



THE SECRETARY OF HEALTH AND HUMAN SERVICES
WASHINGTON, D.C. 20201

MAR 30 1988

file

TO: Carol Rasco
FROM: Donna Shalala *DS*
SUBJECT: Response to Governor Tucker

While I believe the attached letter to me from Governor Tucker overstates the import of Bruce Vladeck's conversation with Mr. Whitlock last week, the relevant point is that Arkansas is requesting us to stretch the Provider Donations and Taxes rules far further than anyone ever really intended. Indeed, our conversations with the National Governors' Association suggest it would not disagree with our position as stated in the attached reply to Governor Tucker.

Permitting a provider tax on personal care services would represent almost a pure recycling of federal money to draw down still further federal money, in a way the Donations and Taxes law was meant to prevent. Allowing such a class for Arkansas would also open up floodgates through which New York and others would surely follow.

If it's OK with you, we'll get the response to Tucker out tonight. If you have any questions and can't reach me, Bruce Vladeck is fairly up to date on this issue.

Attachment



THE SECRETARY OF HEALTH AND HUMAN SERVICES
WASHINGTON, D.C. 20201

March 30, 1993

The Honorable Jim Guy Tucker
Governor
State Capitol
Little Rock, Arkansas 72201

Dear Governor Tucker:

I appreciate your letter in which you ask me to consider designating personal care services as an approved class for provider taxation under the Medicaid Voluntary Contributions and Provider Specific Tax Amendments of 1991 (Public Law 102-234). However, I am afraid I cannot respond affirmatively to your request.

While I have discretionary authority to designate additional provider classes under the law, the entire history of the Amendments, and subsequent discussions we have had with the National Governors' Association and other state and congressional representatives, lead to the conclusion that personal care services fall far outside the intended use of that discretionary authority. Since personal care services are paid almost entirely by Medicaid, provider taxes on these services constitute exactly the kind of potentially unlimited claim on federal resources the statute was designed to constrain. That is also why, in our current negotiations with the National Governors' Association, we have agreed that revised regulations will further spell out and constrain the use of that discretionary authority.

We are eager to be as helpful to Arkansas, and to all the states, as we reasonably can. Approving this class of services for your state, however, would permit other states to claim literally tens of million of dollars in federal financial participation.

As Mr. Vladeck expressed in his conversation with Mr. Whitlock, he and staff of the Health Care Financing Administration would be happy to work with your staff to identify other mechanisms, permissible under the current or revised regulations, which might help address your budgetary situation.

I hope you will not hesitate to call on us if we can provide you with such assistance.

Sincerely,

Donna E. Shalala



THE SECRETARY OF HEALTH AND HUMAN SERVICES
WASHINGTON, D. C. 20201

FACSIMILE

**PLEASE NOTIFY OR HAND-CARRY
THIS TRANSMISSION TO THE
FOLLOWING PERSON AS SOON AS
POSSIBLE:**

DATE: 5-19-93

TIME: _____

TO : Carol Raso

COMPANY : The White House

FAX NUMBER: 456-2878 TELEPHONE NUMBER 456-2216

Number of pages being transmitted (including this one) 2

FROM: Dana Shalala

OFFICE OF THE SECRETARY
200 INDEPENDENCE AVENUE, S.W.
WASHINGTON, D.C. 20201
(202) 690-7000 FAX NO. (202) 690-7595

COMMENTS: _____

file HHS Staffing



THE SECRETARY OF HEALTH AND HUMAN SERVICES
WASHINGTON, D. C. 20201

May 19, 1993

NOTE TO CAROL RASCO

The three people we have submitted to personnel for positions are:

- Ann Rosewater
- Nelson Weinstock
- Olivia Golden

I have made commitments to all three based on my conversations with you.

Thanks.

Donna E. Shalala
 Donna E. Shalala

E-msg. to Bruce 5/19.

MEMORANDUM

To: Secretary Shalala

April 14, 1993

From: Mary Jo Bane

Re: Senior Manager Hires for ACF

=====

I am requesting your authorization to make offers of jobs for five senior positions in ACF. In a week or so I hope to be ready to make offers for four other positions. I will first outline the five offers I want to make now, and then summarize where I am on filling the other four senior positions and on searching for lower level positions within ACYF. I have attached an organizational chart and the resumes of the five people to who I hope to make offers.

CRUCIAL SENIOR MANAGEMENT POSITIONS

Principal Deputy Assistant Secretary. Although I at first thought that I would not fill the principal deputy slot, I have since decided that I need someone in this slot to provide leadership to the systems, financial management and operations side of the agency. I will also use this person to revitalize regional operations, and to put in place an agency-wide total quality management program. I need someone with very strong management and systems experience, who will work closely with me to make the agency work.

I am recommending **Nelson Weinstock**, currently deputy commissioner for administration in the New York State Department of Social Services for this job. From working with him for several years, I know that he and I can work well together, and that he will be able to provide strong leadership in modernizing our systems, reinventing the relationship between regional operations, program offices and the states, and creating a quality improvement effort based on employee participation, attention to customers, alignment with mission and attention to data.

I considered a number of other candidates for this position, including Harley Frankel, who had the strongest management experience of the candidates suggested by White House personnel. However, he does not have the systems experience that Nelson has, nor would he be likely to be obsessed with operations rather than policy, as I know Nelson will be.

Nelson is the only person I am proposing to bring with me from New York, and it is very important to me. We believe he could come on an IPA.

Deputy Assistant Secretary for Policy and External Affairs. This is another job that I had at first thought I would not fill. However, I see a need for someone in this job who can provide leadership for the policy development and external relations functions. The job needs someone who knows the policy issues, is committed to the President's vision, and is connected to and respected by the important Washington networks.

I am recommending **Ann Rosewater** for this position. Ann comes with strong experience and support and seems particularly well suited to this particular job. She seems interested, though she is interested in other jobs as well. Her experience and talents fit her well for a policy development rather than a program management job. The one reservation I have is about the extent of her commitment to the President's vision for welfare reform.

Other candidates for this job are Laurie Garduque, who is Asian and Ruby Hearn, who are African-American. Neither, however, has the strong combination of policy and external experience that Ann brings. Margaret Malone of Senator Bentsen's staff is also a very strong possibility, with some of the same strengths as Ann.

Director of the Office of Family Assistance. This person has the responsibility for managing the AFDC and JOBS program, and will have primary responsibility for implementing welfare reform. I want a person with very strong state experience, committed to the President's vision, who can provide leadership not only in developing welfare reform but also in translating the vision into operational reality at the state level.

I am recommending **Audrey Rowe** for this position. She is currently commissioner of the Connecticut department of income maintenance, previously social services commissioner for the District of Columbia. She has been an active participant in policy discussions at the national level and is well respected by her peers. She is interested in the job but is still thinking, and would not want to come to Washington until summer.

There are a number of other very talented state social services commissioners, the best of whom is probably Larry Jackson of Virginia. Virtually all of them, however, are white males (including Larry), and this is a job where a minority perspective is especially important. Incidentally, the career person now acting in this job is a very talented African American woman who could easily manage the office for an interim period.

