

# WITHDRAWAL SHEET

## Clinton Library

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**Date:** 3/25/04

DOCUMENT NO. & TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. Memo	To McLarty, Lindsey, Gearan from Carol Rasco Re: AIDS Coordinator, 1p	4/15/93	P5, P6/B6
2. List	Re: AIDS Czar, 2p	nd	P5

**RESTRICTIONS**

**P1** National security classified information [(a)(1) of the PRA].  
**P2** Relating to appointment to Federal office [(a)(2) of the PRA].

**P3** Release would violate a Federal statute [(a)(3) of the PRA].  
**P4** Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA].  
**P5** Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA].  
**P6** Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA].

C. Closed in accordance with restrictions contained in donor's deed of gift.

**B1** National security classified information [(b) (1) of the FOIA].  
**B2** Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].  
**B3** Release would violate a Federal statute [(b)(3) of the FOIA].  
**B4** Release would disclose trade secrets or confidential commercial financial information [(b)(4) of the FOIA].  
**B6** Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA].  
**B7** Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA].  
**B8** Release would disclose information concerning the regulation of financial institutions [(b)(9) of the FOIA].  
**B9** Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

cc

THE WHITE HOUSE

WASHINGTON

TO: Mark Gearan  
FROM: Carol H. Rasco  
SUBJ: AIDS Czar  
DATE: April 19 1993

We learned that Lee Smith is on some remote island and the only way to reach him is by a fax number; his contact here in DC said two things about the number: (1) not very secure so we should be careful what we say and (2) might take several hours for it to be delivered to him.

I sent a fax Friday asking that he try to call me and gave him numerous numbers. I have not heard anything yet. However, from what the DC contact said, I question if he got the fax.

At this time Lee is scheduled into DC late Tuesday night. If I do not hear from him I can only suggest that I leave word with his contact that he call you or whomever you designate on Tuesday evening depending upon his time of arrival or on Wednesday and that you/whomever interview him then using the latest memo from David Watkins as the structural piece. Lee is currently scheduled to be in my office at 11 a.m. on Thursday.

Shall we talk? Advice?

THIS FORM MARKS THE FILE LOCATION OF ITEM NUMBER 1  
LISTED IN THE WITHDRAWAL SHEET AT THE FRONT OF THIS FOLDER.

**KRISTINE M. GEBBIE**  
RN, MN, FAAN

Department of Health  
1112 S.E. Quince MS: ET-21  
Olympia, WA 98504-7890  
(206) 753-5871

(202) 205-8660 office

P6/(b)(6)

P6/(b)(6)

**PRESENT POSITION**

Secretary  
Washington State Department of Health

4/28/93

Manual 4/11/93

**PRIOR POSITIONS**

- 1978-1989 Administrator, Oregon Health Division  
Assistant Director for Health.
- 1976-1978 Assistant Director, St. Louis University Hospitals, St. Louis, Missouri
- 1974-1976 Coordinator - Ambulatory Care, St. Louis University Hospitals (responsible for all outpatient clinics)
- 1972-1977 Project Director, USPHS Training Grant (to prepare nurse practitioners for practice in distributive settings)

**ACADEMIC CAREER**

- 1991-1991 Affiliate Associate Profess. Department of Health Services, University of Washington, School of Public Health and Community Medicine, Seattle Washington
- 1990-Present Clinical Assistant Professor, Department of Community Health Care Systems, University of Washington School of Nursing, Seattle, Washington
- 1980-Present Adjunct Associate Professor, Department of Psychiatric/Mental Health Nursing, School of Nursing, Oregon Health Sciences University, Portland, Oregon
- 1977-1978 Associate Clinical Professor, St. Louis University
- 1972-1977 Assistant Professor of Nursing, St. Louis University
- 1968-1971 Instructor and Lecturer, Community Mental Health Nursing, School of Nursing, University of California at Los Angeles

**EDUCATION**

- 1965 Bachelor of Science Nursing Degree, St. Olaf College, Minnesota
- 1968 Master of Nursing Degree, University of California School of Nursing, Los Angeles, California
- Current Dr. P.H. Candidate, FEW Doctoral Program in Health Policy, University of Michigan School of Public Health, Ann Arbor, Michigan

### PROFESSIONAL ACTIVITIES

- 1990-Present American Public Health Association  
Executive Board  
- Vice Chair, Executive Board
- 1983-1989 Program Development Board
- 1985-Present Association of State and Territorial Health Officials  
Member - HIV Committee
- 1985-1988 Chair - HIV Committee
- 1984-1985 President
- 1984-1987 Member - Executive Committee
- 1989-Present Chair, Centers for Disease Control Advisory Committee on the Prevention of HIV Infection
- 1991 Chair, Environment, Safety and Health Advisory Committee, US Department of Energy
- 1992 Member, Institute of Medicine
- 1991 Member, Secretary of Energy Advisory Board Task Force on Civilian Radioactive Waste Management, US Department of Energy
- 1991 Member, Comptroller General's Health Advisory Committee, US General Accounting Office
- 1990-Present Member, Advisory Committee for the Hanford Thyroid Disease Study, Centers for Disease Control
- 1989-Present Member, Editorial Board, Journal of Public Health Policy
- 1989-1990 Chair, US Department of Energy Secretarial Panel on the Evaluation of Epidemiologic Research Activities
- 1987-1988 Member, Presidential Commission on the Human Immunodeficiency Virus Epidemic
- 1987-1990 Member, AIDS Oversight Committee, Institute of Medicine
- 1983-1989 Board of Directors, Public Health Foundation

### HONORS

- 1979 Distinguished Alumna, St. Olaf College, Minnesota
- 1983 Oregon Chapter of American Society for Public Administration Award II
- 1987 Civil Liberties Award, American Civil Liberties Union of Oregon
- 1988 Arthur T. McCormack Award for Public Health, Association of State and Territorial Health Officials
- 1989 Distinguished Scholar, American Nurses Foundation
- 1990 Fellow, American Academy of Nursing
- 1991 Sigma Theta Tau International, Mary Tolle Wright Award for Excellence in Leadership

### MEMBERSHIPS

- American Public Health Association
- American Nurses Association
- Hastings Center
- North American Nursing Diagnosis Association
- Washington Public Health Association

### CIVIC GROUPS

- City Club of Seattle
- Lutheran Family Services of Oregon and SW Washington, Board of Directors, 1979-1985
- Oregon Psychoanalytic Foundation, Board of Directors, 1983-1987
- Synod Council, Oregon Synod of Evangelical Lutheran Church in America 1987-1989

### PUBLICATIONS

Deloughery, Grace W., and Gebbie, Kristine M., and Newman, Betty M. Consultation and Community Organization in Community Mental Health Nursing. The Williams and Wilkins Company, 1971.

Deloughery, Grace W., and Gebbie, Kristine M. Political Dynamics, Impact on Nurses and Nursing. St. Louis: C.V. Mosby Company, 1976.

Gebbie, Kristine M. "Impact of Outbacks: Alternative Futures in Public Health Nursing," Journal of Public Health Policy, Volume 7, Number 1, Spring, 1986

Gebbie, Kristine. "How to Develop Health Policy", Alaska Medicine, January, February 1988

Gebbie, Kristine. "AIDS and Government: Regulation of Sexual Behavior", UMKC Law Review, Winter 1989.

Gebbie, Kristine. "Legal issues", Oregon State Bar Bulletin, February/March 1989.

Gebbie, Kristine. "The Presidential Commission: What did it Do?" American Journal of Public Health, July 1989.

Lang, Norma M., and Gebbie, Kristine. "Nursing Taxonomy: NANDA and ANA Joint Venture Toward ICD-10CM." Classification of Nursing Diagnosis. J.B. Lippincott Company, 1989.

Schwartz, Jean E. and Gebbie, Kristine M. Creative Teaching in Clinical Nursing, Third Edition. St. Louis: C.V. Mosby Company, 1976.

Many Articles in professional journals in the fields of nursing and public health (a list is available on request).

**Pediatric AIDS Foundation**  
**FAX TRANSMISSION**

TO: Carol Rasco  
FAX#: 202-456 2878  
FROM: Elizabeth Glaser  
DATE: 3/2  
NUMBER OF PAGES (INCLUDING THIS PAGE) 2  
COMMENTS:

wanted you to see this —

look forward to seeing  
you

Elizabeth

IF THERE ARE ANY PROBLEMS, PLEASE CALL (310) 395-9051.

PAF'S FAX NUMBER IS (310) 395-5149.

- Pd. by HHS
- Housed NEOB/~~townhouse~~  
(w/ HHS rent)
- Staff : w/ At least 2 <sup>additional</sup> hires of his/her own  
outside from HHS  
others detailed or working on other agencies
- DPC | chair Interagency

E. Glaser → Evelyn Lee - problemo to HHS team - need  
→ Jan. meeting

P e d i a t r i c A I D S F o u n d a t i o n



Hope for Children with AIDS

Memo: President Clinton  
Re: AIDS Czar Office  
Date: Tuesday, March 2, 1993

5:45 CWB  
W/B  
6:00  
E Glaser

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- E. Richard Striem, M.D.
- Colleen Conway-Welch, Ph.D., R.N.
- Lori Wiener, Ph.D., A.C.S.W.

