072	411
Smith	Douglas	Natural Resources	x1112	
Smith	J. Clay	Space/Science/Technology	x1914	
Smith	Jennifer	Health Care Policy	x1862	1160A
Smith	Karen	EBA (National Security)	x1196	1099D
Smith	Marianna	Constituency Outreach	x1464	1176
Smith	Matt	Press	x7165	502
Smith	Pamela	Switchboard	x7632	
Smoot	Julianna	Economic Policy	x1197	1099G
Snyderman	Rosalyn	Press	x7175	
Socolow	David	Natural Resources	x1112	1071
Soderberg	Nancy	Foreign Policy	x7005	409
Sohn	Adam	Domestic Policy	x1470	1160A
Solien	Stephanie	Intergovernmental Relations	x1420	1164
Solis	Patti	HRC	x7105	
Solomon	Jason	Policy	x7015	
Spalter	Jonathan	State/NSC	x1840	1234
Spencer	Elizabeth	Transition	x7686	
Sperling	Gene	Policy	x7656	407
Speth	Gus	Natural Resources-Coordinator	x1112	1077
Spinelli	Larry	HHS-Press	x1919	
Spining	Laura	Gore Staff	x7145	610
Squire	Amy	Personnel	x1689	1204B
Stafford	Barbara	Transportation	x1949	
Stanzione	Janine	Office of the Deputy Director	x1014	1028
Stauber	Karl	Personnel	x1868	
Stein	Rob	Office of the Deputy Director	x1024	1034
Steiner	Josh	Economic Policy	x1126	1099M

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Stelley	John	Justice	x1118	1094
Stephanopoulos	George	Communications	x7601	
Stodgehill	LaBrenda	Economic Policy	x1197	1099D
Stolaroff	Betsy	Economic Policy	x1197	1099D
Strack	Barbara	Office of Transition Counsel	x1062	1053
Stratton	Chris	Correspondence	x1293	
Strauss	Richard	Press	x7665	
Streett	Stephanie	Scheduling	x7109	
Strickland	Stan	Constituency Outreach	x1366	1177
Strother	Daniella	Personnel	x1866	1228
Stucke	Dorothy	Correspondence	x1810	1017
Suchanek	Leonard	Government Operations	x1251	1082
Sudbay	Karen	Office of the Deputy Director	x1014	1025
Sullivan	Karen	Political	x7634	
Sullivan	Mary Anne	Office of Transition Counsel	x1080	1055
Sullivan	Paul	Political	x7124	
Summers	Connie	Transportation	x1942	905
Summers	Larry	Economic Policy	x1147	1099M
Summerville	Sarah	Personnel	x1670	
Sutley	Nancy	Budget Policy	x1550	1244
Swift	Van	EBA	x1109	1070
Tapia	Isabelle	Scheduling	x7640	
Tarver	Joe	Office of the Deputy Director	x1014	1029
Taylor	Dean		x7639	
Taylor	Karen		x7121	
Telson	Mike	Budget Policy	x1550	1243
Templeton	Donna	Justice	x1835	1096
Thomas	Marti	Budget Policy	x1574	1242
Thomasases	Susan	Scheduling	x7125	
Thompson	Brian	Personnel	x1866	1228
Thompson	Sally	Economic Policy	x1197	1099G
Thornell	Joan	Government Operations	x1249	1082
Thornton	Leslie	Personnel	x1871	
Thorpe	Ken	Health Policy	x1850	1259
Thurm	Kevin	EBA -Internal Management	x1107	1067
Tilden	Kevin	Political	x7651	
Toback	Paul	Operations	x7608	
Tovar	Jamie	Natural Resources	x1112	1069
Towber	Wendy	Economic Conference	x7671	
Trapasso	Jody	Personnel	x1824	1267A
Trevelyan	Stuart	Confirmation	x1778	912
Tuchman	Tom	Forest Summit Office	x1720	1247
Tucker	David	Mail Operations	x1291	911
Tucker	Janine	Mail Operations	x1295	911
Turbow	Mille	Switchboard		
Tyson	Laura	Economic Policy	x1177	1099P
Ucelli	Loretta	Confirmation	x1761	912
Ulrich	Chris	Office of Vice President-Elect	x1458	

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Uribe	Ernesto	Production	x1756	1072
Vandenburgh	Mike	Office of Transition Counsel	x1055	1045
Verveer	Melanne	Office of Mrs. Clinton	x1423	1008
Villareal	Jose	Political	x7642	
Vincent	Kevin	Justice	x1118	1096
Vinson	Becky	Correspondence	x1861	1276
Wade	Nancy	Personnel	x1686	1208
Wagner	Carl	Econ. Cluster Deputy	x1116	1099
Waldman	Michael	Communications	x7066	
Waldron	Gerard	Space/Science/Technology	x1914	
Wales	Jane	State/NSC	x1657	
Walley	Anne	Scheduling	x7127	
Walters	Barry	Office of Transition Counsel	x1119	1058
Ward	Alisa	Press	x7176	
Ward	Nancy	Press	x7177	
Warnath	Steve	Domestic Policy	x1485	1160A
Watkins	David	Finance	x7039	
Watkins	David	Office of the Deputy Director	x1017	1001
Watkins	Dayton	Operations	x1313	1111A
Watson	Jane	Volunteer Operations	x1334	1189
Watson	Jeff	Political	x7011	
Watson	Jennifer	Transportation	x1943	
Webb	Ali	Press/Communications	x1503	1159
Weber	Phil	Economic Cluster	x1116	
Webster	Billy	Personnel	x1638	1216
Weinrib	Dan	Domestic Policy	x1400	1160
Weinstein	Paul	Domestic Policy	x1488	1160A
Weintraub	Jon	Budget Policy	x1550	1244
Weiss	Marina	Budget Policy	x1550	1245
Wellford	Harrison	Economic Policy	x1197	1099K
Welch	David	Correspondence/Mail Operations	x1293	911
Wentzel	Ted	Personnel	x1600	1201
Wessel	Michael	Economic Policy	x1176	1099Q
Westmoreland	Tim	Health Policy	x1850	1265
Whang	Judith	Health Policy	x1854	
Wheeler	Melinda	Operations/Housing	x1315	1199C
White	Collean	Executive Offices	x1012	1020
White	Linda	EBA (Government Operations)	x1692	1080
Whitney	Jim	Press	x1513	1146
Whittlesey	Judy	Office of Mrs. Gore	x1451	1006
Whouley	Michael	Personnel	x1621	1221
Wilcox	Caren	Economic Conf.	x7671	417
Wilhelm	David	Domestic Policy	x1400	1168A
Wilhelm	David	Political	x7075	
Wilkie	Carter	Communications	x1506	1155
Wilkins	Angela	Government Operations	x1248	1082
Williams	Barry	Economic Policy	x1197	1099K