Commissioner for the Administration on Children Youth and Families. ACYF has responsibility for the operation of the Head Start program and for the oversight of day care, child welfare, youth and other programs. Because of the issues around Head Start and the enormous challenge of developing flexible and responsive programs for families and children around Head Start, this person needs to be a very creative thinker about both policy and implementation. Because of the history of the agency, I also need someone in the job who will work with me to integrate ACYF into the larger ACF framework.

I am recommending **Olivia Golden** for this job. Olivia is currently director of programs and policy for CDF. She brings political experience and experience in state government as well as academic experience; her teaching and writing has been strongly oriented to management as well as to policy. She has also done a good deal of work at the neighborhood level in a variety of volunteer roles. From having taught with her at the Kennedy School, I know that she can think in very innovative ways about how to best design and deliver services for children and families.

There are obviously other strong candidates for this job, including the people mentioned above in the context of the two deputy assistant secretary positions.

Deputy Director of the Office of Child Support Enforcement. The assistant secretary carries the title of director of the office of child support enforcement; the actual director of the office is therefore called deputy director. This is an extremely important job, since the President is so strongly committed to dramatic improvement of the child support system as a crucial element of welfare reform. I need someone with strong experience at the state level in program innovation and successful implementation.

I have two strong candidates for this job. The first is **David Hogan**, who is currently the child support director in Washington State. Washington State has been a real innovator and leader in child support, and Dave gets much of the credit for their accomplishments. He is a strong manager and has the strong support of his peers. The second candidate is **Barbara Paulin**, currently the child support director in Delaware. Delaware has a very good record in child support and Barbara has a good reputation as a manager and innovator. As an African American woman, she would bring a special perspective to the job. She gets somewhat mixed reviews from her peers, however.

Another candidate who has some support is Margaret Haynes of the ABA, who chaired the U.S. Commission on Interstate Child Support. She knows the issues well and has lots of good ideas, but brings no state or managerial experience.

OTHER SENIOR MANAGEMENT POSITIONS

Within the next week or so I hope to have recommendations to you on four other senior management positions. For each of these I currently have two or three strong candidates but have not had the conversations that would enable me to settle on a recommendation. So that you can have a sense of what the entire senior management team will look like, however, I will briefly describe the main candidates for these jobs.

Office of Refugee Resettlement. This is a program with a lot of controversial issues. I am looking for someone with strong ties to the refugee community, and strong experience in service delivery, who can also be creative and flexible about the design and management of the program. Two strong candidates are **Lam Duc Nguyen**, currently with the International Refugee Coordinating Committee in California and **Ngoc Thi Le**, currently deputy administrator for the Illinois Department of Public Aid.

Administration on Developmental Disabilities. This job requires sensitivity to the disability community as well as the ability to think creatively about the host of policy issues affecting that community. Two very strong candidates are **Sara Watson**, from Berkeley Planning Associates and the Washington Business Group on Health, and **Beth Ferguson**, former director of the Michigan Developmental Disabilities Council.

Administration for Native Americans. This is now a PAS appointment. The strongest candidates are **Ada Deer** of Wisconsin and **JoAnn Kaufman**, who served with the Seattle and Idaho Indian Health Boards. Both are Native Americans.

Office of Community Service. This office administers the Social Services and Community Services block grants and several small discretionary programs. I also intend to use this office as the focal point within ACF for thinking in an integrated way about community development and community services. I am looking for someone with strong community based experience. Two candidates who look strong are **Tom Blackburn Rodriguez**, former chief of staff to DNC vice chair Carmen Perez and active with Hispanic organizations, and **Bob Curvin**, currently at the Ford Foundation.

POSITIONS WITHIN ACYF

The Administration on Children Youth and Families has within it four bureaus headed by Associate Commissioners, two of which are particularly important: the Head Start Bureau and the Children's Bureau. I want the ACYF Commissioner to participate in the selection of the bureau heads, and am therefore doing only preliminary searching. Potentially strong candidates include

Harley Frankel; Beverly Jones, an African American social worker with Little Rock connections; and Joselyn Geaga-Yap, a children's services administrator in LA county.

NELSON M. WEINSTOCK

P6/(b)(6)

(518) 474-9470 (BUSINESS)

EDUCATION

MBA University of Massachusetts - Amherst (1963)
BBA University of Massachusetts - Amherst (1960)

BUSINESS EXPERIENCE

**FEBRUARY 1976
TO PRESENT**

STATE OF NEW YORK - ALBANY, NEW YORK

**April 1987
to Present**

**Deputy Commissioner for Administration
Department of Social Services**

Serve as the agency's senior executive responsible for management support, quality improvement and fiscal management. The agency administers and supervises the activities of fifty-eight local districts (fifty-seven counties and New York City) in the delivery of cash assistance, social services and medical assistance to New York State's indigent population. Have line responsibility for financial management, quality management, human resource development and management, fiscal and program audit, and administrative support activities.

Developed and implemented several major new programs and improvements in the areas of revenue development, workforce planning, performance measurement and cost control. Chaired task force which developed a blueprint for quality management programs in New York social services operations and am presently leading implementation of a multi-year quality management plan.

In addition to responsibility for specific Division activities, participate in the formulation of program policy and its implementation and have fulfilled, concurrently with present position, several general management needs of the Department, including service as Acting Director of the Medical Assistance Program (April 1987-June 1988), and interim Executive Deputy Commissioner (December 1986-February 1987 and April 1990-June 1990). Have also managed several cross divisional projects related to new program development, organization structuring and information systems planning.

**February 1980
to April 1987**

**Deputy Commissioner for Operations
Department of Social Services**

Responsible for direct departmental operations. Had line responsibility for a wide range of social services programs including eligibility determination for medical disability, services to the blind and visually handicapped, child support and Medicaid computer systems and operations.

Structured and formed the Department's Division of Operations upon joining Social Services in February 1980. Successfully implemented a wide range of program, operational, revenue and cost control improvements.

**February 1976
to February 1980**

**Deputy Commissioner for Administration
Office of Mental Health**

Responsible for the full range of fiscal and administrative functions for this agency of State Government. The agency manages programs for the mentally ill through a system of 25 state operated hospitals and a range of locally operated community support services. Provided direct management of the financial, human resources, management information systems, facility and nutritional services, management audit and management science functions of the Office of Mental Health.

Implemented major new activities in long and short range fiscal, capital and human resources planning. Achieved substantial increases in third party reimbursement through improved rate setting, operational and analytical activities.

Prior to promotion to Deputy Commissioner in December 1977, served as Associate Commissioner for Information Systems and Management Analysis (February 1976-December 1977) with responsibility for the full range of information systems activities including systems analysis and design, data processing operations, systems planning, and statistical analysis.

NOVEMBER 1968
TO FEBRUARY 1976

VICE PRESIDENT - JOHN DIEBOLD AND
ASSOCIATES, NEW YORK, NEW YORK

Had profit and loss responsibility for a major component of this consulting group's practice. Provided a wide range of general management, business planning and computer consulting services primarily to Fortune 500 companies in the United States and abroad.

Responsible for both business development and assignment management and fulfillment with emphasis in the areas of business planning for automation related products and ventures, information systems management and design, organization analysis and design, operation improvement and cost reduction.