This memo is written in anticipation of meeting with you on Thursday, and I appreciate your willingness to intercede.

I love you and think you're doing a great job, but with all the other pressing issues, I believe it is necessary at this time to put the initial AIDS pieces firmly in place. We really cannot lose another week.

In order to bring the major issues into focus, the first step is to decide upon the location and size of the office of the Czar. In taking into account various considerations as they have been explained to me, I strongly suggest the following be decided immediately:

1. The Czar's office be limited to 8 people
2. The Czar and the Czar's Chief of Staff be White House positions, allowing new people outside government to be hired. I realize your commitment to decreasing White House staff -- but I strongly believe that the American people will understand and support 2 positions to confront the most pressing medical issue of the decade.
3. The other 6 positions (4 policy/program and 2 administrative assistants) be detailed from HHS to the Czar's office.
4. I think the office must be housed in the OEOB so that easy access to OMB, office of the First Lady and the Oval Office would be maximized. This allows problems to be solved and new ideas to move quickly. If this is truly a high priority, the space can surely be found.

I am planning to fly to Washington tomorrow and remain through Friday. I hope that these issues and meaningful progress on identifying a Czar can be made during this visit.

Most sincerely,  
*Elizabeth Glaser*  
Elizabeth Glaser

CO-FOUNDERS: Susan DeLaurentis/Elizabeth Glaser/Susan Zeegen  
1311 Colorado Avenue, Santa Monica, California 90404  
TEL: (310) 395-9051 FAX: (310) 395-5149

4 am. → Mickey

THE WHITE HOUSE

WASHINGTON

March 2, 1993

MEMORANDUM FOR MARK GEARAN  
DEPUTY CHIEF OF STAFF

FROM: DAVID WATKINS   
ASSISTANT TO THE PRESIDENT FOR  
MANAGEMENT AND ADMINISTRATION

SUBJECT: AIDS Czar

A review of current staffing levels for the Executive Office of the President indicates that we would be severely hampered in carrying out our work if we were short another three staff. As you recall, we cut all extra staff, leaving only what was essential to the operation of each Executive Office of the President (EOP) agency. The negotiations we had with each agency head lead me to believe that it is doubtful we can spare extra slots. As you will recall, we reduced the staff of the Office of Administration (OA) from 234 to 189 and that leaves OA at a very bare minimum.

However, your second request -- that we see if we can house the AIDS Czar here -- is far easier to accomplish. The Department of Health and Human Services (HHS) can pay for rent in any federal building, including those in the White House complex. While space is tight, I think we could find some space in either the New Executive Office Building or a townhouse. Then the AIDS Czar and staff, while all on the HHS payroll, would at least be close at hand to meet with Carol Rasco's staff and other top White House staff. Coupled with the elevation of the AIDS Czar to Cabinet level, this option may meet our political needs.

Please let me know if we should begin to identify space for the AIDS Czar (and how many staff s/he will have).

THE WHITE HOUSE

WASHINGTON

March 4, 1993

Meeting with Elizabeth Glaser  
(Mickey Kantor to be with her according to the schedule)

Date: March 4, 1993  
Location: Oval Office  
Time: 6:00 to 6:10 p.m.  
From: Carol H. Rasco

I. PURPOSE

You will meet with Elizabeth who will, as I understand it, have already met with HHS officials and Children's Defense Fund officials for two hours this afternoon going over potential names for the AIDS Czar. She will apparently present you with the list wanting you to select someone quickly.

II. BACKGROUND

Elizabeth worked pro bono during the transition with the personnel division. Her focus was on various positions throughout government where background in or knowledge of AIDS is critical to job performance.

Since this meeting was set up by Mickey I have been unable to determine from anyone a specific agenda and have not heard back from him. However, as stated above we believe she wants to present you with a list of potential nominees.

You should try hard to stick to a brief discussion of the list she will supposedly bring. However, attached is the scenario for how the AIDS Czar office will be set up should you be asked to explain it to her or you can ask me to do this.

III. PARTICIPANTS

President Clinton, Rasco, Glaser, Kantor.

IV. PRESS PLAN

No press coverage.

V. SEQUENCE OF EVENTS

Informal discussion.

VI. REMARKS

See attachment

## AIDS Czar/Office

AIDS Czar will be hired through a position at HHS. However, YOU will announce the selection, NOT HHS.

You have asked Secretary Shalala and Carol Rasco to do the interviewing in coordination with Presidential Personnel.

HHS is eligible to rent space at the NEOB or the Townhouse Complex, all of which are considered part of the White House complex and will rent such space for the AIDS Czar and up to two additional positions to be created by HHS.

For additional staff, HHS will reassign persons working on AIDS issues to the staff of the Czar, although this reassigned staff may literally stay at HHS for housing of their offices.

The Czar will serve on the Domestic Policy Council and as part of that Council will chair a subgroup of the Council made up of appropriate Cabinet members whose Departments have work that is AIDS related in some way. Those Cabinet officials outside HHS will assign a person or persons to work on the staff working group of the DPC subgroup, and therefore in some ways these individuals will be adjunct "staff". This is the type coordinative / collaborative "staffing" we are doing in a number of areas and which you successfully utilized in Arkansas on key projects. It is indicative of the way we reinvent government to meet current needs.

This project will be a high priority, high visibility group. The interagency subgroup will work closely with the DPC staff and the Czar will be invited to work with the senior staff of the DPC.

THE PRESIDENT HAS SEEN

03-02-93

THE WHITE HOUSE

WASHINGTON

February 25, 1993 93 MAR 1 P7:52

*② Muelfogel  
Orin - O'Brien  
Candlish*

MEMORANDUM TO THE PRESIDENT

FROM: MACK MCLARTY  
MARK GEARAN

RE: AIDS CZAR

*Reason of Don's problem (scary)  
w/ Shalala - will be given to committee  
to be resolved w/OT  
to be resolved w/OT  
to be resolved w/OT*

One of the remaining issues in the White House reorganization is the AIDS Czar and the appropriate means of structure to accomplish your stated goals for this position.

Carol Rasco has been coordinating the discussions on this topic among our personnel division, HHS, and our own staff here in the White House. There is not a position available within the White House staff at the level needed. Secretary Shalala has a position she had planned not to fill at the \$111,000 level, and she is willing to hire the AIDS Czar in that position. That does mean, however, that the person cannot have an office in the White House complex and leaves them housed at HHS (there is space available) which is not seen as optimal by many advocating the creation of this position. However, at this time it seems to be the only option.

Secretary Shalala and her staff have also indicated to Carol that they will reassign some existing staff working on AIDS programs/research, etc. to the Czar with a provision to find a way for the Czar to be able to hire two to three key people of her/his own choosing.

Finally, a decision is needed on whether to place the AIDS Czar in the Cabinet. Given our decision to elevate the Drug Czar to cabinet-level, there could be political pressure to provide the AIDS Czar similar stature. Bob Hattoy believes the AIDS Czar does NOT need to be in the Cabinet, provided that serious attention is given this position.

While there will be some serious disappointment on the part of individuals seeking the creation of an AIDS Czar position that the person will not be housed in the White House complex, it programmatically belongs in HHS, and we will have to stress that legally there is no other option at this time. We will also need to work hard to give the interagency group visibility and support from the Domestic Policy Council which Carol is prepared to do.

We recommend that the AIDS Czar operate out of HHS, sit on the Domestic Policy Council (DPC), chair an interagency committee through the DPC, and not serve in the Cabinet.

Approve       Reject       Further Discussion

*But*

*see above*

THE WHITE HOUSE

WASHINGTON

April 19, 1993

MEMORANDUM FOR MARK GEARAN, DEPUTY CHIEF OF STAFF

FROM: <sup>mk</sup> Rosalyn Kelly, Executive Assistant  
Domestic Policy

SUBJECT: Lee C. Smith

At the request of Carol Rasco, I have contacted B.J. Stiles, Mr. Smith's local contact person, and left word for him to call your office on Tuesday to arrange a meeting for Wednesday. In the meantime, Kevin Thurm called to say that he was putting together a memo, to be faxed to tomorrow, that will outline Mr. Smith's perspective on Aids. I will deliver this memo to you immediately upon receipt.

Please feel free to contact me while Carol is away to discuss or answer any of your questions.

Thank you.

THE WHITE HOUSE

WASHINGTON

March 4, 1993

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(Mickey Kantor to be with her according to the schedule)

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This project will be a high priority, high visibility group. The interagency subgroup will work closely with the DPC staff and the Czar will be invited to work with the senior staff of the DPC.