LAST	FIRST	DEPARTMENT	EXT.	ROOM
Williams	David	Budget Policy	x1550	1240
Williams	Larry	Space/Science/Technology	x1917	
Williams	Maggie	HRC	x7150	
Williams	Maggie	Office of Mrs. Clinton	x1040	1010
Williams	Richard	Accounting	x7636	
Willis	Carol	Arkansas Affairs	x7020	410
Willis	Karin		x1455	1186
Wilson	Doug	Economic Conference	x7671	
Wilson	JoAnn	Executive Offices	x1025	1030
Windham	Pat	Space/Science/Technology	x1901	
Windhausen	John	Space/Science/Technology	x1916	
Winski	John	Natural Resources	x1112	1071
Wiss	Brad	EBA (National Security)	x1161	1099C
Woolsey	Sue	Budget Policy	x1550	1245
Woolsey	Sue	Space/Science/Technology		
Wright	Tim	EBA-HHS&H	x1919	
Wurtzel	Judy	Personnel	x1709	
Wyckoff	Dana	Executive Offices	x1000	1091
Yager	Marilyn	HHS&H	x1919	
Yanagi	Sharon	Personnel	x1053	
Yang	Jenny	EBA-Management	x1150	1079
Yates	Barbara	Accounting	x7049	
Yeager	Brooks	Natural Resources	x1112	1073
Yee	Melinda	Personnel	x1639	1233
Yim	Joan	Transportation	x1945	
Zises	Lynn	HHS&H	x1919	

TRANSITION

**DOMESTIC POLICY STAFF**

**Office of the Assistant Director**

Al From                    Linda Moore  
Bruce Reed

Administrative: Liz Nightingale

**Issue Areas**

**Campaign Finance Reform**

Elaine Kamarck  
Michael Waldman

**Children and Families**

Sarah Walzer  
Liz Bowyer  
Senior Advisors: Galston, Kamarck

**Crime & Justice**

Ron Klain  
Jose Cerda

**Education & Training**

Gloria Cabe  
Mike Cohen  
Chris Kelly, Patrick Lester  
Senior Advisor: Doug Ross

**Community Development**

Chris Edley  
Mary Madden  
Courtney Ward  
Senior Advisor: Wardell Townsend

**National Service**

Robert Gordon, Adam Sohn  
Joel Berg  
Senior Advisor: Bill Galston

**Reinventing Government**

John Kroger  
Paul Weinstein, Jim Cohen  
Chris Meyers  
Gretchen Sierra-Zoritz  
Senior Advisor: David Osborne

**Welfare**

Paul Offner  
Jeremy Ben-Ami, David Nather  
Senior Advisors: David Ellwood, Will Marshall

**Housing, Agriculture**

Jacque Lawing

**Civil Rights, Labor**

Bert Brandenburg

Senior Advisor: Wardell Townsend

**Executive Orders**

Steve Warnath, Diane Lowe, Margaret Cone, Peter Lockwood

Paul Kenefick, Michael Warren

**Regulatory Policy**

Ron Lewis

Rick Neustadt

**Insular Affairs**

Jeff Farrow

**Trouble Shooting**

Linda Moore

**Outreach**

John Monahan

**Receptionist**

Dan Weinrib

TRANSITION

## NATIONAL SERVICE

### 1. Eligibility

Allow three types of participants:

- Post-college: Anyone who has taken out either a subsidized or unsubsidized student loan.
- Pre-college: Any young person placed in an eligible program.
- Non-college: A high school diploma or GED should be required to "graduate" from the program, but not to enroll.

### 2. Types of Services

- Youth Corps: if certified to meet the standards of the National and Community Service Act.
- Non-Profits and Service Organizations: program provides stipends, placement, and training.
- Regular Jobs: Government sets criteria, employer pays costs, state/local govt and non-profits could provide placements.
- Public Service Entrepreneurs: A few talented young people may design their own placements.

### 3. Part-time service

- Should also be eligible, particularly for non-traditional older students.

### 4. Degree of Centralization

The National Service system should be decentralized, with important roles played by national non-profit organizations and state and local programs.

#### Federal level activities

- Establish broad policy directions and general standards for eligible programs.
- Administer the NSTF.
- Allocate (through agreed formulae) NSTF program slots to the states.
- Select key national and local programs and intermediaries for the remaining slots.
- Serve as a clearinghouse for service information and program evaluation.
- Disseminate the federal share of program-related costs.
- Backstop state fraud and abuse prevention with a strong Inspector General.
- Run a federal corps (size not yet determined).
- Establish an esprit de corps among thousands of local service programs.

#### State and local Activities

Each governor would:

- Designate a lead agency to receive federal funds.
- Certify programs as eligible for NSTF slots.
- Serve as the first line of defense against fraud and abuse.
- Preside over the formation of representative local national service councils, which would serve as principal agents for the recruitment and placement of volunteers.

## **5. Certification of Positions**

### **Policy Options**

- Central role for state governments
- Central role for federal government -- would designate all positions and facilitate the use of volunteers by national non-governmental organization
- Radical decentralizing option -- government would grant presumptive approval to all 501(c)(3) organizations and government agencies as potential employers.

## **6. What services would be performed?**

### **The following areas should qualify:**

- human service (including child care, health care, services for the elderly)
- education
- public safety
- the environment

### **Prohibited types of service should include:**

- religious activities (although nonsectarian service in religious organizations would be permitted)
- activities to promote or deter union organizing
- activities directly connected with partisan politics or advocacy groups.

## **7. How much will service be worth?**

### **Recommendation**

- Fixed amount: The National and Community Service Act gives full-time volunteers roughly \$5,000 in scholarship funds per year of service. Benefits should not be taxable.

### **Policy Options**

- Higher Fixed Amount: \$10,000.
- Percentage of total loan debt: Existing federal loan forgiveness programs forgive 15% in each of the first and second years of service, 20% in each of the third and fourth years, and 30% in the fifth year.

## **8. Will post-service benefits other than education/training/loan forgiveness be available?**

### **Recommendation**

- Provide training and internship vouchers payable to employers, down payments for first-time homebuyers, and seed capital to set up small businesses.

### **Policy Options**

- Restrict benefits to education and job training (including apprenticeships).

## **9. What benefits besides Opportunity Vouchers should be provided to participants?**

## **Policy Options**

- Provide no additional benefits.
- Offer stipends to facilitate broad participation, at least to subsistence levels.
- Provide health care benefits (\$1000/year).
- Forgive interest on outstanding education loans while serving (\$625/year).
- Provide child care assistance to custodial parents (an average of \$1250 per position/year).

### **10. Number of slots.**

## **Policy Options**

- 100,000 by the end of FY 1997.
- 250,000 by FY 1997 is probably the maximum achievable.