Joined John Diebold and Associates as a Senior Consultant in November 1968. Promoted to Principal (1969), Associate Director (1970), Director (1972) and Vice President (1973).

APRIL 1966
TO NOVEMBER 1968

MANAGER - WESTERN UNION, INC.
MAHWAH, NEW JERSEY

Responsible for business planning and technical development of advanced information and data communications systems for the financial industry.

JUNE 1960
TO APRIL 1966

Held positions of increasing responsibility in computer systems analysis, design and implementation with Sprague Electric Company (1960-1964), Mead Johnson Company (1964-1965), McGraw-Hill (1965) and S. Klein's Department Stores (1966). Concentrated in the following areas:

- o Production and Inventory Control
- o Research and Development
- o Marketing and Market Research
- o Finance and Accounting
- o Sales Forecasting

OTHER

Served as an Adjunct Professor of Management Information Systems on the graduate faculties of Union College and the School of Business of the State University of New York - Albany.

ANN ROSEWATER

P6/(b)(6)

PROFESSIONAL EXPERIENCE

Senior Associate
Chapin Hall Center For Children
University of Chicago
May 1990 to Present

Principal investigator for a Rockefeller Foundation supported study of intermediary organizations addressing urban child poverty in conjunction with development of an urban poverty network.

Consultant
Atlanta, Georgia
March 1990 to Present

Provide strategic, policy, program and technical services regarding public and private sector domestic policy, with emphasis on policy affecting children and families, to private foundations, corporations, universities, non-profit organizations and government at all levels. Clients include: The Annie E. Casey, Ford and Rockefeller Foundations, Pew Charitable Trusts, Council on Foundations, BellSouth Corporation, Moriah Fund, Southern Regional Council (for the Lilly Endowment), Center for Assessment and Policy Development, City/County of Denver, Contra Costa County, CA, Center for the Study of Social Policy, Florida Mental Health Institute, and Mississippi Forward Foundation.

Staff Director/Deputy Staff Director
Select Committee on Children, Youth, and Families
U.S. House of Representatives
January 1987 to February 1990/April 1983 to December 1986

Supervised 15-member staff, developed and coordinated major Congressional investigations and hearings on broad range of issues affecting American families and their children, including health care, education, child care, poverty, tax policy, alcohol and drug abuse, adolescent development, income maintenance and family support programs.

Ann Rosewater

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Supervised all Committee personnel, budget and other administrative policy matters.

Recommended to the Chairman and Committee members policy directions, working agendas, legislative initiatives and other Committee activities; developed and analyzed critical issues affecting American children and families to raise Congressional and public awareness and improve governmental and private sector policies affecting children and families.

Supervised development, research, drafting of bills and amendments, and coordination with other House and Senate Committees on legislative activities affecting families and children; prepared, edited and approved all official Committee reports and documents.

Supervised press and public relations for Committee activities; addressed national conferences, briefing sessions, public meetings and conventions on behalf of the Chairman and the Committee.

Served as principal Committee liaison with foundations, corporate and nonprofit organizations, academic institutions interested in policies affecting children and families.

Senior Legislative Assistant to Congressman George Miller

U.S. House of Representatives

April 1979 to April 1983

Supervised and coordinated the Congressman's activities in domestic policy, including education, health, disability, civil rights, nutrition, social services, family violence, employment, poverty, children and youth, women, Native Americans, and volunteer services.

Coordinated legislative activities with the Education and Labor Committee, other House and Senate Committees, the Executive Branch and interested private and nonprofit organizations.

Drafted and staffed through enactment major domestic policy legislation; researched and wrote speeches, legislative statements and related memoranda; handled constituent matters.

Ann Rosewater

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Responsible for development and establishment of select Congressional committee to strengthen public and private sector policies affecting American families and children.

Consultant

Washington, DC

January 1977 to April 1979

Provided consultant services, including investigations, training, research and preparation of monographs, and legislative representation in areas of education, disability, child health, civil rights, rehabilitation and training.

Clients included major national universities and other institutions including: Harvard University School of Public Health, Michigan State Department of Education, Children's Defense Fund, Center for Community Change, Institute for Educational Leadership, National Committee for Citizens in Education, Center for Independent Living, American Coalition for Citizens with Disabilities, Education Coalition.

Graduate instructor in special education policy, child health, equal educational opportunity at George Washington University, Harvard University Schools of Public Health and Education, Nova University.

Associate producer for research and development of national public television series ("Smithsonian World").

Children's Defense Fund

Washington, DC

February 1973 to January 1977

Principal staff member responsible for development of education policy.

Developed and coordinated advocacy and legislative program in areas of education, civil rights, disability; provided representation and issue advocacy before federal agencies and Congress on regulatory and legislative matters.

Co-authored landmark national education policy studies; authored consumer handbooks on individual and parental rights under federal laws.

Ann Rosewater

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Supervised development of major civil rights litigation on behalf of handicapped individuals (Cherry v. Mathews, American Council of the Blind v. Mathews).

Developed and coordinated advocacy network of state and local education and disability organizations; served as member of the Education Task Force of the Leadership Conference on Civil Rights and the Education Coalition.

Other responsibilities included speeches before national, state and local groups, and technical assistance to community-based organizations.

National Urban Coalition

Washington, DC

September 1970 to January 1973

Program and policy assistant to the Vice President (M. Carl Holman).

Analyzed education policy involving equal opportunity and school finance reform, urban policy, and federal budget priorities; developed minority-led state school finance reform projects; provided technical assistance to community-based organizations, including local urban coalition affiliates; served as liaison for the Vice President to the Education Coalition.

Metropolitan Applied Research Center

New York City

September 1969 to August 1970

Research assistant to the President and Vice President for Research (Dr. Kenneth B. Clark and Dr. Phyllis Wallace).

Examined and analyzed welfare policies, the social aspects of planned communities, and urban education. Principal researcher for plan to improve reading skills in the District of Columbia public schools.

Ann Rosewater
Page 5

Teachers College, Columbia University
New York City
March to August 1969

Research, editorial and administrative assistant to Professor of Political Science and Education (Dr. Dale Mann).

Principal research and editorial assistant for interdisciplinary project analyzing decision-making strategies for school superintendents in major urban school districts.

OTHER WORK EXPERIENCE

California Campaign '88 (Dukakis for President), California Headquarters, scheduling coordinator.

Urban Associates, Inc., Washington, DC, consultant.

Creative Teaching Workshops and Gallery, New York, NY, consultant.

Horace Mann-Lincoln Institute, Teachers College, Columbia University, New York, NY, consultant.

Poverty Study Group, U.S. Senate Subcommittee on Employment, Manpower and Poverty, editorial assistant.

Office of Senator Joseph S. Clark, U.S. Senate, Wellesley-Vassar Intern and staff assistant.