Roberta

AIDS Found

AIDS Min. TF

4-5 Grass roots

If they know him,  
high opinion

High marks on TF

Rel. adept in putting policy  
& Cong. lobbying

Forte: preven. & ed.

If a Manhattan proj., then have  
to do something aggressive

Not a pol.  
technician - no  
pol. clout  
Can't let him  
appear to be  
bureaucracy

demonstrated ability to work w/ group/other

**EMMET, MARVIN & MARTIN**

A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS

COUNSELLORS AT LAW

GEORGE H. P. DWIGHT  
OF COUNSEL  
(212) 238-3025120 BROADWAY  
NEW YORK, NEW YORK 10271

(212) 238-3000

FAX: (212) 238-3100  
CABLE: EMMARROWHITE PLAINS OFFICE  
50 MAIN STREET  
WHITE PLAINS, NEW YORK 10606  
(914) 949-2100

April 28, 1993

VIA TELECOPIERMr. Bruce R. Lindsey  
Assistant to the President and  
Director of President Personnel  
The White House  
Washington, DC 20500

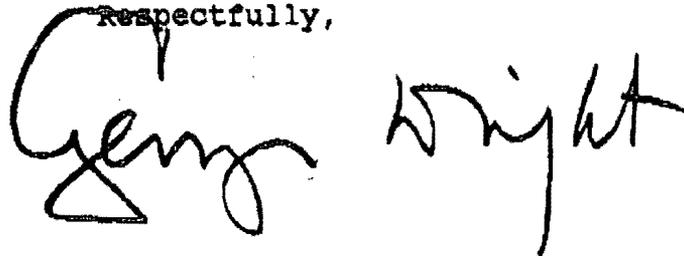
cc: Carol Rasco

Dear Mr. Lindsey:

Your most courteous April 21 letter (copy attached) emboldens me to make another suggestion. For the so-called AIDS czar: Dr. Stephen C. Joseph. A world-class authority on AIDS who was Commissioner of Health for the City of New York for four years 1986 to 1990. Again, I'm certain he must be among your possibilities already but with Murphy's law, you never know. Dr. Joseph has just written a book: A Dragon Within the Gates, subtitled "The Once and Future AIDS Epidemic". It reflects his sense of urgency: "Any strategy to contain the spread of AIDS must confront ways to ameliorate the abuse of drugs."

As was the case with Fritz Schwarz, I haven't spoken with Dr. Joseph and have no idea whether he's interested. I have heard him speak on several occasions. He is a most powerful speaker.

Respectfully,



GHPD/mh

file: AIDS

OCT 12 REC'D

THE WHITE HOUSE

WASHINGTON

October 8, 1993

MEMORANDUM FOR MARK GEARAN  
ASSISTANT TO THE PRESIDENT AND  
DIRECTOR OF COMMUNICATIONS

DEE DEE MYERS  
DEPUTY ASSISTANT TO THE PRESIDENT  
AND PRESS SECRETARY

VICTOR ZONANA  
DEPUTY DIRECTOR OF PUBLIC AFFAIRS  
DEPARTMENT OF HEALTH AND HUMAN SERVICES

FROM JOHN PAUL GURROLA   
OFFICE OF THE NATIONAL AIDS POLICY COORDINATOR  
(ONAPC)

THROUGH KRISTINE M. GEBBIE  
NATIONAL AIDS POLICY COORDINATOR

SUBJECT ACT-UP DEMONSTRATION 10/11/93 IN LAFAYETTE PARK

AIDS Coalition To Unleash Power (ACT-UP) is planning to hold a demonstration in LaFayette Park on 10/11/93. Attached, are some talking points in case you receive questions, as well as a mission statement for the AIDS Policy Office.

ACT-UP's mission is to demand a cure for AIDS. They are a consensus group that has no formal structure or officers. Therefore, sometimes dealing with them can be confusing. There may be one or several "leaders" at the demonstration and those "leaders" may be difficult to identify.

Hopefully, the attached will help you answer most of the questions that you may be confronted with. Dr. Art Lawrence, Acting Deputy Director ONAPC, and I will be available for more specific questions on Monday. We can both be reached through

P6/(b)(6)

Thanks, and Happy Columbus Day.

cc: Dawn Alexander  
Carol Rasco  
Vicki Rivas-Vasquez

THE WHITE HOUSE

WASHINGTON

ONAPC TALKING POINTS

Kristine M. Gebbie, National AIDS Policy Coordinator, took office August 1, 1993

Since that time:

- The National AIDS Policy Coordinator has presented extensive briefings on HIV/AIDS to both the Domestic Policy Council and the Cabinet, with the endorsement and support of the President.
- The President and the National AIDS Policy Coordinator have announced the Workforce Education Initiative for Federal employees (see attached memos from POTUS and KG).
- The ONAPC is working extensively with Congress, DOD, and HHS to re-direct the \$20 million GP-160 vaccine research funds into more worthwhile research areas.
- The National AIDS Policy Coordinator and her staff are working closely with the White House Health Care Reform Office and advocates for persons living with HIV and AIDS to ensure that the plan will provide necessary services and treatment for persons living with HIV and AIDS.
- The ONAPC continues to actively support Ryan White CARE Act funding, for the current year and future fiscal years.
- The ONAPC continues to work throughout the Federal and National systems to coordinate prevention efforts, including the elimination of barriers to effective HIV prevention.
- The National AIDS Policy Coordinator and her office continue to meet regularly with representatives at the national, state and local levels to ascertain the greatest needs for their respective jurisdictions.
- The National AIDS Policy Coordinator has made public presentations and/or visited privately with small groups of individuals living with HIV/AIDS in more than 25 locations across the country.

ONAPC 10/08/93

From the desk of

May 28

ANNE BARTLEY

Card -

Maggie asked me

to forward this

to you -

Hope all is well -

Best,

Anne

NEW YORK STATE DEPARTMENT OF HEALTH

TO: Mrs. Clinton

---

---

ATTN: Maggie Williams  
Chief of Staff

This letter was faxed to  
you on May 18, 1993

FROM: Alfred Gelhorn, M.D.  
Director of Medical Affairs

DATE: May 19, 1993

---



# STATE OF NEW YORK DEPARTMENT OF HEALTH

Corning Tower The Governor Nelson A. Rockefeller Empire State Plaza Albany, New York 12237

Mark R. Chassin, M.D., M.P.P., M.P.H.  
Commissioner

May 18, 1993

Mrs. Hilary Rodham Clinton  
First Lady of the United States  
The White House  
Washington, D.C. 20500

ATTENTION: Ms. Maggie Williams

Dear Mrs. Clinton:

It was wonderful to see you yesterday and I was thrilled by your Commencement comments.

I have been told that Mr. Vincent McGee is being considered for the AIDS Policy Director for your staff. I enclose a note I wrote recently to Dr. Phillip Lee. With very warmest regards.

Sincerely,

Alfred Gellhorn, M.D.  
Director of Medical Affairs

ENCLOSURE



# STATE OF NEW YORK DEPARTMENT OF HEALTH

Corning Tower The Governor Nelson A. Rockefeller Empire State Plaza Albany, New York 12237

Mark R. Chassin, M.D., M.P.P., M.P.H.  
Commissioner

May 10, 1993

Dr. Philip Lee  
Assistant Secretary  
United States Department  
of Health and Human Services  
Washington, D.C.

Dear Phil:

It has been suggested that Vincent McGee of New York be appointed to your staff as the Federal AIDS Policy Coordinator. I am writing to support that suggestion.

I have known Vincent McGee for 20 years, first at City College where he was a Vice President during my years of developing a BS/MD program and in the past 10 years I have worked with him in his capacity as Director of the Aaron Diamond Foundation in New York. Vincent is very knowledgeable about HIV infection and AIDS because the Diamond Foundation has devoted 40 percent of its total capital to basic AIDS research and the associated problem of drug abuse. He has not only administered this large Diamond Foundation Program but he has been enormously effective in getting other foundations, the political apparatus of New York City, and academic scientists to join in tackling these pressing public health problems of New York.

Vincent McGee is very articulate and is a compelling public speaker. He has become well known, not only in New York, but nationally, particularly in the private foundation world. He is an indefatigable worker and skilled in antipersonnel relationships. I know that he would work well with scientist because of his broad experience with the research group in New York, I am confident that he would be an effective communicator with the public, and I am sure that you would find him to be a delightful colleague as have I.

Sincerely,

Alfred Gellhorn, M.D.  
Director of Medical Affairs

bcc: V. McGee

Pediatric AIDS Foundation  
FAX TRANSMISSION

TO: Carol Rasco

FAX#: 202-456-2878

FROM: Elizabeth Glaser

DATE: 3/8

NUMBER OF PAGES (INCLUDING THIS PAGE) 3

COMMENTS: \_\_\_\_\_

This was the list  
I gave the President.