### **11. Allocating slots and matching them with participants.**

## **Policy Options**

- Allocate slots on a competitive basis.
- Select service-seekers meeting basic qualifications first-come, first-served -- or by lottery.
- Give students access to a national database of programs and employers with certified positions.

### **12. Preventing displacement of paid workers.**

- Incorporate the anti-displacement provisions of the National and Community Service Act.
- Make potential displacement of paid workers a primary consideration for loan forgiveness.

### **13. Other Key Service Programs**

## **Recommendation**

- The three Older American Volunteer programs administered by ACTION should be expanded, and intergenerational components incorporated into many youth-targeted programs.

## **Policy Option**

- Place up to 25,000 servers to help organize younger students in service activities.

### **14. Administering the Program**

## **Recommendations**

- Despite White House staff reductions, the Office of National Service must be kept and led by someone with the confidence of the President's the national service community.

- The lead national service agency should be one whose purpose is service itself, not an existing department with a mission other than service (such as the Education, Labor, or Defense).

### **Policy Options**

- Fold ACTION into the Commission on National and Community Service and give the Commission greater operational strength and Presidential control. The Commission could be a corporation along the lines of the original Nunn-McCurdy proposal or an agency.
- Loosely federate the two federal agencies that administer the major domestic service programs as "sister agencies."
- Fold the Commission into ACTION.
- Merge the two agencies into a single new agency.
- Scrap both agencies and create a new one.

## **15. Administering the NSTF.**

### **Recommendation**

- Administer Opportunity Voucher accounts within the lead service agency.

### **Policy Options**

- Administer income-contingent direct loans within the Department of Education.
- Let a competent intermediary like Sallie Mae develop an implementation plan.

## **THE NATIONAL SERVICE TRUST FUND**

### **1. Strategic Options**

#### **Recommendation**

- Make the new repayment options available to all borrowers, consolidate the current GSL programs and expand the direct loan pilot program authorized in the Higher Education Amendments of 1992.

#### **Policy Options**

- Scrap the existing program completely and make income-contingent repayment and national/community service cancellation available as part of a direct loan program.
- Consolidate the current GSL programs and make the new repayment options available to all borrowers.

### **2. The Income-Contingent Repayment Option**

#### **Recommendations**

- Collect payments through the existing tax system (as increased income tax withholding rather than a separate line item). The amounts can be reconciled with the borrower's income tax filing.
- Let borrowers choose income-contingent repayment (on slightly better terms), either at the time the loan is taken or upon graduation. Put previous defaulters on the income-contingent collection system.
- Avoid any significant cross-subsidy, where borrowers making high incomes after college subsidize those with lower income. Subsidize lower-income borrowers with default reduction (from IRS collection), and perhaps some savings from direct lending.
- Let new borrowers choose the national service or income-contingent repayment option. Those choosing income-contingent repayment on their new loans should be allowed to consolidate their old loans into the program.

### **Policy Options**

- Take some time in designing the payment formula to test it for unintended side effects and actuarial soundness.
- Consider an "adjusted amortization schedule," where borrowers with average income could pay their loans off over a reasonable period, such as 12 years. That rate might then be adjusted for borrowers whose income is significantly above or below the average.
- At the low end, a basic living allowance should be protected, and there should be a maximum percentage of the remaining income that can be taken for loan payment. Any remaining debt should be forgiven after 25 years.
- Think carefully about how much of a payment to demand of borrowers who have relatively low income after college.

### **3. Curbing Government Costs**

- Expand the Direct Loan Demonstration Program.
- Collect all loans on an income-contingent basis or switch all new borrowers to IRS collection in the case of default.
- Charge in-school borrowers interest while they are in school.
- Go to direct government lending.
- Eliminate the banks and guarantors, but retain Sallie Mae to acquire capital for the program and to help schools originate loans.
- Link guaranty agencies more closely with either the state or federal government, and use the guaranty agencies as conduits for direct federal loans or for Sallie Mae capital.

## **CIVIL RIGHTS**

### **ENDING THE AIDS IMMIGRATION BAN**

- Direct HHS to lift the bar on entry by foreign nationals with HIV.

### **IMPLEMENTING THE ADA**

- Appear in a Public Service Announcement.
- Change the name of DoJ's Public Access Section to the ADA Section.
- Fill five positions on the Architectural Transit Barriers Compliance Board with disabled people and experts.
- Increase the Technical Assistance and Enforcement Staff.

## **D.C. STATEHOOD**

### **Policy Options**

- Appoint a blue ribbon panel to investigate the Constitutionality of statehood legislation.

### **Policy Options**

- Support a constitutional amendment.
- Support the statehood bill.

## **GAY AND LESBIAN CIVIL RIGHTS**

- Ban discrimination within the federal government on the basis of sexual orientation, including
  - employment actions like recruiting, hiring, appointment, training, promotion, tenure and compensation
  - the provision of services and benefits by the government,
  - government contracts.
- Implement the ban by
  - authorizing the EEOC to publish guidelines implementing and enforcing the executive order
  - mandating that each agency develop a program for educating employees about the new guidelines
  - requiring the Department of Labor develop regulations enforcing the ban on discrimination in government contracts.

## **REPEALING THE GAG RULE**

- Temporarily suspend the gag rule and repeal it through normal rule-making procedures.
- Instruct HHS to publish the pre-1989 Title X regulations.

## **LIFTING THE IMPORT BAN ON RU-486**

### **Recommendations**

- Instruct the Director of the FDA to issue an interpretive rule rescinding import alert number 66-47.

- Approve imports of RU-486 for testing only.

## **REPEALING THE "MEXICO CITY" RULE**

- Repeal the Policy by Executive Action.

## **ALLOWING PRIVATELY-FUNDED ABORTIONS AT U.S. MILITARY BASES**

- Lift the Ban by Executive Action.

## **LIFTING THE BAN ON FEDERAL FUNDING FOR FETAL TISSUE TRANSPLANTATION RESEARCH**

- End the moratorium on federal support of research involving transplantation of fetal tissue obtained from elective abortions.
- Lift the ban before February 1 to insure that grant proposals can still be funded in 1993.

### **Ethical Restrictions**

- Require the woman to provide informed consent for the abortion and then the donation.
- Prohibit donors from reserving a fetus for any specified individual, and insure they have no knowledge of the identity of potential recipients.
- Require the woman's doctor to testify that
  - (1) the woman consented to the abortion and that the abortion procedures and timing were not altered to facilitate the transplant;
  - (2) the informed consent requirement was obeyed; and
  - (3) the woman is made aware of any medical risks involved and any interest the physician has in the research.
- Require the principal researcher to
  - (1) be aware that the tissue is human fetal tissue obtained from an abortion or stillbirth that was donated for research purposes
  - (2) so inform other researchers in the project, and
  - (3) require the donee to acknowledge such information in writing, and (4) have no part in any decision as to the abortion's timing or procedure.
- Insure that research complies with applicable state and local laws.
- Prohibit directed donations and interstate buying or selling of fetal tissue.