EDUCATION

B.A., Wellesley College, 1967, with Distinction, Political Science

M.A., Columbia University, 1969, History of Art

HONORS AND MEMBERSHIPS

Who's Who of American Women

Almanac of the Unelected

Leadership Atlanta, 1992-1993

Leadership in Human Services Award, American Public Welfare Association,
February 1990

Young American Leaders Delegation to Israel, Institute on American Jewish-
Israeli Relations, American Jewish Committee, 1988

Award "For Dedication and Work on Behalf of America's Children," National
Council of Jewish Women, 1987

Member, Advisory Committee, Genesis Shelter, Atlanta, Georgia, 1991-

Member, Board of Directors, Georgians for Children, Atlanta, Georgia, 1991-

Member, Board of Directors, Jewish Fund for Justice, New York City, New York,
1990- ; Grantmaking Committee, 1990-

Member, Board of Directors, Youth Law Center, San Francisco, CA, 1990-

Member, Board of Directors, Family Resource Coalition, Chicago, IL, 1990- ;
Public Policy Committee, Chair, 1990-

Member, National Advisory Committee, National Media Campaign on Domestic
Violence, 1990 -

Member, Advisory Committee, Advertising Council, Inc. Project on Breaking the
Cycle of Disadvantage

Member, National Advisory Board, Center for National Policy, Washington, DC

Member of Policy Advisors, Children Now, California

Member, Child Health Book Advisory Committee, Children's Defense Fund

Member, Council of Advisors, National Child Care Staffing Study

Ann Rosewater
Page 8

"Implications for Civil Rights Enforcement of a Separate Department of Education," a policy paper by the Education Coalition, 1978 (author).

"Finding and Hiring a Lawyer," a handbook by the Citizens' Advisory Committee of the District of Columbia Bar Association, 1978 (co-author).

"Strengthening School Community Advisory Councils," a report to the Charles Stewart Mott Foundation by the Center for Community Change, July 1977 (co-editor and author of Chapter V: "School-Community Advisory Councils: Their Impact on School-Based Programs and Issues").

"The Seventh Planning District: An Analysis and Recommendations for a Development Strategy," a report to the Department of Human Resources of the City of Buffalo and the Buffalo Urban League by the Center for Community Change, June 1977 (author of Chapter IV: "Human Services").

"Fundamentals for Equity in Federal Education Policy: Lessons, Principles, Recommendations," a policy paper by the Education Coalition, March 1977 (co-author).

"Your Rights Under P.L. 94-142, the Education for All Handicapped Children Act," a handbook by the Children's Defense Fund of the Washington Research Project, Inc., March 1976 (author).

"How to Look at Your State's Plan for Educating Handicapped Children," a handbook by the Children's Defense Fund of the Washington Research Project, Inc., Fall 1975 (author).

School Suspensions: Are They Helping Children?, a report of the Children's Defense Fund of the Washington Research Project, Inc., 1975 (contributor)

Children Out of School in America, a report of the Children's Defense Fund of the Washington Research Project, Inc., 1974 (co-author).

The State of the Cities: Report of the Commission on the Cities of the '70's, Praeger Publishers in cooperation with the National Urban Coalition, 1972 (contributor).

Counterbudget: A Blueprint for Changing National Priorities 1971-1976, Benson, Robert S. and Wolman, Harold, eds., Praeger Publishers, 1971 (staff consultant).

Ann Rosewater

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Member, National Resource Panel, National Association for Family Day Care

Hearing Panel, Board of Professional Responsibility, District of Columbia Bar Association, 1975-1979

Citizens' Advisory Committee, District of Columbia Bar Association, 1974-1979

PUBLICATIONS

"Comprehensive Approaches for Children and Families: A Philanthropic Perspective," Grantmakers for Children, Youth and Families, 1992 (author).

"Opportunities for Success: Family Support Programs for Children of Adolescents," TEC Networks, September, 1991, (author).

"The Comprehensive Children's Initiative: Design Document," prepared by the Center for Assessment and Policy Development for The Pew Charitable Trusts, September, 1991 (co-author).

"The Real Deficit: Child Health and Public Policy in the U.S.," Transactions & Studies of the College of Physicians of Philadelphia, Ser. 5, Vol. 13, No. 1, 1991, (author).

"Child and Family Trends: Beyond the Numbers," chapter in Caring for America's Children, ed. Gartner, A. and Macchiarola, F. J., 1989 (author).

"Minimum Competency Testing Programs and Handicapped Children: Perspectives on Policy and Practice," a policy paper by the Institute for Educational Leadership, 1979 (author).

"Possibilities for Use of Federal Funds to Increase Accessibility for the Disabled: A Strategy for the Community Services Administration," a report to the Community Services Administration by the Center for Community Change, 1979 (author).

"Options for the Future of the Education Coalition," a policy paper by the Education Coalition, 1978 (author).

Audrey Rowe

P6/(b)(6)

P6/(b)(6)

(H)

(203) 566-2008 (W)

PROFESSIONAL EXPERIENCE

- 1991 - present Commissioner
Department of Income Maintenance
State of Connecticut, Hartford, Connecticut
- Governor's Cabinet position which administers all state and federal entitlement programs and regulates longterm care. Supervision of 1700 employees and administrator of state's second largest budget of \$2.4 billion dollars.
- 1990 - 1991 Human Resources Administrator
City of New Haven, New Haven, Connecticut
- Cabinet position which administers six human services departments, Fair Rent, Health Services, Welfare, Children & Family Services, Services for Persons With Disabilities.
- 1988 -1991 Consultant, Equal Opportunity Division
Rockerfeller Foundation New York
- Assist the foundation in development of several models of organization and program to address persistent poverty and under class conditions on the local level. Responsibilities include management of demonstration projects in six cities and contractor for monitoring and documentation.
- 1980 - 1988 Commissioner for Social Services, Department
of Human Services, Washington, D.C.
- Cabinet level position which administered the delivery of social services to 250,000 residents. Directed the development of social welfare policy proposals, program initiatives, and legislation. Supervised

personnel management of 2700 employees and five local unions, contract administration, and budget preparation and management of \$400.0 (million) annual budget.

1979 1980

Special Assistant to the Mayor, Office of Youth Affairs, District of Columbia Government, Washington, D. C.

Principal Advisor to the Mayor on youth development programs. Reviewed and Monitored city agency programs and resources designed to assist D.C. youth. Designed and managed the Mayor's Youth Leadership Institute.

1976 - 1979

Director of Women's Activities, Corporation for Public Broadcasting, Washington, D.C.

Initiated all corporate activities to promote fair and equal opportunity for women in public broadcasting. Reviewed industry recruitment, hiring and promotion practice.

1976

Consultant, Media Productions
Washington, D.C.

1975

Consultant National Youth Alternatives Project, Washington, D.C.

1973 - 1973

Special Assistant to George A. Wiley, Executive Director, National Welfare Rights Organization.

Professional Skills

Extensive experience in human services systems design and implementation. Specific skills include: budget management and resource allocation; personnel management of senior managers, human service professionals, technical and support staff; oral and written communication, program evaluation, program development; team building, creative problem solving and decision making; effective management of competing needs and demands.

Related Experience

1989 Chairperson, National Commission on Family Foster Care
Child Welfare League of America, Washington, D.C.

1977 Co-Chairperson, Young Political Leaders Delegation to
People's Republic of China

1975 Member, National Commission on the Observance of
International Women's Year, Presidential Appointment
(Presidents Carter and Ford)

1974 Chairperson, National Women's Caucus
Washington, D.C.

Active in numerous professional association and
organizations.