Thankyou for  
being there. Please  
call me with feedback  
or any questions.

Sincerely  
Elizabeth  
Glaser

IF THERE ARE ANY PROBLEMS, PLEASE CALL (310) 395-905

PAF'S FAX NUMBER IS (310) 395-5149.

THIS FORM MARKS THE FILE LOCATION OF ITEM NUMBER 2  
LISTED IN THE WITHDRAWAL SHEET AT THE FRONT OF THIS FOLDER.

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

TO: Rahm Emanuel  
Alexis Herman  
Bruce Lindsey  
Carol Rasco

FROM: Mark Gearan

RE: AIDS Czar

DATE: 5 April 1993

---

As the attached memorandum indicates, David Watkins has worked out the details with HHS and OMB on the placement of the AIDS Czar in the White House.

Any problems with this?

attachment

April 1, 1993

112,000

MEMORANDUM FOR DAVID WATKINS

FROM: JENNIFER O'CONNOR  
SUBJECT: AIDS COORDINATOR

After consulting with Ros Rettman (in OMB General Counsel) and Bev recommend the following option, which has been approved by Cheryl

BEST OPTION FOR AIDS POLICY COORDINATOR:

The AIDS Policy Coordinator (APC) would be appointed to the White Assistant to the President.

S/He would be formally announced (via press release &/or press conference) as the senior adviser to the President on AIDS policy. S/He would: participate fully in the Domestic Policy Council; be the person the White House would turn to for political & policy questions and advice on AIDS; be the Clinton Administration spokesperson on AIDS; coordinate national AIDS policy in conjunction with all other government agencies with an interest in AIDS policy; review (not approve) government-wide budgets for AIDS programs.

Following his/her appointment, the Special Assistant to the President and AIDS Policy Coordinator would be formally detailed to HHS to run the HHS AIDS Policy operation. In this capacity, s/he would report to Secretary Shalala and his/her budget would be subject to Secretary Shalala's approval. His/her responsibilities, as outlined above, would still include advising the President and acting as administration spokesperson on AIDS. S/he would be a non-reimbursable detailee, meaning the White House would continue to cover his/her salary. As an HHS detailee, the APC would be subject to Hatch Act restrictions.

HHS would rent space in the McDonalds building for a small number of its AIDS policy staff. The APC would work with these staff members as a function of his/her AIDS policy responsibilities and to facilitate communication with the President and senior White House staff. HHS, of course, would cover the rent for the additional space and would continue to pay the salaries of its own staff. The APC, as detailed to HHS, would run the office.

DISCUSSION

If our goals are to 1) have the APC be a White House staffer and 2) have HHS fund the office, then all options are imperfect, although the above option is best. The drawback to this "best" option is that the APC would legally report to Shalala although s/he would advise the President.

Other options considered include hiring the APC at HHS and giving him/her the title of Special Assistant to the President. This option is legally acceptable but would not allow us to claim that the APC is a White House officer.

A similar option to the one chosen would be to hire the APC onto the White House payroll and have him/her work with 3 other HHS staffers, in HHS space. The White House would cover one quarter of rent & administrative costs, in order to cover the costs of its one employee. The HHS staff & budget would be supervised by one of the HHS staff, who would be a deputy to the APC. This option is favored by HHS. However, it runs into challenges that we are "augmenting" the White House because HHS might appear to be funding a support office for a White House officer.

A final option, which is financially impossible, is for the White House to fund the APC and his/her office & staff. We cannot afford the approximately \$600,000 it would cost to choose this option.



# NEW FUTURES FOR LITTLE ROCK YOUTH

209 West Capitol Avenue Second Floor Annex Little Rock, Arkansas 72201

## FAX Cover Sheet

Fax To: Carol Rasco Fax Number: 202-456-2878  
 From: Don Casey Date: 5/20/93  
 RE: AIDS CZAR

Number of Pages (including cover): 1 New Futures Fax Number: 501-688-8342

If you have any problems with the processing of this Fax Information,

please contact Loretta immediately at phone number (501) 374-1011.

Comments: Carol -

Norm Fruchtler, a former evaluator of New Futures, whose judgement I really trust, called to say his boss - Vincent Mc Lee, Ex. Director of the Aaron Diamond Foundation, is being considered for AIDS CZAR. Norm said he is excellent, knows the field and has done good things in NYC. Norm asked if I'd pass on a second hand recommendation - which I'm glad to do because I trust Norm. Hope you'll take a close look at him.

Don

MEMORANDUM  
OF CALL

Previous editions usable

TO: *CR*

YOU WERE CALLED BY--  YOU WERE VISITED BY--

*Dr. Freidland*

OF (Organization) *Gale*

PLEASE PHONE  FTS  AUTOVON

WILL CALL AGAIN  IS WAITING TO SEE YOU

RETURNED YOUR CALL  WISHES AN APPOINTMENT

MESSAGE

*Will call you  
in the early afternoon  
Friday*

RECEIVED BY <i>P103</i>	DATE <i>6/24</i>	TIME <i>2:20</i>
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Dr. Friedland  
on 2216

**AIDS PROGRAM  
AIDS CLINICAL TRIALS UNIT  
YALE UNIVERSITY**  
495 Congress Avenue, Box 10  
New Haven, CT 06519  
fax: (203) 737-4051  
phone: (203) 737-4040

PLEASE DELIVER THIS FAX DOCUMENT TO:

NAME: Carol Rasko

LOCATION: \_\_\_\_\_

FAX: 202-456-2878 PHONE: \_\_\_\_\_

DATE: 6/18/93 TIME: 4:40

TOTAL NUMBER OF PAGES (INCLUDING COVER SHEET): 4

THIS DOCUMENT WAS SENT BY: Dr. Gerald Friedland

COMMENTS: \_\_\_\_\_  
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# Yale University

Gerald Friedland, M.D.  
Director  
AIDS Program  
Department of Internal Medicine  
School of Medicine  
333 Cedar Street  
P.O. Box 3533  
New Haven, Connecticut 06510-8036

Campus address:  
Welch Center  
495 Congress Avenue  
Telephone:  
203 737-2450  
Fax: 203 737-2240

**TO:** Carol Rasko  
Director, Domestic Policy Council  
The White House

**FROM:** Gerald H. Friedland, M.D.   
Director, Yale AIDS Program

**DATE:** June 18, 1993

**SUBJECT:** Meeting June 21, 1993

-----  
I'm looking forward to meeting you on Monday morning to discuss the position of AIDS Policy Coordinator (APC). Enclosed is a brief outline of some of the issues that I believe would be worthwhile to discuss during our meeting.

I. Broad goals related to the AIDS epidemic.

There is a great need for the administration to articulate a coherent, sensible and effective national policy directed towards the HIV/AIDS epidemic for the next decade. The National Commission on AIDS has worked hard to define essential issues and directions. Although there are enumerable complex issues that need to be addressed, I believe that those of greatest priority for which a coordinated national policy must be formulated are:

- Prevention of new HIV infections - this must focus directly on the routes of transmission of HIV, drug use and sex, and forcefully and effectively promote risk reduction policies even in the face of the inherently complex social, personal and political issues.
- Insertion of HIV/AIDS into national health reform - HIV disease is now the second leading cause of death for young Americans nationally and the leading cause of death in young men in 64 cities and young women in 9 cities in the United States. Over 1 million Americans are probably infected with HIV. There is a crucial increased need for clinical care resources and for their financing for those people living with HIV disease who are or will come into the health care system during the next decade.

- The tightly entwined issues of HIV/AIDS in national drug policy - The war on drugs and drug enforcement has clearly not worked and the need to re-address the issue of both prevention and treatment of drug abuse, which is the motor driving the HIV/AIDS epidemic in the United States, is imperative.
- Issues of discrimination
- A national research policy focused on development of newer treatments, vaccine, and social science research directed towards understanding and intervening in behaviors which put people at risk for HIV.

## II. The process of addressing HIV/AIDS issues.

To address these goals I believe we should discuss:

1. What are the expectations within the administration for the APC position?
2. What level of priority does the administration accord to HIV/AIDS issues?

It appears that HIV/AIDS is represented in many branches of government and for there to be a national coordinated program and policy, the work of all agencies must be identified and similarly directed. To accomplish this, four conditions appear to be essential: (1) the position requires the power of the President's office rather than an identified focus in a particular agency. (2) substantial professional support staff must be available to enhance the ability to research and formulate new policy, coordinate existing policy, and respond to crises which will invariably arise given the volatile nature of HIV/AIDS. (3) an identified program office budget is provided. (4) a role as spokesperson on HIV/AIDS issues is defined.

## III. Mechanics and present structure

- My understanding of the present position is that the AIDS Policy Coordinator is located in the White House with a small staff (2-3 individuals) but is on assignment from HHS. Support staff for the position is actually located in HHS. This arrangement carries a concern that the position is not adequately positioned or staffed to carry out its responsibilities.
- There needs to be clarification of lines of responsibility. To whom does the APC report and who reports to the APC? What authority does the APC have over other agencies in order to forge a coherent national policy? What budget is assigned for this position to allow the APC to recruit and maintain staff, organize conferences, assemble experts,

draft and develop policies, travel etc.?