### **Policy Options -- Fetal tissue research bank**

- Abolish the bank.
- Use the bank as the first resort for researchers.
- Keep the bank to store fetal tissue from all types of abortions.

# **FOSTERING A "FAMILY-FRIENDLY" WORKPLACE**

## **1. The Bully Pulpit**

- Sign the Family and Medical Leave Act with a high-visibility ceremony and speech.
- At the State of the Union Address, highlight a struggling, two-career family and a single-parent family that need family-friendly workplaces.
- HRC and MEG could be constant advocates, visiting family-friendly businesses and chiding others that don't measure up.
- Encourage consumers to patronize family-friendly businesses.

## **2. Make the Federal Government More Family-Friendly**

- Direct all agencies to provide options like flex-time and mini-vacations, dependent-care plans, sick child-care, time off for teacher conferences, and greater home-based employment and telecommuting.
- Implement family friendly measures at the White House.

## **3. Legislation Costing Money**

- Expand Family and Medical Leave Coverage to employers with less than 50 employees.
- Provide Paid Leave in some instances -- family and medical leave, parent-teacher conferences, sick children, well-child care and alcohol and drug treatments.
- Provide tax breaks to family-friendly businesses.
- Favor family-friendly businesses in federal contracting.
- Provide health insurance to part-time, temporary and contingent workers and independent contractors. Provide respite care for workers taking care of the elderly.

## **4. Other Executive Action**

- Provide information to employers seeking to comply with the Family and Medical Leave Act.
- Use the courts a few times to prevent discrimination against people taking advantage of flexible schedules or other family-friendly policies.

# **FOSTERING WORKPLACE DEMOCRACY**

## **1. The Bully Pulpit:**

- The White House should explain new economic realities to American workers and managers, and routinely extol workplace democracy in public statements regarding the economy.
- The President and Cabinet officials should aggressively visit ESOP companies and single them out for special attention, and give "Worker Democracy Awards" like the Baldrige award.

- Administration officials could regularly visit business schools to promote workplace democracy.
- A "New Economic Summit" could invite workers (union and non-) and managers together in a national workshop to explore the benefits of worker democracy.
- On foreign trade missions, the President and his Cabinet could make a point of taking American managers and workers to firms that practice workplace democracy.

## **2. Federal Tools**

- Tax incentives.
- Reduce the prime interest rate to a minimal level (by discounting at the Federal Reserve Bank).
- Provide preferences in government contracts to firms which empower employees.

## **3. Employee Stock Ownership Plans**

### Executive Actions

- Appoint sympathetic figures in key agencies.
- Let Employees Vote Unallocated ESOP Stock in Publicly-Held Corporations.
- Reaffirm the Legality of "K-SOPs".
- Instruct the SBA to repeal regulations hindering ESOP growth.
- Fairly value ESOP equity in leveraged buy-outs.
- Assist existing Area Labor Management Councils (ALMCs).

### Revenue Neutral Legislation

- Grant preferences to ESOP companies seeking government contracts.
- Encourage legislation Allowing ESOPS in Subchapter S Companies.
- Require publicly-held companies with large ESOPs to give employee shareholders full voting rights and the right to name one director to the board.
- Require privately-held companies with large ESOPs to create advisory groups from all salary groups represented.
- Give takeover targets extra time to organize ESOP tender offers.
- Require corporations to spend half the amount of their Investment Tax Credits on ESOPs and other employee plans.

### Legislation Costing Money

- Lift the 25% ESOP contribution ceiling on lower-paid employees.
- Provide financial support for state and local programs.
- Decrease the threshold for lender deductions on loans to ESOPs if the ESOPs are broad-based.
- Waive 50% of capital gains taxes when publicly-traded corporations sell their subsidiaries to employees.
- Waive capital gains taxes when owners of closely-held corporations by sell stock to ESOPS.
- Preserve the tax deduction for executive pay in companies owned by broad-based ESOPs.
- Let ESOPs buy stock from decedent's estates by paying part of the federal estate taxes.
- Reverse an expected SEC ruling hindering ESOPs.

- Create an Espy-Style "Urban Enterprise Zone ESOP."
- Repeal the early penalty tax on pre-retirement ESOP distributions.

#### **4. Protecting Management-Employee "Action Committees"**

- Lobby the NLRB to protect worker management committees from outdated labor laws, and work to encourage legislation overturning the ruling.

## **REFORMING THE HATCH ACT**

### **Recommendation**

- Sign legislation reforming the Hatch Act in order to allow federal employees participate in political activity.

### **Policy Options**

- Allow federal employees to hold office in a political party but not in a political office.
- Limit the political activities of employees of BATF, CIA, DIA, DoJ, IRS, Merit Systems Protection Board, NSA, NSC, Office of Special Counsel, Secret Service and Customs Service.
- Prohibit employees from soliciting or receiving a political contribution.

## **COMMUNITY RIGHT-TO-KNOW MORE ACT**

### **Recommendations**

- Endorse most of the legislation, which would
  - add to the list of toxic chemicals releases and facilities which industry must reveal,
  - require reductions in toxic chemical use
  - assist businesses and require annual reports on how reductions will be achieved
  - require reporting for hazardous waste generators and set the goal of reducing hazardous byproduct generation by 50% in five years.

### **Policy Options**

- Offer grants to assist states and localities with compliance.

## **OSHA REFORM**

### **Recommendations:**

- Extend OSHA to federal, state and local employees.
- Strengthen standards so that requested inspections would be performed faster and for a broader class of dangers, and the Secretary of Labor could impose daily penalties for noncompliance. Criminal sanctions would be increased, and compliance deadlines would be speeded up.
- Increase worker protections so that employees would be guaranteed the right to refuse to work in dangerous conditions, participate in hearings and contest vague citations, and be notified when the Department of Labor changed OSHA regulations.
- Establish timetables to set new safety standards. The 1992 bill called for new standards for exposure to toxic and dangerous substances, monitoring and medical surveillance and ergonomic hazards.
- Increase OSHA Training and Education Programs.
- Strengthen Reporting and Record Keeping Requirements. DoL would be charged with identifying hazards, and factories would have to speedily report work-related illnesses and fatalities.
- Let victims make a statement before a citation is withdrawn.

### **Policy Options**

- Require the establishment of joint management-labor safety and health committees to oversee workplace safety. The requirement would apply to businesses with 11 or more workers. Require employers to develop safety and health programs including training for all workers.
- Set Standards for State Plans. State safety and health programs must be as effective as private sector programs. State employee rights and reporting programs must be as effective as federal standards. States must immediately investigate written complaints. Actions can be filed against state plans after a one year transition period.
- Enhance the National Institute for Occupational Safety and Health. Move it out of the Center for Disease Control and make it a separate agency. Notify workers at risk of developing occupational diseases, speed up hazard evaluation reports, research the causes of accidents further, and collect more data.