Recipients of numerous awards and citations

Education

Fellow, Institute of Politics, John F. Kennedy
School of Government, Harvard University,
Cambridge, M.A. - 1984

Master of Public Administration, George Washington
University, Washington, D.C. (Dissertation not
completed) - 1978

Bachelor of Education, Federal City College
Washington, D.C. - 1971

References will be furnished on request

OLIVIA GOLDEN

P6/(b)(6)

W - (202) 662-3559

EDUCATION

- 1983 PhD in Public Policy, Harvard University. Dissertation title: Management without Control: Federal Managers and Local Service Delivery under the Comprehensive Employment and Training Act.
- 1981 Master's in Public Policy, Kennedy School of Government, Harvard University. Thesis title: Economic Development Policy and Inner City Employment.
- 1976 B.A., magna cum laude, Harvard University.

EXPERIENCE

- 1991 to Present Director, Programs and Policy
Children's Defense Fund (CDF)
- Direct 30-person department responsible for policy development, advocacy, research, and writing across the whole range of children's issues: health, income, child care, child welfare, adolescent pregnancy prevention, youth development, and integrated services to children and families.
 - Plan, edit, and oversee the writing of a wide range of publications on child and family issues, including The Status of Children 1992 and An Opinion-Maker's Guide to Children in Election Year 1992.
 - Oversee CDF's development of local and state technical assistance capacity, through direct supervision of a District of Columbia office and through a variety of projects to assist state, local, and community coalitions to improve conditions of children.
 - Oversee CDF's data and research capacity, which supports both national and local advocacy efforts.
 - Advise the President of CDF on the whole range of policy issues affecting children.
- 1987-91 Lecturer in Public Policy
Kennedy School of Government, Harvard University
- Conducted research on effective service delivery and its implications for human services policy. Special interests in integrated services, innovation, child and family policy, employment and training policy, poverty policy.

Olivia Golden
Page 2

- Advised practitioners in the field of children's services and poverty policy, through ongoing projects such as the Executive Session on Children and Poverty and through individual projects.
 - Received the Manuel Carballo Award for the Kennedy School's Outstanding Teacher, June, 1991. Taught a wide variety of audiences, including senior executives, both elected and appointed, as well as graduate students.
 - Carried out a variety of administrative responsibilities, such as Chair of the Second Year Public Policy Committee; Vice Chair of the Two Year Programs Committee, Curriculum Review; and Co-Chair of the Junior Faculty Teaching Seminar.
- 1985-86 Adjunct Lecturer
Kennedy School of Government, Harvard University
- 1985-86 Candidate, Massachusetts State Senate
- Mounted a large-scale field campaign for the Democratic nomination for the Middlesex-Suffolk State Senate seat (Belmont, Watertown, parts of Cambridge and Boston). Field organization included 900 contributors and volunteers supervised by six paid staff; campaign raised and spent \$75,000.
- 1983-85 Budget Director, Executive Office of Human Services
Commonwealth of Massachusetts
- Responsible for operating budget (\$3.3 billion), capital budget, and revenue for 14 human services agencies.
 - Worked successfully to fund new state initiatives in day care, child health, employment and training, and long-term care.
 - Advised the Secretary of Human Services on all policy issues with financial implications; developed and wrote the Secretary's budget recommendations to the Governor; negotiated on all budget matters within the Administration and the Legislature; monitored and controlled agency spending; directed eight professional staff and indirectly supervised 14 agency budget directors.
- 1980 Consultant, Boston Housing Authority
- Designed and phased in a decentralized budgeting system that brought managers of local housing projects into the process of developing budget requests and controlling expenditures.

Olivia Golden
Page 3

- 1978-79 Director, Monthly Income Reporting Pilot Project
Massachusetts Department of Public Welfare
- Responsible for project design and initial implementation for this federally funded pilot project in AFDC administration.
 - Developed detailed project proposal, including operations and evaluation components; negotiated with Federal agencies, community groups, and local office staff; supervised development of an RFP for a new computer system for the pilot sites; and supervised six professional staff specializing in welfare policy, research methods, and computer systems.
- 1976-78 Budget and Management Analyst
Massachusetts Department of Public Welfare

COMMUNITY ACTIVITIES

- 1990-91 Chair, Cambridge Advisory Committee on Children and Youth. Committee produced a policy statement and ordinance, passed by the Cambridge City Council, that created a Cambridge Children's Council and identified an agenda and priorities for action.
- 1989 Member, Cambridge Advisory Committee on Children and Youth
- 1989-91 Member, Mental Health Area Board, Cambridge-Somerville Area
- 1986-89 Elected delegate, Massachusetts State Democratic Convention (Alternate 1984)
- 1984-89 Elected member, Cambridge Democratic City Committee
- 1987-89 Member, Finance Committee, Alice Wolf City Council Campaign
- 1987-88 Chair, North Cambridge Stabilization Committee
- 1986 Member, North Cambridge Stabilization Committee
- 1981-82 City Coordinator, Cambridge, Michael Dukakis Gubernatorial Campaign

BOOKS

Golden, Olivia. Poor Children and Welfare Reform. Auburn House Press, forthcoming 1992.

Olivia Golden
Page 4

PAPERS AND ARTICLES

Golden, Olivia, Poor Children and Welfare Reform: Executive Summary. New York: Foundation for Child Development, Fall 1991.

Golden, Olivia. "Innovation in Public Sector Human Service Programs: The Implications of Innovation by 'Groping Along'," Journal of Policy Analysis and Management, April 1990.

Golden, Olivia. "Welfare Reform and Poor Children," Research Bulletin of the Center for Health and Human Resources Policy, John F. Kennedy School of Government, Harvard University, Fall 1989.

Golden, Olivia and Skinner, Mary with Ruth Baker. "Welfare Reform and Poor Children: An Interim Report." Background Paper for the Foundation for Child Development Research Forum on Children and the Family Support Act, September 1989.

Golden, Olivia. "Strategies for Large-Scale Program Operation: Avoiding the 'Hothouse' Dilemma." Kennedy School of Government, unpublished paper, 1989.

Golden, Olivia, "Balancing Entrepreneurship, Line Worker Discretion, and Political Accountability: The Delicate Task of Innovators in Human Services." Paper presented to the 1988 Annual Meeting of the Association for Public Policy Analysis and Management, October 1988.

Jenkins, Steve, Dorsey, Cheryl, and Golden, Olivia. "Characteristics of Service Deliverers: Who Delivers Services To Poor Children?" Prepared for the Executive Session, Making the System Work for Poor Children, September 1988.

Dorsey, Cheryl and Golden, Olivia. "Inventory of Services to Poor Children." Prepared for the Executive Session, Making the System Work for Poor Children, September 1988.