- What is the access and relationship to the President's office? Is it directly to the President? Through the Domestic Policy Council? Other structure?
- What influence does the APC have over HIV/AIDS budget in various government agencies?
- What is the relationship of the APC to the HIV/AIDS research structure i.e. CDC, NIH, etc.?

I hope these thoughts will be helpful in directing our discussion.

All go in AIDS czar  
file

To Governor Clinton, Mack McLarty, George Stephanopoulos  
From Tim Westmoreland, Judy Feder, Atul Gawande (Health Policy Team)(x 1850)  
Re: AIDS Czar Position  
December 22, 1992

During the campaign, the creation of a position known as "AIDS Czar" was discussed.<sup>1</sup> Since that time, AIDS advocates have debated the question widely and I have met with a number of them individually to get their views.<sup>2</sup> This memo is to lay out the two principal options for the establishment of such an office and to identify pro's and con's of each. Finally this memo lays out some criteria for the selection of an effective Czar.

### Recommendation:

We recommend Model 1.

While some people would choose to make the AIDS Czar the Federal spokesperson (as described in Model 2), we would recommend against this choice. With Dr. Elders, you have already found a Surgeon General who is an articulate spokesperson on health and who understands AIDS issues. More important, the job of Federal AIDS spokesperson is inescapably time consuming. The Czar should spend his/her time working with Federal policy. Once the policy is clear and coordinated, relevant officials (whether the Surgeon General, a Secretary, or, indeed, the President) can serve as spokespeople.

---

Before beginning, three cautionary notes are in order:

- 1) No Czar can succeed without direct access to the President, his backing, and his delegation of internal authority, including review of proposed budgets.
- 2) The Drug Czar, the most recent precedent, is viewed as a failure.

The Drug Czar Office created an additional layer of bureaucracy (with more than 100 staff people) rather than simplifying existing ones. AIDS advocates agree that, rather than recreating such a bureaucratic overlay, they would prefer only a Presidential advisor combined with strong leaders within HHS and other relevant agencies.

- 3) The Czar is not to be considered the hands-on leader of a consolidated research planning at the NIH and other Federal research agencies.

White House direction of detailed AIDS research agendas (rather than broad-brush priorities) would be viewed with suspicion by researchers and research advocates as both political interference and micromanagement. Such direction is more appropriately done by a strengthened Director of AIDS Research at NIH.<sup>3</sup>

### Model 1--The Eyes and Ears of the President

Many support the creation of the position of a special advisor to the President on AIDS.

That person would

- Be responsible for the development of a government-wide strategic plan on AIDS, including assignment of agency responsibilities;
- Coordinate government actions to implement the strategic plan (on a time line that reflects the urgency of the epidemic) including the review and comment on annual budget submissions;<sup>4</sup>
- Coordinate government actions to respond to new problems or opportunities;
- Be an AIDS ombudsman at the White House;
- Attend Domestic Policy Council meetings as a full participant (and other White House meetings, as appropriate);
- Be responsible for monitoring policy development on major AIDS issues within agencies (e.g., the development of vaccine trials, the development of Social Security criteria for disability assistance, etc.);
- Be responsible for mediating between departments that have policy disputes (e.g., between HHS and INS on AIDS immigration issues or between Education and HHS on school-based prevention programs);
- Receive public and professional advice and comments on Federal AIDS policy.<sup>5</sup>

Czar 1 should have a small staff (experienced in research, treatment, prevention, and policy).

This person need not become the spokesperson for the Federal government but would rely on relevant agency spokespeople (e.g., the Surgeon General of the Public Health Service, the Secretary of Education, the Chair of the Equal Employment Opportunity Commission, etc.) for public comment and defense of positions.

**Pro:** An inside player of this sort could have the time to attend personally to resolution of AIDS planning and policy problems. Reliance on respective departmental spokespeople would continue to involve programmatic agencies in policy and will lessen the chances of public splits on issues.

**Con:** Inevitably, press and public will regard Czar 1 as the AIDS power behind the throne, but this need not be more true of Czar 1 than of any other White House official.

### Model 2--The Voice of the Federal Government

Others support the creation of a Czar who is also the Federal spokesperson on AIDS policy. This person would have the same responsibilities as Czar 1, but would also have the job of using the White House as a "bully pulpit" to raise American consciousness of AIDS as a problem. (Others argue that this strong voice should be the President himself.)

**Pro:** A strong voice on AIDS could create a unified sense of urgency outside of the government. Such a spokesperson could, for instance, play a role in making condom use more acceptable or in talking candidly about sex and drugs.

**Con:** A single voice on AIDS could disconnect the responsible agencies from policy decisions. In addition, the responsibility of being a public spokesperson would occupy so much of Czar 2's time that the responsibilities laid out above in Model 1 would necessarily be done by the Czar's staff who will, in turn, have much less clout with Cabinet members whose budgets, policies, or programs may be in dispute.

### Criteria for an Effective Czar:

The person to serve in either model for a Czar should have some general characteristics. First, and most critical, is the ability to work with the President. With his support, a number of people could accomplish this job; without it, no one can.

More generally, the person should be pragmatic. While there is a role for visionaries in the formation of Federal AIDS policy, it is not in this job. There have been two National Commissions that have each outlined agendas; there have been three (or more) comprehensive reports from the National Academy of Sciences; and there have been numerous government and academic studies of needed AIDS policy. This position is for getting these tasks accomplished. In order to do this, the Czar should be a creative problem-solver who is skilled at getting people to work together.

Finally, the person should have experience with policy development and with political choices (although not necessarily with AIDS policy or Washington politics). A background in AIDS is helpful and would allow someone to hit the ground running, but be aware that many individuals who have been involved with AIDS carry controversial baggage with them. A background in Washington politics is also an advantage, but again be aware that many AIDS disputes in Washington have been turf battles and that they should not be replicated in the Clinton-Gore Administration.

### Notes

1. E.g., "I want to appoint one person, one man or woman, to oversee and coordinate all federal efforts related to this issue, a person with my ear, my attention and my support, with the power to cut through red tape and the mandate to get results as quickly as possible." ("Fighting the AIDS Crisis" (speech in Jersey City, NJ, October 29, 1992)).
2. E.g., the National Organizations Responding to AIDS Coalition (representing over 150 organizations interested in AIDS), the AIDS Action Council, the American Foundation for AIDS Research, the Black Leadership Commission on AIDS, the CAER Coalition (representing high incidence cities), the Human Rights Campaign Fund, the Latino Commission on AIDS, the National Association of People with AIDS, the National Association of State and Territorial AIDS Directors, the National Council of La Raza, the National Coalition of Hispanic Mental Health and Human Services Organizations, the National Hemophilia Association, the National Minority AIDS Council, the National Latino/Latina Lesbian and Gay Organization, the National Task Force on AIDS Prevention, the Treatment Action Group, the Women and AIDS Coalition, as well as Mary Fisher, Elizabeth Glaser, David Mixer, David Rogers and staff of the National Commission on AIDS, of Senator Kennedy, of Congresswoman Pelosi, and others.
3. Other Policy Options Papers (submitted as part of the Health Policy Budget Options Book) detail other options on AIDS research, including a "Manhattan Project" of consolidated planning and budgeting, as well as discretionary funds for immediate response. Many would argue that the position of AIDS Research Director at NIH (recommended by that memo for expansion and strengthening) fills a more critical function than the AIDS Czar, although no one would support placing this Director in the White House; rather, it would be expected under any of the models that the NIH AIDS Research Director would have virtual autonomy in directing research efforts and establishing an AIDS research plan, while coordinating with the AIDS Czar for overall direction and budgeting.
4. Some have suggested the formation of an Interdepartmental Task Force, to be chaired by the Czar or jointly by the Czar and the HHS Secretary. This Task Force could act as an information conduit to and from the Czar, as well as a place to solve interagency problems, when necessary.
5. Some have suggested the formation of a White House AIDS Advisory Committee, of which the Czar is the chair or a member. AIDS advocates feel strongly that this is a necessary component of ongoing Federal policy development, although it should be noted that the variety of constituencies involved may make appointment difficult.



UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, D.C. 20549

TELECOPY TRANSMISSION SHEET

**PLEASE DELIVER IMMEDIATELY**

TO Ms. CAROL RASCO

OFFICE WHITE HOUSE; Assistant to the President, Domestic Policy

TELECOPIER NO. 202 456 2878

TELEPHONE NO. 202 456 2216

FROM LANCE ALWORTH, JR.