## **THE STRIKER REPLACEMENT BILL**

### **Recommendation**

- Sign the Senate version of the Act, with two amendments (both rejected in Congress):
  - Allow companies to hire permanent replacements in cases of labor violence or to protect public health or safety.
  - Require the NLRB to speed up rulings in cases involving permanent replacements.

### **Policy Options**

- Allow companies to hire permanent replacement workers after 8 weeks.
- Require unions to conduct secret ballots on strike motions, and require a 2/3 majority to begin

a strike.

- Require a 30-day waiting period and NLRB certification before a strike to begin for unions seeking protection from permanent replacements.

## ENDING WELFARE AS WE KNOW IT

### 1. Expand the EITC

- Increase the EITC by \$4 billion a year increase by 1996 to ensure that all working families of average size are out of poverty.

### 2. Crackdown on Deadbeat Parents

#### IRS Collection of Unpaid Support.

- Keep most enforcement activities at the state level, but ask child support agencies to report unpaid obligations to the IRS, to be collected through the tax system. Limit IRS intervention to interstate cases.

#### Other Child Support Reforms.

- Require states to report deadbeat parents to major credit agencies.
  - Create a national registry for states to find non-custodial parents who have moved away.
  - Set national guidelines to roughly harmonize child support from state to state.
  - Streamline the paternity process by determining paternity in hospitals, using a simple affidavit, and using the administrative process for contested cases.
  - Toughen enforcement of medical support, including a bar on self-insured companies refusing to cover non-custodial children of their employees.
  - Require all states to create central registries of all child support orders and a central mechanism for collecting and disbursing payments.
  - Require employers to report all new hires to the state child support agency.
  - Eliminate the current incentives system and fold its budget into the regular federal child support match, so that the federal government picks up 85 percent of administrative costs. Meanwhile, require states to spend their federal child support enforcement funds on child support enforcement, instead of using them to subsidize other programs.
- **Child Support Enforcement Assurance**
    - Conduct a series of demonstrations to see whether child support assurance works.
    - Measure how much our other initiatives improve child support enforcement.

### 3. Ending Welfare As We Know It.

#### Recommendations

- All AFDC recipients will be guaranteed up to two years of education and training, and all new AFDC cases will have to go to work after two years. (If the "graduate" then goes to a community service program, the state could limit this period to two years.)
- Sweeping welfare reform experiments would be funded in the handful of states most interested in reform.
- Within the next decade, all those on welfare who can work would be required to work.

## **Other Strategic Options**

### **Full Speed Ahead**

- Seek an immediate two-year limit on all AFDC benefits.
- Rapidly implement a nationwide work program for those who pass the limit.
- Require states to provide two years of education and training to all who need it
- Require states to rapidly phase in a work program that would apply to all AFDC recipients after two years, (subject most likely to current JOBS exemptions).

### **State-by-state phase-in**

- A modest transition to time-limited welfare, starting with ambitious experiments in a handful of states and gradually adding more states over time as we learn what works.

--Require a dozen reformist states to design policies that will reduce the fraction of recipients who receive welfare for more than 2 years by 25% without cutting benefits.

Give them considerable latitude to experiment and redirect existing funds so long as their plan clearly encourages work and independence.

Require them to design a system that can track recipients' participation in employment and training and determine who is employable. A comprehensive evaluation plan will have to accompany the state proposal.

Require participating states to adopt some form of time-limited cash assistance for those who can work. Some states could adopt CWEP, while others could try time-limited welfare followed by a public/private jobs program.

--Require all states to dramatically improve their child support enforcement system.

--Entice states to participate by offering a high federal match -- 90% or more -- eventually require all states to participate.

--In the meantime, enact other changes that will help reduce the welfare rolls and make work pay: an expanded EITC, tougher child support enforcement, national health care.

## **Other Design Issues**

- Let states decide whether to require participation (consider mandatory participation for teen mothers.) We also urge job search programs.
- Let states decide for themselves which kind of work program to use for those who remain on the rolls after two years -- Community Work Experience (CWEP); Public Service Employment; subsidized private sector employment; or some combination.
- Work with AFSCME and service organizations to identify the types of work that should qualify.
- Ask the national service local councils to find community service work for welfare recipients.
- Add the value of food stamps to the AFDC grant in computing hours of work (for mothers with children under six, the work obligation would still be 20 hours/week, as under current law).
- Require states to design more meaningful sanctions, probably as an automatic reduction in benefits rather than a sanction.
- Generally exempt mothers with children under 3, pregnant women in the last two trimesters of pregnancy, and several other smaller categories from JOBS participation. But only exempt mothers who have an additional child while on welfare until the child is one, and exempt teen parents as long as they are in school and are under the age of 20.
- Make the two year grace period a one-time benefit.
- Negotiate with the NGA & APWA to find a workable funding structure.

## **Other Empowerment Initiatives**

- Raise the AFDC asset limit to \$10,000 for assets retained for improving the education, training, or employability of family members, or for the purchase of a home or change of residence.
- Start an experiment in Individual Development Accounts to help the poor save, or a more conservative pilot project allowing welfare recipients penalized by going to work to keep some portion of their benefits in an escrow account for education or a first home.
- Reduce the marriage penalty by allowing mothers to keep some portion of their welfare benefits when they get married (but only for the two-year time limit).

## **COMMUNITY EMPOWERMENT**

### **1. COMMUNITY DEVELOPMENT BANKS (CDBs)**

#### **Structure**

- Create a National Community Development Trust -- an independent agency -- to:
  - establish and invest in a nation-wide network of CDBs and related community investment institutions, and
  - support them with technical and support assistant and a clearinghouse for a wide variety of management assistance information.
- Create a CDB Network consisting of relatively large, chartered community development banks supplemented by a broad array of smaller, less formal community lending institutions.
  - Make federal assistance available to the entire range of community development financial institutions (CDFIs).
  - Favor CDBs as the highest form of community development financial institution.
  - Let aid recipients choose their own CDFI model if the CDFI meets a community purpose and community involvement test.

#### **Selecting Network Participants**

#### **Recommendations**

- Require recipients of financial or technical assistance to be part of our national community development network.
- Membership would hinge on three principal qualifications.
  - A strong commitment to community development in a targeted area.
  - The CDFI's loans and investments would have to be directed at supporting community development, with more than 75% percent to targeted communities.
  - A deep and demonstrated commitment to the community and demonstrated ability to manage a CDFI.

#### **Policy Options**

Additional selection criteria could include:

- Leverage -- the number of nonfederal dollars in capital or other support relative to each federal dollar in support.
- Sustainability after expiration of government support.
- Need for federally-supported credit in defined service area.

- Expertise in technical assistance.