DAVID A. HOGAN

P6/(b)(6)

(206) 586-3520 office

EMPLOYMENT:**WASHINGTON STATE DEPARTMENT OF SOCIAL AND HEALTH SERVICES:**

| | |
|---------------------|---|
| May 1988 - Present | Director, Revenue Division; Office of Support Enforcement |
| Mar 1986 - May 1986 | Assistant Secretary for Productivity and Administration |
| Jan 1983 - Mar 1986 | Director, Division of Administration and Personnel |
| May 1981 - Dec 1982 | Director, Division of Administration |
| Nov 1978 - Apr 1981 | Director, Division of Client and Community Relations |
| Jul 1978 - Nov 1978 | Executive Assistant, DSHS Secretary |
| Oct 1976 - Jun 1978 | Project Manager, Community Services |
| Jan 1976 - Sep 1976 | Supervisor, Contract Administration |
| Mar 1972 - Dec 1975 | Contracts Officer |
| Feb 1971 - Mar 1972 | Claims Investigator |
| Jun 1970 - Feb 1971 | Management Intern |

EDUCATION:

University of Puget Sound
School of Law
Juris Doctor, cum laude

Western Washington University
Bachelor of Arts, magna cum laude
Major: Political Science
Concentration: Public Administration

Grays Harbor College
Associate of Arts, Phi Theta Kappa
Major: Political Science

PROFESSIONAL AFFILIATIONS:

| | |
|----------------|--|
| Past President | National Council of State Child Support Enforcement Administrators |
| Past President | American Association of Public Welfare Attorneys |
| Board Member | Washington State Productivity Board |
| Board Member | National Child Support Enforcement Association |
| Board Member | Social and Health Services Federal Credit Union |

PERSONAL DATA:

Admitted to practice in Washington State, October 1978

Birth date: P6/(b)(6)

Married with three children

Barbara A. Paulin

P6/(b)(6)

P6/(b)(6)

EDUCATION:

Bachelor of Science - Howard University

PROFESSIONAL SUMMARY:

Twenty (20) years of progressively responsible experience in the administration and management of human service programs and automated systems with the Delaware Department of Health and Social Services, beginning July 1972.

CURRENT POSITION:

Division of Child Support Enforcement
P.O. Box 904, New Castle, Delaware 19720

November 1985 - Present
(302) 577-4807

Division Director - Administers the operation of Delaware's child support enforcement program. The Division of Child Support Enforcement provides a variety of services including location of non-custodial parents, establishment of paternity, enforcement of child support orders, and tracking of payments received to over 36,000 custodial parents. Supervises the Division's staff of approximately 110 and oversees the annual operating budget of the State Title IV-D program of over \$14.2 million dollars (SFY92). Manages the complex and often sensitive interfaces between the Division of Child Support Enforcement, the Family Court, the Department of Justice, the Federal Government, the Office of Information Systems and the other Divisions within the Department of Health and Social Services (especially the Division of Social Services) as they relate to the Child Support program.

FORMER POSITIONS

Division of Social Services
Biggs Building, DHSS Campus, New Castle, Delaware 19720

1982-1985

DCIS (Delaware Client Information System) Project Director - Responsible for the design, development, and implementation of Delaware's automated welfare information system supporting the Aid to Families with Dependent Children (AFDC), General Assistance (GA), Food Stamp and Medicaid programs. DCIS was the first statewide automated system supporting all major functions of the Title IV-A program in the nation.

Division of Social Services
DHSS Campus, New Castle, Delaware 19720

1972-1982

Systems Administrator - Worked on systems issues relative to welfare programs, day care programs, and children's programs.

Prior to 1972: RCA and Sperry Rand

Senior Systems Analyst - Developed software simulations in support of private sector research and development efforts.

INTERESTS/HOBBIES

Information systems and children's issues
Tennis and swimming

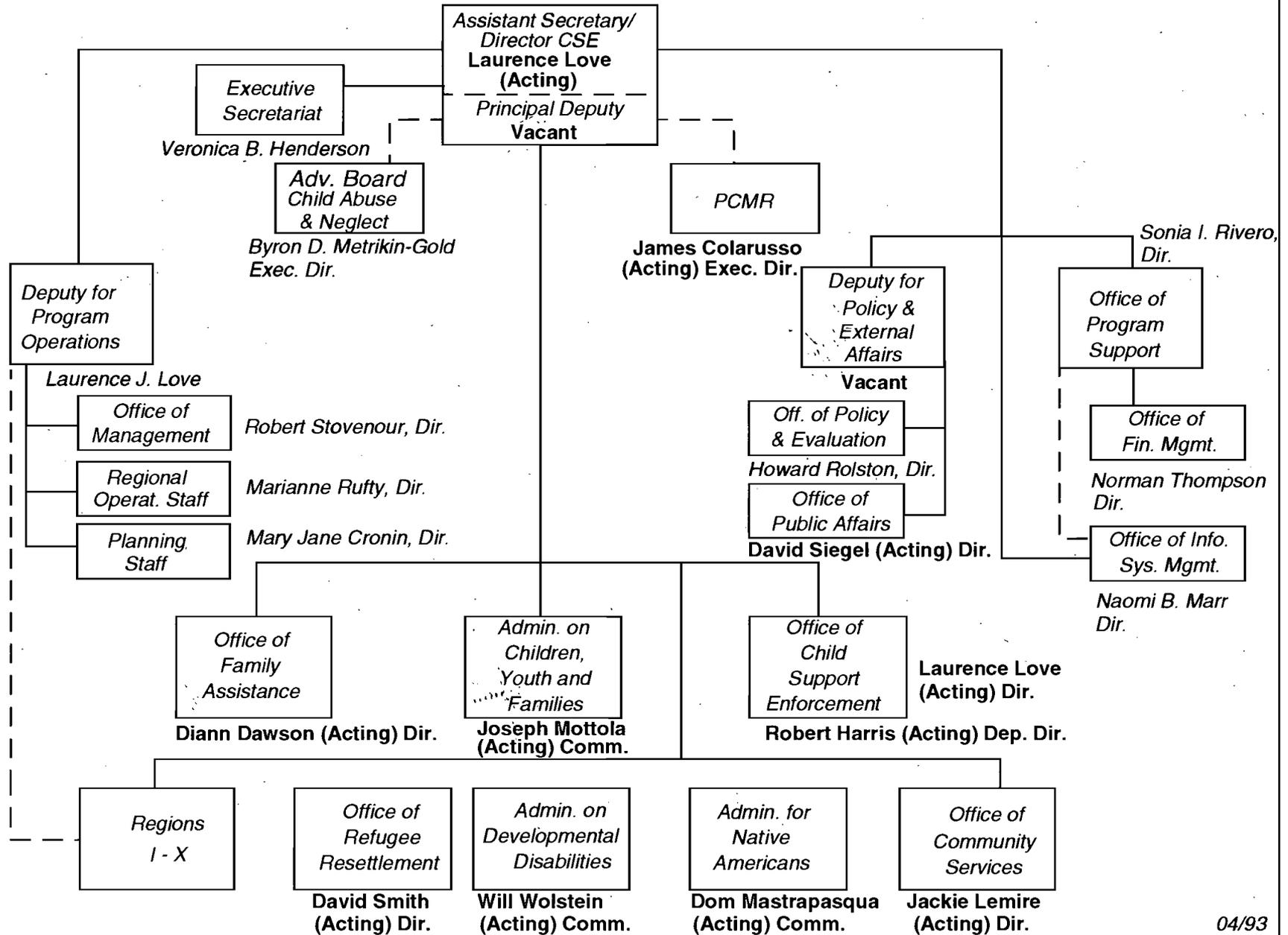
COMMITTEES/AFFILIATIONS

American Public Welfare Association (APWA)
Child Support Task Force
Information Systems Management Committee
State Representative APWA-Information Systems Management (ISM)
Region III Representative APWA-ISM
National Council of State Child Support Enforcement Administrators (NCSCSEA)
President, 1989-1990
Chair, Information Systems Committee
Electronic Funds Transfer Work Group (EFT)
National Child Support Enforcement Association (NCSEA)
Board of Directors, 1989-1990
Child Support Enforcement Network Steering Committee (CSENet)
Chair, Evaluation Oversight Committee, Four State Child Support Order
Modification Projects (1989-1992)
Parents Fair Share Advisory Committee
Faculty: American Bar Association
Interstate Training Symposium (1991)
Review and Modification Symposium (1992)
Faculty: University of Wisconsin Institute on Research and Poverty:
Paternity Establishment Public Policy Conference