\*TELEPHONE NO. 202 504 2506; 202 3874019

TOTAL NUMBER OF PAGES (INCLUDING TRANSMISSION SHEET) \_\_\_\_\_

MEMO Ms. Rasco: Please find attached my resume and a copy of the cover letter I sent to Mr. Bruce Lindsey when I initially applied for employment.

**CONFIDENTIALITY NOTICE**

This transmission is intended only for the use of the individual or entity to which it is addressed and may contain information that is privileged and confidential. If you have received this transmission in error, please do not disclose, distribute or copy it, and please notify us immediately by telephone and return the original documents to us at the above address via the United States Postal Service.

\*IF YOU DID NOT RECEIVE A COMPLETE TRANSMISSION, PLEASE CALL.

OUR TELECOPIER NUMBER IS 202-272-7936.

**LANCE DWIGHT ALWORTH, JR.**

P6/(b)(6)

**EXPERIENCE**

**ATTORNEY - U.S. SECURITIES AND EXCHANGE COMMISSION,**  
Washington, D.C. September 1987 - present

**DIVISION OF MARKET REGULATION**

- \* **Office of Self-Regulation Inspections, December 1990 to present.** Responsibilities include organizing and conducting inspections of self-regulatory organizations, including the New York Stock Exchange; preparation of reports to the Commission with findings and suitable recommendations; review of broker-dealer applications to re-enter industry following statutory disqualification, and drafting and analysis of implementing regulations of the securities laws.
- \* **Office of Trading Practices, September 1987 - December 1990.** Responsibilities included preparation of exemption letters and rulemaking releases; responding to interpretive inquiries from the public, and advising other Divisions regarding anti-manipulation rules applicable to the offering of securities in the primary and secondary markets.

**LAW CLERK**

- \* **Hill & Robbins, Denver, Colorado, Summer 1986.** Research in water law, bankruptcy, and corporate litigation. Extensive research on the effect of Spanish and Mexican land grants on present day water rights.
- \* **Wright, Lindsey & Jennings, Little Rock, Arkansas, Summer 1985.** Research in insurance defense, products liability and military law.

**EXECUTIVE MANAGEMENT TRAINEE - Space Saver, Inc., Solana Beach, California, September 1983 - September 1984.** Researched, designed and wrote management manual and structure for mini-storage facility chain.

**OFFICER'S CANDIDATES SCHOOL - U.S. Marine Corps, Quantico, Virginia, Summer 1982.** Graduated August 1982. Honorably discharged.

Admitted to the Bar in Arkansas and the District of Columbia.

**EDUCATION**

**UNIVERSITY OF ARKANSAS SCHOOL OF LAW, Fayetteville, Arkansas. J.D. May 1987.** Articles Editor, Arkansas Law Review. Member Moot Court Board. ABA Client Counseling Competition, school winner 1984, 1985.

**HARVARD COLLEGE, Cambridge, Massachusetts. A.B. cum laude in American History and Literature, 1983.** Honors Thesis. Representative to Student Government Association and Committee on Undergraduate Education. Freshman football, crew. Kirkland House crew, intramurals, House Committee.

17 February 1993

Mr. Bruce Lindsey  
Director of Personnel  
The White House  
1600 Pennsylvania Ave.  
Washington D.C. 20500

Dear Mr. Lindsey:

I believe my background and experience enable me to make a unique contribution to the administration. I was born and raised in Arkansas, and have lived a considerable amount of time in California, Massachusetts and the D.C. area. My father was a professional football player. My mother is married to Governor Jim Guy Tucker of Arkansas.

I have a strong desire to engage in public service. Following law school I accepted employment at the Securities and Exchange Commission. Here, I am immersed in the intricacies of the financial world. I have developed an understanding of the federal government's operations, its agencies, departments and the relationship between regulated entities and regulators.

I have political and social skills beyond my work experience. My father's background exposed me to the press and the attentions of the public at an early age. I have been closely involved in the political activities of my step-father. My experiences range from campaigning door to door and giving stump speeches to observing political and now legislative strategy in development.

As a southern pragmatist, I believe our political leadership should emphasize tolerance. The rise of social conservatism and the religious right is, I believe, based more on fear of the unknown than an inability among Americans to tolerate change and beliefs different from their own. Alleviating fear, by educating the public that tolerance of different ideas, ways of life and the diversity characteristic of our country, is ultimately the only way to maintain our prosperity, freedom and world influence. I believe this is the Clinton administrations greatest challenge.

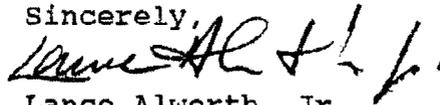
I am especially interested in working in these areas: (1) as Special Assistant to the AIDs Czar; (2) in the Office of General Counsel at HHS, working for the AIDS Czar or in the development of health policy; and, (3) in the Office of General Counsel at EPA or Interior, in an area involved in protecting the environment. While I have not had any supervisory responsibility during my professional career, I have often been in leadership positions and have the skills necessary to supervise other workers.

P6/(b)(6)

P6/(b)(6)

I am well acquainted with a number of people on the Presidential Personnel Team. They will assure you I am practical, articulate and dependable in difficult situations. I will be an asset to the administration given the opportunity to serve.

Sincerely,



Lance Alworth, Jr.

enc.

## MEMORANDUM

TO: John Emerson  
FROM: David Mixner (310) 289-1181  
RE: Luke Adams  
DATE: April 29, 1993

(12)  
~~A. C. 101 RASCO~~

John, Luke Adams is seeking a position as one of the 20 staff people who will report to the AIDS Czar and his/her staff people. I believe that Luke is amply qualified for this position and would appreciate any assistance you can provide.

Thank you for your help. I hope to see you again, soon!

Call John Emerson,  
tell him we'll put this  
in a file to await AIDS  
Czar. But, we need to  
make clear Czar will  
not be making 20 new  
hires. Also, do we  
need to contact Mixner?

No need to  
call Mixner

**DBM**

DBM ASSOCIATES

356 HUNTLEY DRIVE, WEST HOLLYWOOD, CALIFORNIA 90068-1919  
TELEPHONE 310-289-1181 FACSIMILE 310-289-0501

**LUKE ADAMS**

P6(b)(6)

**FIELD:**

Organizational theory, development, management, and communication.  
Public policy emphasis in AIDS, at-risk youth, and higher education.

**QUALIFIED BY:**

Fifteen years of experience including:

- \*The creation and administration of several innovative community projects
- \*Major fiscal and fundraising responsibilities
- \*Applied research
- \*Public policy analysis and fundraising for the Institute for Policy Studies
  
- \*Policy development for the University of California
- \*College teaching training
- \*Grass-roots organizing and educating
- \*Nonprofit administration and consulting
- \*Small women- and minority-owned business consulting
- \*Corporate public relations and incentive planning consulting
  
- \*Computer use literacy
- \*Public speaking and writing
- \*Communication, speechwriting, and campaign consulting

**EDUCATION:**

APPRENTICE TEACHING LETTERS, 1988

BACHELOR OF ARTS, 1987

Adlai E. Stevenson College, University of California, Santa Cruz

Major Concentration: Political Communication

Graduated Valedictorian

Awarded College Service Honor

Currently studying for a Doctorate in Public Policy, LaSalle University

**ACHIEVEMENTS:**

\*Provided the first student testimony on proposed reformed sex education curriculum to the Fairfax County, Virginia, Board of Education in 1978. Founded the first chartered student organization at James Madison University (Harrisonburg, Virginia) to advocate and provide a social forum for lesbian, gay, and bisexual students and staff in 1984.

**LUKE ADAMS**

\*Co-founded the national Student Divestiture and Anti-Apartheid Coalition and was voted into the Outstanding Young Men of America in 1986.

\*Chaired Students for a Progressive City, a political action committee that delivered 9:1 student precinct votes for progressive slates of candidates in Santa Cruz, where progressives won the elections with 55-70% of the general vote. Co-authored A Paradigm of Renewal: Liberal Education for the 21st Century, a report on the higher education experiments at UC Santa Cruz, in 1987.

\*Co-created the first peer education and sexual risk reduction supply program to combat AIDS in the country, and modeled the program to campuses nationwide through the Student AIDS Mobilization in 1987. The program still operates under the name "The Condom Resource Center." Co-created the first model of youth leadership development for the Lesbian and Gay movement in 1989. Served on the founding Board of Bay Area HIV Support and Education Services, targeted to low income people and people of color in the San Francisco Bay Area in 1990. Coordinated trainings for small businesses to prepare transition plans for institutions to meet the requirements of the Americans with Disabilities Act in 1991.

\*I have organized and led direct actions and given speeches and presentations nationwide, am a frequent contributor to editors and of columns to community-based and local media, and have been interviewed on radio and television.

**PROFESSIONAL EXPERIENCE:**

1990-present: CONSULTANT in a communication strategist and organizational practice with Sabin Speiser, Austin McInerney, and Beowulf Thorne. Recently completed visibility work with the Jim Haas for BART Board and Cleve Jones for Supervisor campaigns in San Francisco, and am currently working on coordination of the Youth Empowerment Speakout for the 1993 Lesbian and Gay March on Washington.