### **Capitalizing Network Members**

- The National Community Development Trust would help institutions accumulate or expand their start-up and operating capital.
- Let applicants choose the capitalization/financial assistance options that best fit their needs.
- The choice of one option wouldn't necessarily preclude the concurrent or future use of others.

#### **Options:**

- Federal matching grants for capital
- Grants for technical assistance and development services
- Direct loans and loan guarantees for technical assistance or capital projects
- Access/membership in the Federal Home Loan Bank System
- A tax credit for individuals or entities who invest in CDFIs
- Community Reinvestment Act (CRA) credit for banks which assist CDFIs

### **Providing Technical Support and an Information Clearinghouse**

- Direct the National Trust to establish an information clearinghouse to exchange information about community-development lending and management.
- Make some resources available to support feasibility studies, business-plan development, and application preparation.
- Hire a staff of consultants to work with community groups and banks to improve their operations and help develop community development and lending projects.
- Hire members of the Shore Bank and Elk Horn staff to run and staff the operation.

## **2. ENTERPRISE ZONES**

- Try enterprise zones on a large scale.
- Build on H.R. 11, with substantial improvements:
  - Create the same number of zones as H.R. 11 -- 25 rural, 25 urban.
  - Don't spend additional amounts on social programs in zones, as proposed in H.R. 11.
  - Adopt the business incentives in H.R. 11: an employer wage credit, increased Section 179 expensing, capital gains exclusion, capital gains deferral, ordinary loss treatment for certain property, and a deduction for purchases of enterprise zone stock.
  - Give each zone \$250 million in special employment tax credits for employers who give a job to a welfare recipient.

## **III. NATIONAL HOUSING EMPOWERMENT**

- Maintain current funding levels for the HOPE and HOME programs -- consider an expansion of current housing programs only if HUD gets back on track.
- Urge permanent extension of the Low Income Housing Tax Credit.
- Urge permanent extension of the Mortgage Revenue Bond program.
- Expand the Moving to Opportunities demonstration project to \$500 million.
- Direct an inter-agency task force to produce a federal homeless housing inventory in six months on an emergency basis.
- Transfer under-utilized federal housing stock to community groups to house the homeless. Four types of properties would be eligible:
  - properties with an appraised per-unit value below \$50,000
  - properties under federal control and unoccupied for more than one year
  - properties in low-income neighborhoods
  - properties previously used as low-income housing.
- The government would require no payment for transfer of the federal properties. Federal disposition program must include grant moneys to rehabilitate and repair transferred housing stock.

## CHILDREN AND FAMILIES

### 1. Children

- Encourage states to ensure child care quality and provide standards.
- Fund the Grants for Licensing and Monitoring Program
- Amend the regulations to enable states to charge different rates for different kinds of care.
- Fully fund Head Start to serve all eligible 3- and 4-year-olds. • Expand to full-day, full-year for as many children as possible.
- Begin working with the 0-3 population.
- Fully fund WIC by 1997.
- Establish a matching grant program to fund programs like HIPPIE and Parents As Teachers.
- Significantly increase children's access to immunizations.
- Use presidential leadership to highlight children's television and enforce the Children's Television Education Act.

### 2. Family

- Acknowledge federal responsibility for family policy.
- Develop a teenage pregnancy prevention campaign specially designed to reach young male and female teens
- Sign into law the Family and Medical Leave Act, and issue an executive order applying its provisions to White House employees and political appointees.
- Increase the personal exemption for children, targeting families with young children, equalizing the value across tax brackets, and providing a refundable alternative.
- Make the dependent care tax credit refundable, and phase it down at upper levels.
- Provide intensive services to families at risk to reduce the need for foster care and to support and strengthen families.
- Expand federal efforts to encourage adoption, particularly of special needs children.
- Develop the federal government as a model family friendly employer by increasing the availability of child care, part-time and flextime work, and telecommuting.

## **A NATIONAL CRIME STRATEGY**

### **1. 100,000 New Police Officers/Aid to Local Law Enforcement**

#### **100,000 New Police Officers**

- Put 100,000 more police officers on the street by the end of FY 1996.

#### **• Police Corps**

- Provide four year college scholarships of \$7,500 per year in exchange for four years as a police officer.
- Require students to undergo two summer training programs paid for by the program.
- At the outset provide "retroactive" scholarships: forgiving a student's debt up to the maximum amount in exchange for a prospective four year commitment to serve.
- Also provide funds for scholarships for existing police officers.
- Pay the employing police force a stipend of \$5,000 annually per Corps member hired.

#### **Military Personnel**

- Assist the transition to police work of individuals who are involuntarily separated or retire from military service.
- Give former servicemen credit toward retirement benefits as if they were still in the military.

#### **Laid-Off Police Officers**

- Help cities rehire the police officers who have been laid off.

#### **Federal Police**

- Redeploy approximately 800 federal agents to the streets from their current administrative and low-priority jobs in federal agencies.

#### **Aid to Local Law Enforcement/Community Policing**

- Increase the basic federal grant to state and local law enforcement from \$550 million to \$1 billion, in part to help cities develop community policing plans and to provide additional crime assistance to emergency crime areas.
- Rename the grant the Byrne/Gould grant, in honor of Ofc. James Gould, a slain policeman whose life could have been saved had the Brady Bill been law.

### **2. Stopping Gun Violence**

#### **The Brady Bill**

- Support the Mitchell-Kohl-Gore compromise text, which:

- Imposes a five business-day waiting period on commercial handgun sales, when law enforcement officials must make a "reasonable effort" to determine whether the purchaser is legally barred from owning a gun.
- Develops a National Felon Identification System for point-of-purchase background checks on purchasers.
- Funds the computerization of state and local record systems in order to complete the national system.

#### **A Ban on Semiautomatic Assault Weapons**

- Prohibit the possession and transfer of 13 named types of new semi-automatic assault weapons (and copies of them).
- Allow the Secretary of the Treasury to recommend to Congress that firearms be added to or removed from the list.
- Prohibit the future production, sale or possession of ammunition feeding devices holding more than 10 rounds.

#### **Enhancing Penalties for Gun Crimes**

- Increase the mandatory penalty from five to ten years for use of a semi-automatic firearm during the course of a drug-trafficking or violent felony
- Increase the penalties for possession of a firearm by persons with a previous conviction for a violent felony or serious drug offense.
- Increase the penalties for possession of a firearm by anyone with two previous convictions for violent felonies or serious drug offenses.

#### **An EO Banning Assault Pistols**

- Sign an Executive Order banning the importation of assault pistols.

#### **3. Boot Camps**

- Establish 10 boot camps in the Federal Bureau of Prisons, primarily for use by state prisoners, on closed military installations.
- Provide a highly regimented schedule of physical training, work, remedial education and substance abuse treatment.
- Incarcerate drug offenders under age 25 who have no serious prior conviction.
- Issue an Executive Order to immediately expand the number of boot camps for federal prisoners.