AWARDS

Henry Toll Fellow - 1990
American Public Welfare Association - Information Systems Management - 1991,
Innovative Technology: The Automation of the Melson Formula
Trailblazer Award - 1989, Outstanding and Dedicated Service to the Community
Delaware Tomorrow Award - 1993, Service to Children
National Leadership Award - 1993, National Council of State
Child Support Directors

Administration for Children and Families



04/93

THE WHITE HOUSE

WASHINGTON

March 26, 1993

TO: Mary Jo Bane, Assistant Secretary for Children, Youth and Families,
Department of Health and Human Services

FROM: Gary Christopherson, Presidential Personnel, White House

RE: Candidates for Senior Positions in the Area of Children, Youth and Families

In an effort to expedite the process of bringing people into the Clinton-Gore Administration who best serve the interests of the Department of Health and Human Services and the White House, the attached list of candidates is being forwarded for consideration. These candidates represent the efforts of Presidential Personnel in developing a candidate pool that is high quality, diverse and supportive of the policies of the President and the Secretary.

This particular candidate pool has been developed for senior positions in the area of children, youth and families and represents our current thinking on who are the strongest candidates and where they might be best placed. A number of these candidates are high priority candidates for the White House. In developing your team, you may find candidates of whom we are not aware. You may also feel that some candidates might better serve in a different position than indicated on our list. Our mutual goal is to assemble the best team that serves the interests of both the Secretary and the President.

Once you have had a chance to review this list, give me a call and we can discuss the best way to work together on moving this process forward quickly. Based upon discussions with other appointees in the Department, these discussions give each of us a better understanding of what are each other's priorities and needs and a better chance of meeting those priorities and needs.

Jan Piercy and I look forward to meeting with you and to continuing and refining the partnership between the Department and Presidential Personnel.

cc Jan Piercy, Presidential Personnel
John Emerson, Presidential Personnel
Melanne Verveer, Office of the First Lady
Kevin Thurm, Department of Health and Human Services
Ray Martinez, Department of Health and Human Services

HSRCHT30.XLS

| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|------------------------------------|-------------|---|--------------|------|-------|----|-----|-----|-----|-----|-------------------------|--|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| AAA -- ASCF-Principal DAS | | | 30ASCF-PDAS | 1301 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Betts | Virginia | TN | 30ASCF-PDAS | 1301 | A - A | F | | | | 5 y | Roy Neel; Redman; ANA1 | Supported by Roy Neel, H. Ickes, and Barbara Redman. President, American Nurses Association. On leave from senior research fellow at Vanderbilt Institute for Public Policy Studies. Year in health policy with Sen. Gore. Worked for Clinton/Gore. |
| Frankel | Harley | CA | 30ASCF-PDAS | 1301 | A - A | | | | | 5 y | HRC Office | A top priority of HRC Office. Executive Vice President, LA Clippers. Was Colorado State Budget Director. Was Dep. Dir. Presidential Personnel Office. Was Senior Program Specialist at Children's Defense Fund. Prob. for Commissioner. |
| Garduque | Laurie Ruth | IL | 30ASCF-PDAS | 1301 | A - A | F | As | | | 3 y | D. Matsui | Program Officer Mental Health and Human Dev with MacArthur Found. Was Project Dir Nat. Forum on Future of Children and Families Institute of Medicine. Was Congress Science Fellow with Sen Bumpers. |
| Hearn | Ruby | MD | 30ASCF-PDAS | 1301 | A - A | F | AA | | | y | | Vice-President (and other positions) for Robert Wood Johnson Foundation (maternal/infant, minorities, AIDS, substance abuse). Fellow Yale Univ. Was Director Content Dev. Health Show Project of Children's Television Workshop. |
| Nelson | Douglas | CT | 30ASCF-PDAS | 1301 | A - A | | | | | 4 y | LittleR;HRC Office | On Little Rock list. Supported by HRC Office. Exec. Dir. of The Annie E. Casey Foundation. Was Deputy Dir. Center for Social Policy. Was Exec. Asst. to Secretary Wisconsin Dept of Health and Social Services (also other positions here). |
| Pizzigati | Karabelle | MD | 30ASCF-PDAS | 1301 | A - A | F | AA | | | 3 y | Rep Schroeder | Supported by Rep.Schroeder. Staff Dir House Committee on Children Youth and Families. Held other positions on Committee as well. |
| Prothrow-Stith | Deborah | MA | 30ASCF-PDAS | 1301 | A - A | F | AA | | | 4 y | Women's Coal. | MD Harvard; Asst Dean for Govt and Community Programs at Harvard Public Health. Expert in violence prevention. Was MA Commissioner of Public Health. |
| Shuptrine | Sarah | SC | 30ASCF-PDAS | 1301 | A - A | F | | | | 4 y | LittleRock | On Little Rock list. Pres./Exec. Dir. of Southern Institute on Children & Families. Was Exec. Asst. to Gov. Riley. Was Dir. SC Governor's Div. of Health & Human Services. Research and Study Dir. SC Joint Study on Aging (SC). Nat. Comm. on Children. |
| Zerigon-Hakes | Anita | FL | 30ASCF-PDAS | 1301 | A - A | F | H | | | 3 y | BGraham; MacKay; Chiles | Supported by Sen. Graham, Gov. Chiles and Lt. Gov. MacKay. Assoc. Prof. for Research & Dir. of Center for Prevention & Early Intervention, Florida State. Was consultant on maternal and child health. Proj. Dir. FL Consortium of Newborn Intervention. |
| AAA -- ASCF-Comm on Urban Families | | | 30ASCF- CAUF | 1302 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Bonilla-Santiago | Gloria | NJ | 30ASCF- CAUF | 1302 | A - A | F | H | | | y | | Dir. Center for Strategic Urban Community Leadership at Rutgers U. |
| Croft | Caroline | DC | 30ASCF- CAUF | 1302 | A - A | F | | | | 3 y | Rep. Pelosi | Dir. International Relations for Congressional Human Rights Foundation. Was Exec. Dir. of RFK Memorial. Was Dir Runaway and Homeless Program for HHS. |
| Kellerman | Carol | DC | 30ASCF- CAUF | 1302 | A - A | F | | | | 3 y | Cutler | Supported by L. Cutler. Admin. Asst. to Rep. Schumer. Was Exec. Dir. Leonard Stern Found. Was Staff Dir. to NYC Mayor's Task Force on Homelessness. Sugg. for AFDC or Children and Families. |
| Sabol | Barbara | NY | 30ASCF- CAUF | 1302 | A - A | F | AA | | | 4 y | HRC Office | Supported by HRC Office. Administrator/Commissioner for NYC Human Resource Admin. Was Exec. Deputy Comm. for NY State Dept. of Social Services. Was Secretary Kansas Dept. of Health and Environment. |