1989-90: EXECUTIVE DIRECTOR, Critical Literacy Institute, the fiscal sponsor of the New Pacific Academy lesbian and gay youth leadership development model.

1988-89: SCHOLAR-IN-RESIDENCE/DEVELOPMENT ASSOCIATE, Institute for Policy Studies, Washington, DC.

1986-88: ASSISTANT STUDENT AFFAIRS OFFICER (Activities Dean), Adlai E. Stevenson College, UC Santa Cruz.

**FURTHER INFORMATION:**

Letters of recommendation, references, grant and other writing samples, and news clips about my work are available at your request.

**DBM ASSOCIATES  
356 HUNTLEY DRIVE  
WEST HOLLYWOOD, CALIFORNIA 90048-1919  
310-289-1181  
310-289-0504 (FAX)**

**TELECOPIER COVER LETTER**

**To: John Emerson  
Company: Assistant To The President  
Phone: 202-456-6676  
Fax: 202-456-2259**

**From: David B. Mixner  
Company: DBM Associates  
Phone: 310-289-1181  
Fax: 310-289-0504**

**Date: 4/29/93**

**Pages including  
this cover page: 1**

**IF PAGES ARE NOT RECEIVED OR THERE ARE ANY TRANSMISSION  
PROBLEMS, PLEASE CALL 310-289-1181.**

Warren W. Buckingham III



P6(b)(6)

May 7, 1993

*Call & tell them I'll keep resume on file until we hire coordinator.*

*(Mr. Buckingham) Galled 5/13/93 4:35 pm PR*

Ms. Carol Rasco  
Assistant to the President for Domestic Policy  
The White House  
Washington, DC

BY HAND

Dear Ms. Rasco:

At the suggestion of Bob Boorstin I am attaching my resume for your information. I have spent the last several months working on the White House Health Care Reform Task Force, and Bob felt that my qualifications were well matched with the staff requirements of the AIDS Policy Office being established under your authority.

I have had a successful career in development and implementation of sound and humane health and human services policies and programs at the local level. It was my privilege to work with Dr. Phil Lee in the earliest years of the Robert Wood Johnson Foundation AIDS Health Services program and I encourage you to speak with him about my accomplishments in that arena. I have been a Federal employee in the Division of HIV Services for just over one year, assisting in implementation of the Ryan White CARE Act, and have achieved distinction during that short time as a valued and creative public servant.

Dr. Eric Goosby, Director of the Division of HIV Services, has made the highly supportive offer to aid me in seeking opportunities to continue my work in the Federal policy arena that began with the White House health care reform effort. Please contact Dr. Goosby at 301-443-6745 if you wish to confirm his support for my advancement -- including his willingness to retain me on the Division of HIV Services budget and detail me to the AIDS Policy Office.

From review of my resume you will note that I've had broad and varied experience, and as such I would be vitally interested in contributing to White House AIDS policy efforts in whatever way was most helpful. If there are transition or start-up responsibilities where my experience would be immediately useful in establishing this important new office, I would welcome a short-term detail while longer-term options were explored.

Thank you for your consideration of my abilities and interests. I look forward to being of service during this dynamic time.

Very sincerely yours,

*Warren W. Buckingham III*  
Warren W. Buckingham III

## WARREN W. BUCKINGHAM III

P6/(b)(6)

### CAREER SUMMARY

- A natural and skilled *facilitator and consensus builder* who assists diverse groups with conflicting opinions to achieve and support common positions on policies and services in response to controversial and difficult health/social concerns such as AIDS and HIV disease, adolescent pregnancy, and health care reform.
- A leading consultant in *strategic and long-term planning* who facilitates work of public and private agencies, community coalitions and consortia, municipalities, and states in developing blueprints for the future.
- A published author and noted national speaker with highly-developed and recognized *written and verbal communication* skills; regular and effective interaction with print and electronic media.
- A *health and social services "entrepreneur"* who conceived of and established a centralized HIV/AIDS coordinating agency in Dallas, Texas which started with a grant from the Robert Wood Johnson Foundation AIDS Health Services Program, added an AIDS Service Demonstration program grant from the US Public Health Service, and led the first year of local implementation of the Ryan White Comprehensive AIDS Resources Emergency (CARE) Act.
- A *"systems" conceptualizer* with a proven track record in integrating disparate programs, and who is acutely aware of the affect of public policy decisions on service delivery at the local level and the resulting benefits--or problems--for consumers.

*These and other abilities are used in service as a change agent dedicated to developing--and realizing--responsible and humane health and social welfare policy and service delivery systems. Throughout an 18-year career in public service (in both the private not-for-profit and public sectors) I have consistently worked for people in need of advocates: children, the uninsured, the poor, adolescents, and persons with AIDS and HIV disease.*

### CURRENT POSITION

Served a ten week special detail to the *White House Task Force on Health Care Reform*. Provided critical staff support to one Task Group (Special Populations in New Systems Development) and was instrumental in forming--and facilitating the work of--a cross-cutting team representing five different Task Groups. Functioned as executive editor on a consensus paper outlining protections for low income, vulnerable, and under-served populations in the new health care delivery system. Continue service to the Task Force through public speaking engagements and meetings with representatives of critical constituencies.

*Public Health Analyst* (GS14), Planning and Technical Assistance Branch of the Division of HIV Services, US Public Health Service. Special areas of emphasis include planning for and provision of technical assistance (TA) to 25 cities receiving funds under Title I of the CARE Act, grantee communications, and enhancing program accountability. Received a perfect score on most recent performance evaluation, and achieved special recognition for initiative and thoroughness on two major projects in first nine months in position: a comprehensive and ground-breaking approach to population-based needs assessments, and a highly successful TA working conference for grantees.

## **PROFESSIONAL QUALIFICATIONS**

- Eighteen years in health and social welfare planning, policy development, and program administration
- Nationally-recognized AIDS/HIV services and planning expertise
- Preparation and presentation of effective testimony before local, state, and national elected officials and policy-makers
- Results-oriented program evaluation experience
- Recognized talent in recruiting, training, supporting, and sustaining citizen boards and commissions with membership from 15 to 150
- Highly effective inter-personal skills; valued co-worker/team member who respects and is respected by peers, subordinates, and supervisors
- Administrative skills proven in taking a highly complex service delivery project from concept-on-paper through start-up to smooth operation as an independent agency in a compressed time frame
- Fiscal skills achieved through development, funding of, and management of budgets ranging from \$25,000 to \$4 million annually
- Personnel management skills which yielded a near-zero burnout rate in an agency with 30 staff and 75 volunteers serving over 2,000 persons with AIDS/HIV and their caregivers
- Grant writing and other development efforts which netted in excess of \$10 million

## **REPRESENTATIVE CONSULTING EXPERIENCE [complete listing available]**

- **HIV Strategic/Community Planning** - Savannah, GA; Jacksonville, FL; states of Oklahoma, Mississippi, New Mexico
- **Corporate Long-Range Planning** - Texas AIDS Network, National Episcopal AIDS Coalition, Dallas County Board of Health, Dallas County Youth Services Advisory Board, Deaf Action Center, Lone Star Council of Camp Fire, Improvisations Unlimited
- **HIV Case Management/Services Delivery** - National Native American AIDS Program; HIV Services Planning grantees of the Bureau of Health Resources Development, USPHS
- **Proposal Review and Evaluation; Site Visits** - Robert Wood Johnson Foundation, Health Resources and Services Administration/US Public Health Service
- **Program Evaluation/Management Audit** (all in Dallas, Texas) - Urban League, Catholic Charities, Galaxy Center for Youth and Family Counseling, Family Guidance Center, Cystic Fibrosis Foundation

**REPRESENTATIVE PUBLIC PRESENTATIONS/LECTURES [complete listing available]**

- *Management and Administration in HIV Services* - 1990 Conference of the National Episcopal AIDS Coalition, Atlanta
- *Long Range HIV Services Planning* - USPHS Regional HIV Summit II, New Orleans
- *Barriers to Care for Persons with HIV Disease* - National Commission on AIDS, Dallas
- *Implementation of the Ryan White CARE Act* - 1992 Conference of the National Episcopal AIDS Coalition, Washington, DC
- *Re-defining HIV Early Intervention* - HRSA AIDS Advisory Board, Washington, DC
- *If We Knew Then What We Know Now* - United Hospital Fund, New York
- *Developing a Continuum of Response to the Continuum of Need* - National Health Policy Forum, Washington, DC
- *Developing Centralized Case Management* - Michigan Conference of Foundations
- *Managing AIDS* - National Conference of the USPHS and the University of South Carolina School of Public Health, Charleston
- *Community Organizations as the Cornerstone of HIV Care* - Presidential Candidates' Seminar convened by the American Foundation for AIDS Research, Carnegie Endowment, Rand Corporation, Harvard School of Public Health
- *Responding to School Age Pregnancy* - Girl Scouts of the USA, Dallas

**EMPLOYMENT HISTORY**

04/92 - Present      Public Health Analyst (GS14), Division of HIV Services, Bureau of Health Resources Development, US Public Health Service

11/91 - 03/92      Independent consultant (to US Conference of Mayors, US Public Health Service, United Way of America)

02/90 - 10/91      Executive Director, AIDS Arms Network, Inc.