#### **4. Drug Treatment**

- Ensure that treatment for substance abuse is among the basic services offered by a national health insurance plan.
- Create a \$100 million pilot drug testing and treatment program -- sufficient to monitor 30,000 offenders arrested and placed on probation for drug crimes.

- Let states authorize needle exchange programs.
- Authorize interim methadone maintenance programs until a therapy slot becomes available.
- Start an aggressive school-based anti-drug program education and health program to reach addicted children (and involve sports stars).
- Explore promising new methods of treating drug abuse like aftercare programs and pharmacotherapies.

### **5. Safe Schools**

- Spend \$100 million in grants to local educational agencies for a broad range of anti-crime and safety measures including:
  - education programs for crime and drug prevention
  - in-school counseling programs for victims of crime
  - crime prevention equipment like metal detectors and video surveillance devices
  - prevention and reduction of gang-related activities.

### **6. Fighting Gangs**

- Authorize \$100 million for fiscal years 1994 to 1996 to support innovative local programs that combat juvenile gangs and drug-related crime and provide alternatives to youth gangs.
- Strengthen the penalties for using juveniles to distribute drugs near schools and playgrounds and for second offenders who commit illicit drug or felony offenses in association with a gang.
- Reward and highlight successful local initiatives with grants using the \$50 million in existing Bureau of Justice Assistance discretionary grants.
- Ask a few top NBA players to help set up a "midnight basketball" league throughout the country.

### **7. The Violence Against Women Act**

Support the Senate Judiciary's Committee version of the Violence Against Women Act, which would:

- Increase the sentences for rape, require mandatory restitution to victims, and extend the rape shield law to civil cases. Provide grants for increased policing, prosecutorial resources, and prevention in areas with high rates of sexual assaults.
- Require all states to recognize the validity of a spousal stay-away order issued in another state; create a federal crime for crossing state lines to violate a stay-away order; and target funds to support the prosecution of spouse abusers.
- Enact a federal hate crime and create a civil rights cause of action for violations of that right.
- Promote rape prevention on college campuses.
- Create training programs for judges to enhance awareness of violence against women.

### **8. The Federal Death Penalty**

- Support a federal death penalty law for 54 of the 56 offenses included in the House Crime Bill, not including non-homicidal offenses like treason or being a drug king-pin.
- Establish death penalty procedures based on those found in the Conference Crime Bill.

- Death only for persons 18 and older, and a ban on the execution of the retarded
- A requirement of an intent to kill for homicidal offenses
- Jury instructions to insure a rigorous understanding of the appropriateness of sentencing options -- with counsel standards for capital cases
- Limits to insure that the law applies equally on Indian reservations.
- Instead of supporting racial justice provisions,
  - Direct DoJ to study racial basis in state capital sentencing and recommend how to avoid racial disparity.
  - Implement rigid prosecutorial guidelines to avoid such disparities in a new, federal death penalty regime:
  - Issue an Executive Order to guard against racial discrimination in the implementation of the federal death penalty.

### **9. Habeas Corpus Reform**

- Propose a Presidential study commission to examine the habeas reform question, and offer answers within one year.

### **10. White Collar and Environmental Crime**

- Authorize additional FBI agents, Assistant U.S. Attorneys, and other investigators and prosecutors to step up federal investigation and prosecution of white collar crime, especially financial institution fraud (including restitution).
- Increase the penalties for health care fraud; assign new FBI agents, and create special task forces to detect, investigate, and prosecute these crimes (including restitution).
- Require corporations guilty of an environmental felony to pay for an "environmental compliance audit" to determine its compliance with federal environmental laws. Study current penalties for environmental crimes to see if they are severe enough.
- Sign an executive order on white collar crime that
  - creates Financial Crimes Task Forces in 25 cities
  - makes white collar crime prosecution a clear priority, and
  - addresses the need for rigorous enforcement of the environmental crimes laws.

### **11. Miscellaneous Proposals**

- Establish a national computerized database to check on the criminal histories of school teachers and day care workers.
- Establish a federal "Victims Bill of Rights" expanding restitution in federal sentencing and removing the "cap" on the fund that collects fines paid by offenders and distributes money to victims.
- Provide \$5 million in grants to states to aid the families of slain law enforcement officers.
- Allow the Attorney General to sue police departments for civil rights violations where he/she determines that there is a "pattern or practice" of police abuse in the community.
- Order a study of the "Police Officer Bill of Rights."

- Authorize \$50 million to combat rural crime by training rural police, targeting some drug treatment funds to rural communities and giving excess federal equipment to rural law enforcement agencies.
- Limit the export of "precursor chemicals" -- used to manufacture cocaine -- to Latin America and pass a minor reform provision needed to address technical problems in existing drug treatment grant programs.
- Add one year to the penalty for driving drunk when a child is a passenger in a car.
- Require local courts and jails to notify the IRS whenever someone pays \$10,000 or more in cash bail.
- Increase the penalties for crimes against persons who are 65 or older.

## **EDUCATION AND TRAINING**

### **1. Strengthen the National Education Goals Panel**

- Create a National Council on Professional and Technical Standards to
  - develop work-related and apprenticeship technical and professional standards.
  - develop a national exam system for both work-related and elementary and secondary education
  - be a forum for identifying and recommending ways of addressing the most significant barriers to achieving the national education goals.
- Have the President appoint the chair instead of the NGA.
- Expand the Panel to include Cabinet members (Secretaries of Labor, HHS and Education, Director of OMB), business leaders, and possibly education and labor leaders.

### **2. School Reform: The Education for America's Future Act**

- Press for a reform bill separate from the 1993 reauthorization of the Elementary and Secondary Education Act. The bill would:

#### **Create Standards and Testing**

- Endorse the national education goals and establish a National Education Goals Panel to develop elementary, secondary-level, professional and technical standards and assessments.

#### **Encourage School Reform**

- Give states an average of \$1 million to develop reform plans in the first year.
- Require states to submit grant proposals to an independent review group.
- Require each state plan to include benchmarks and timelines, including:
  - standards and assessment
  - curriculum, instruction, teacher preparation, licensure and continuing professional development
  - changes in governance, management, financing and accountability needed for a performance-based system
  - improved health and social services for students and families
  - strategies for involving parents and communities, including school choice
  - the transition from school to work or further postsecondary education and training
- Provide funds after the first year for subgrants for local planning and restructuring.
- Require state plans to specify how funds will be used to create and operate systems that help all students meet high standards.
- Where necessary, grant waivers for the state to implement its plan.
- Make grants for ten years.

- Increase the funding level for each state annually.
- Require states to provide increasing shares of matching funds.

#### **Level the Education Playing Field Through Reform**

- Support strategies which pull together services offered by schools, day care agencies and preschool programs, health and human service agencies, other municipal services and nonprofit organizations.
- Require plans to meet the requirements described above.
- Make substantial amounts of funds available over a ten year grant cycle to extend school time, coordinate health services, establish job placement centers, make streets safe, and provide educational services for adults.
- Require that neighborhoods develop the plan and hold them responsible for meeting their goals.
- Use funds for continuing professional development for teachers.

### **3. A National Youth Apprenticeship Program**

Introduce a bill creating a national apprenticeship program early in your term.

#### **Overview and Structure**

- Insure that all programs include certain minimum components:
  - a formal worksite training plan for structured work-based learning
  - a contract between student, parent, school and employer
  - a worksite mentor
  - integration of academic and vocational instruction both in school and at the worksite
  - paid work at levels that increase as students progress through the program
  - industry certification of skill mastery
  - career guidance and exploration for younger students
  - feeder programs and remediation of students to ensure broad access and continued participation
  - the active involvement of employers, schools, students, parents, unions, and community based organizations where appropriate, in planning, operating, supervising and setting standards and outcomes.
- Find an alternative name to describe the program.
- Create from 200,000 to 300,000 apprenticeship slots by 1996, and 1 million by 2000.
- Build on new or existing state and local programs.
- Challenge business groups to provide apprenticeships that hire high-school level employees.
- Require major federal contractors, where appropriate, to create apprenticeship slots.
- Create apprenticeship slots within the federal government.

#### **Creating Apprenticeship Standards**

- Establish a National Council for Professional and Technical Standards, which reports to the National Education Goals Panel.

- Make it a Congressionally-chartered non-profit eligible to receive appropriated funds from Congress, private foundations, individuals and corporations.
- Membership would include leading figures from post-secondary education, business, labor, government, secondary education, and advocacy groups.
- Direct the Council to establish broad performance standards and assessment for college-level Professional and Technical certificates and degrees in a limited number of broad occupational clusters.
- Direct the Council to determine the number and nature of the occupation areas, develop the standards, administer the assessment system, and continuously update the standards and examinations.

### **Developing the Program at the State and Local Level**

- Support states and localities as they develop and implement of youth apprenticeships programs.
  - Give states planning grants to:
    - identify occupation and industry areas appropriate for apprenticeship programs
    - identify communities which could start rapidly
    - plan for a five-year expansion of apprenticeship communities
    - begin building the necessary infrastructure of employer networks, state and local labor market information systems, and secondary/post-secondary articulation agreements.
  - Fund states which have already been working on apprenticeships and which can point the way for other states.
  - Provide implementation grants that include seed money for
    - employer organizations
    - curriculum and staff development
    - training of mentors in the workplace
    - development of assessments
    - start-up costs for prototype models
  - Do not use federal funds to subsidize youth employment, or to pay for secondary or post-secondary instructional programs.

### **Technical Assistance Programs**

- Establish technical assistance programs distributed through competitive grants to assist with curriculum and teacher development, credentials and assessment, and formation of employer consortia.
- Aim assistance at all parts of the system.

### **Research, Development and Evaluation**

- Establish an R&D program and an aggressive information clearinghouse, linked to the technical assistance program.

- Focus R&D on program design problems, the effort to monitor student outcomes, program costs, implementations strategies and barriers, curriculum design, approaches to work-based learning, and incentives and strategies for employer involvement.

#### **Program Leadership and Administration**

- Establish a National Apprenticeship Agency, combining the functions currently housed with the Assistant Secretaries for Employment and Training, Vocational Education and Higher Education.

#### **4. Reform of the Office of Educational Research and Improvement**

- Work intensively during the transition to develop a plan to reauthorize and reform OERI.

#### **5. Quality Workforce Development and Dislocated Worker Retraining**

##### **Creating Professional and Technical Standards**

- Establish a National Board for Professional and Technical Standards to
  - set broad national occupational performance standards
  - conduct research and evaluation
  - support the development of industry-specific standards through grants and technical assistance.
- Link federal training assistance to a program's ability to meet the standards.

##### **Workforce Education and Training System Planning Grants**

- Provide Planning Grants to stimulate the development of state education and training systems. The plans should include:
  - a statewide system labor market boards to coordinate all programs
  - alternative education, counseling, job experience and placement services for dropouts
  - coordination with state youth apprenticeship programs
  - school to work transition assistance for youth
  - second-chance programs for adults
  - programs for dislocated workers
  - assistance and referral services to help firms develop high performance work organizations
  - strategies to ensure that statewide programs lead to student certification
  - strategies for enriching existing co-op, tech prep and other training programs

##### **Workforce Education and Training System Implementation Grants**

- Let states with approved plans compete for 5-year implementation grants, with funding of (up to \$250 million) subject to annual review.
- Let states waive federal program requirements as necessary.
- Fund up to 15 states the first year of implementation grant funds and 15 a year thereafter.

### **Second Chance/Dropout Recovery Programs**

- Make federal grant money available for alternative programs for dropouts up to age 21.
- Make up to \$250 million available as a 25% match for state and local funds.
- Give priority to states that are implementing statewide workforce plans.

### **Dislocated Worker Assistance**

- Combine the patchwork of federal assistance into a universal program.
- Base grants based on the number of dislocated workers in states, regions, and industries.
- Eventually incorporate the program into the comprehensive education and training network established by the Quality Workforce Development Act.
- Spend about \$2 billion in FY 1994 and beyond (including \$1.25 billion in new spending).

### **Retraining for Dislocated Workers -- the Federal Effort**

- Give 1/3 of appropriated funds (about \$670 million) for a discretionary fund controlled by the Secretary of Labor, to be used to fund retraining and income-support grants for large-scale NAFTA and other dislocations and to pay federal administrative and oversight costs for the programs established by this act.
- Give 2/3 of appropriated funds to states under a formula based on the proportional number of total unemployed and dislocated workers.
  - States could keep 30-40 percent of the grant for a state dislocated worker unit, rapid response to dislocations, and to administer and coordinate local programs.
  - States would have to pass along the rest of the money to local grantees, which would serve as the largest set of direct service providers for workers.

### **Worker Eligibility Requirements**

- Make a broad range of workers eligible for assistance, as long as the worker's return to his or her previous industry is unlikely.

### **Streamlining Current Federal Dislocated Worker Assistance**

- Streamline and phase out existing federal dislocated worker programs.

## **6. FY 93 Chapter I Supplemental Appropriation**

- Make a supplemental appropriation of \$250 million for the Chapter 1 program of the Elementary and Secondary Education Act and in FY 94.

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### **APPENDIX 1 -- Principles for Re-authorization of Hawkins - Stafford:**

- Focus on outcomes and high standards for all.
- Focus on supporting systemic state and local reform.

- Target resources on the poorest schools.
- Establish School Accountability for performance and results.
- Build strong relationships with other service sectors which interact directly with schools.
- Meet soon with Reps. Kildee and Ford and Sens. Kennedy and Pell to work out a schedule.