11/86 - 01/90      Project Director, AIDS Arms Network/Community Council of Greater Dallas (CCGD)

04/85 - 10/86      Associate Executive Director, CCGD

04/84 - 03/85      Director of Community Education, CCGD

05/78 - 03/84      Director, Dallas Commission on Children and Youth; Coordinator of Communication Services, CCGD

06/76 - 05/78      Planner, CCGD

01/76 - 05/76      United Way of America Management Intern Placement: Planner, Community Council of Central Connecticut, New Britain, CT

06/75 - 12/75      United Way of America Management Intern Placement: Division Director, United Way of Metropolitan Dallas, TX

01/73 - 08/73      Director of Religious Education, US Army Chapel, Heidelberg, Germany

**REPRESENTATIVE COMMUNITY SERVICE [complete listing available]**

- Board of Directors, Treasurer, National Episcopal AIDS Coalition
- Board of Directors, Texas AIDS Network
- Dallas County AIDS Planning Commission
- City of Dallas Children and Youth Advisory Commission
- Texas Coalition for Juvenile Justice
- Texas Association Concerned with School Age Parents
- Lay Eucharistic Minister, St. Thomas the Apostle Episcopal Church

**EDUCATION AND PROFESSIONAL DEVELOPMENT**

- University of Georgia  
1975 BA, Journalism
- University of Maryland, Munich, Germany  
1971-72 coursework in Political Science, Philosophy, Germany
- National Academy for Voluntarism, Alexandria, Virginia  
1985 Managerial Leadership and Team Excellence  
1984 Developing Managerial Skills  
1980 Technical Assistance and Consultation  
1979 Funds Allocation and Agency Relations  
1978 Community Planning I

**SELECTED PUBLICATIONS AND PROFESSIONAL PAPERS [complete listing available]**

- Barriers to Meeting the Human Care Needs of Persons Affected by the HIV Epidemic - Presented to the National Commission on AIDS
- A Continuum of Response to the Continuum of Need: Developing Coordinated Care for Persons with HIV Illness - Presented to the National Health Policy Forum
- Redefining HIV Early Intervention - Presented to the HRSA AIDS Advisory Board
- IMPACT 88: Report of the Task Force on Adolescent Health and School Age Pregnancy in Dallas County, Texas
- Adolescent Pregnancy in Dallas County, Texas
- Corporate Long Range Planning (co-author)
- Is it Well With the Child?
- People are Aging (editor, graphic designer)

**PRINT and VIDEO CLIPS**

- Available upon request

**REFERENCES [addresses and telephone numbers available on request; "♦" indicates those who are particularly familiar with my work]**

- ♦Ron J. Anderson, MD, MPH . . . . . Chairman, Texas Board of Health  
President and CEO, Parkland Memorial Hospital
- Peter Brodnitz . . . . . Health Legislative Assistant, Representative Thomas Foglietta
- William Freeman . . . . . Executive Director, National Association of Persons with AIDS
- ♦Denise Graveline . . . . . Editor, **Science Magazine**, National Science Foundation
- Lucy Hand . . . . . Health Legislative Assistant, Representative Jose Serrano
- The Right Reverend Barbara C. Harris . . . . . Suffragan Bishop of Massachusetts
- Jason Heffner . . . . . Policy Analyst, National Commission on AIDS
- ♦M. June Horner . . . . . Deputy Director, Office of Minority Health, HRSA
- Michael Iskowitz, Esq. . . . . Senate Select Committee on Labor and Human Resources
- Paul Jellinek, Ph.D. . . . . Vice President, The Robert Wood Johnson Foundation
- Paul Kawata . . . . . Executive Director, National Minority AIDS Council
- Sally Kohn, MPH . . . . . Deputy Director-Robert Wood Johnson Foundation  
Special Initiative on Reducing Soci-Economic Barriers to Health Care
- Roz Lasker, MD . . . . . Co-Chair, Task Group 1a, White House Health Care Task Force
- ♦Phil Lee, MD, MPH . . . . . Assistant Secretary of Health Designate
- Samuel A. Matheny, MD . . . . . Former Associate Administrator for AIDS  
Health Resources and Services Administration
- Jeffrey Menzer . . . . . Washington Policy Office, American Foundation for AIDS Research
- Jesse Milan, Jr., Esq. . . . . Assistant to the President, Temple University  
Former Chairman, Philadelphia AIDS Consortium
- John Mills . . . . . Health Legislative Assistant, Representative Elliot Engel
- Stephen Moske . . . . . The Aetna Foundation
- ♦Eric P. Goosby, MD . . . . . Director, Division of HIV Services  
Bureau of Health Resources Development
- ♦June Osborn, MD, MPH . . . . . Chairman, National Commission on AIDS
- Sister Rosemary Redmond, Esq. . . . . Founder, Elder Law Project
- Ron Rowell . . . . . Executive Director, National Native American AIDS Prevention Center
- ♦Jesus M. Sandoval, MSSW . . . . . Executive Director  
Dallas Concilio of Hispanic Service Organizations
- Paul Seltman . . . . . Staff, Senate Select Subcommittee on Education and Civil Rights
- ♦Mervyn F. Silverman, MD, MPH . . . . . President, American Foundation for AIDS Research
- ♦Shoshanna Sofaer, Dr.PH . . . . . Co-Chair, Task Group 8, White House Health Care Task Force  
Associate Professor & Associate Chair for Research, GWU Department of Health Care Sciences
- ♦Susan Stahl . . . . . Chairperson, Texas Board of Protective Services
- B. J. Stiles . . . . . President, National Leadership Coalition on AIDS
- The Reverend Ken South . . . . . Executive Director, AIDS National Interfaith Network
- Benneville M. Strohecker . . . . . Member, Business Responds to AIDS Advisory Committee  
Centers for Disease Control and Prevention
- Sandra M. Thurman . . . . . Executive Director, AID Atlanta



## MEMORANDUM

To: Carol Rasco  
From: Kevin Thurm *Kevin Thurm*  
Re: AIDS Policy Coordinator

Attached are resumes for the AIDS Policy Coordinator position. The following is a brief overview of their credentials and our comments.

Tom Higgins:

A dark horse because he is not known as an HIV/AIDS expert, Tom founded and served as chair of Continuum, a program in San Francisco providing day care services for people with AIDS. He presently serves as Senior Vice President of Blue Cross and Blue Shield of Maryland (which has no discriminatory policies with respect to people with HIV/AIDS).

Tom's past governmental experiences, including serving as an elected state representative in Iowa, some time in the Carter White House as Deputy Secretary to the Cabinet and in other roles during that Administration, make him almost ideally suited for the job. Tom understands the issues and how to work in a complex environment with a somewhat ill-defined job. We expect that he would work very well with HHS and the White House, would be a terrific problem solver, would provide superb leadership and serve as an excellent spokesperson and communicator.

Although he is not a highly visible figure in the HIV/AIDS world, we believe this would be greatly overcome by his performance and, therefore, make him our top candidate.

Kristine Gebbie:

A well known leader in public health who has directed two state health departments (Oregon and Washington). As the former Director of Health in Washington, Kris was unhappy because she spent too much time in national public health issues and not enough time leading her department. She knows HIV/AIDS issues from a broad public health perspective and from having served as a member of the President's Commission on HIV/AIDS from 1987-88.

She is well regarded by people in the field, but is not herself considered among the top leaders.

Kris is currently serving as a consultant to the Office of the Assistant Secretary for Health, assisting in the development of the public health components of the health care reform plan. She is doing an excellent job in this staff capacity. You should know that Kris has been an applicant for both the CDC Director and HRSA Administrator positions. She has not emerged on the short list for CDC, but she is on the list of HRSA applicants who will be interviewed by the Search Committee. She is also a candidate for several more government positions, including executive director of the American Public Health Association and the American Nurses Association.

She could do the job well, but does not have the governmental/White House experience that Higgins has nor his depth or measure of experience.

Gerald Friedland:

An outstanding physician, Gerry has been one of the clinical leaders in HIV/AIDS for a decade. He recently left Montefiore Medical Center and Albert Einstein Medical School in New York to head the clinical AIDS program at Yale University. He would bring to this job great experience and knowledge about HIV/AIDS from a medical and public health perspective.

While a wonderful clinician and person, his lack of experience in the policy world and his lack of government experience would make him a more risky choice.

If you have any questions, please give me a call.