HSRCHT30.XLS

| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|---------------------------------|------------|---|---------------|------|-------|----|-----|-----|-----|----|---------|---|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Watahara | Alan | CA | 30ASCF- CAUF | 1302 | A - A | | As | | | | y | Director of The Children and Youth Policy Project at University of California at Berkeley and Visiting Scholar at University of California at Berkeley's Institute for the Study of Social Change. |
| White | Barbara | FL | 30ASCF- CAUF | 1302 | A - A | F | AA | | | 3 | y | P. Gardner Supported by P. Gardner. Pres. of Nat. Assn. of Social Workers. Expert in multicultural, children, families. |
| AAA -- ASCF-Comm on Mental Ret. | | | 30ASCF- PCMR | 1303 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Bauer | Liz | MI | 30ASCF- PCMR | 1303 | A - A | F | | | | 3 | y | Sen. Riegle; Del. Underwood. Exec Dir of MI Protection and Advocacy. Was Admin. Devel Disab. Community Residential Services w/ MI Dept of Mental Health. |
| Blumenthal | Gary | KS | 30ASCF- PCMR | 1303 | A - A | | | | | | y | Rep in KS House of Rep. Serves on key Committees working on developmental disabilities and mental health. Chairs NCSL Task Force on Dev. Dis. Has family member with dev. disab. |
| De Ferreire | Mary | TX | 30ASCF- PCMR | 1303 | A - A | F | H | | | | y | H. Cisneros Clinical Psychologist TX Dept. of Mental Health and Mental Retardation. President of National Hispanic Assoc of American Psychological Assn. |
| McDonald | Gina | | 30ASCF- PCMR | 1303 | A - A | F | | Dis | | | | Cluster Sugg for Admin on Developmental Disabilities or Commission on Mental Retardation. Active on Board of KS TASH. Runs independent living center in Kansas. Was Exec. Dir of The WHOLE PERSON. |
| AAA -- ASCF-Exec Asst to AS 15 | | | 30ASCF-EAAS | 1304 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Selig | John | AR | 30ASCF-EAAS | 1304 | A - A | | | | | 5 | y | Little Rock; Jan Piercy Very high priority Spec. Asst to Dir. of AR Dept of Human Services. Was Project Coord. of Little Rock New Futures. Was an administrative aide to Senator Pryor. Was in Peace Corps. |
| AAA -- ASCF-Spec Asst to DAS 15 | | | 30ASCF-SADAS | 1305 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Jensen | Eric Liang | VA | 30ASCF-SADAS | 1305 | A - A | | As | | | | y | Supp. by Rep. Kildee, Roybal, and C. Hayes. Staff Dir. House Ed/Labor Subc. on Human Resources. Was also Staff Dir. of Subc. on Employment Opportunities. Was Congr. Liaison Officer for U.S. Commiss. Civil Rights. Interest in ASCF, Aging, ASPE. |
| Sanchez | Juan | TX | 30ASCF-SADAS | 1305 | A - A | | H | | | 3 | y | M. Echaveste Supported by M. Echaveste. Exec. Dir. of Texas Key Program (treatment for disadvantaged children and families). Was Exec. Dir. International Emergency Shelter. Was Exec. Dir. of La Esperanza (home for disadv. youth). |
| Vincent | Trudy | MD | 30ASCF-SADAS | 1305 | A - A | F | | | | 3 | y | Sen. Mikulski; Cong Liaison; Sen. Sarbanes, Bradley Supported by Sen Mikulski, Congr. Liaison, and Women's Coalition. Sen. Mikulski's Leg Dir; long time health advisor. Was Leg. Asst to Sen. Bradley. |
| Walzer | Sarah | DC | 30ASCF-SADAS | 1305 | A - A | F | | | | 3 | y | Sen. Lieberman, Jeffords; Domestic Pol Sr Leg Assistant to Sen. Lieberman. |
| AAA -- ASCF-Dir Youth 2000 15 | | | 30ASCF-DY2000 | 1307 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Sanchez | Juan | TX | 30ASCF-DY2000 | 1307 | A - A | | H | | | 3 | y | M. Echaveste Supported by M. Echaveste. Exec. Dir. of Texas Key Program (treatment for disadvantaged children and families). Was Exec. Dir. International Emergency Shelter. Was Exec. Dir. of La Esperanza (home for disadv. youth). |
| Watahara | Alan | CA | 30ASCF-DY2000 | 1307 | A - A | | As | | | | y | Director of The Children and Youth Policy Project at University of California at Berkeley and Visiting Scholar at University of California at Berkeley's Institute for the Study of Social Change. |

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| PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | | MANAGER: Gary A. Christopherson | |
|---|-----------|----|-----------------|------|-------|----|-----|-----|-----|-----|---|--|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Williams | Constance | MA | 30ASCF-DY2000 | 1307 | A - A | F | AA | | | 3 y | | Directs Children Family Institute at Brandeis U. Heller School. Was senior policy with MA Governor's Office. National expert on black teen pregnancy. Led child support for MA. |
| AAA -- ASCF-SA to AS Fam Supp 15 | | | 30ASCF-SAASFS | 1308 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Atkinson | Leslie | MD | 30ASCF-SAASFS | 1308 | A - A | F | AA | | | y | Health Policy | Supported by Health Policy. Assoc. Staff Labor/HHS Appropriations for Rep. Stokes. Was Leg. Dir. for Rep. Stokes. Was Dir. National Dental Assn. |
| Baum | Rikki | CA | 30ASCF-SAASFS | 1308 | A - A | F | | | | y | Drew Altman, KFF. | With Kaiser Family Foundation. Dir of Domestic Policy Studies, PPI. Was Staff with Sen. Moynihan. |
| Freeman | Andrew | | 30ASCF-SAASFS | 1308 | A - A | | | | | 3 y | Campaign | Associate with Brown, Goldstein and Levy including areas of foster care, blind, cerebral palsy. Lecturer at U of MD in areas including health care. Was Leg. Asst to Sen. Mathias. |
| Gross | Lauren | DC | 30ASCF-SAASFS | 1308 | A - A | F | | | | 3 y | Sen Pell | Principal staff advisor on health issues and Counsel to the Senate Committee on Labor and Human Resources. |
| AAA -- ASCF-Dir Div Intgt Affairs | | | 30ASCF-IntgtAff | 1309 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Bruner | Charles | IA | 30ASCF-IntgtAff | 1309 | A - A | | | | | 3 y | Sen Harkin, Casey Foundation | Exec Direc Child and Family Policy Center. Was State Senator on Ways and Means and Human Services Appropriations. |
| Peirine | Alicia | MD | 30ASCF-IntgtAff | 1309 | A - A | F | | | | 4 y | LittleRock; Gov. L. Chiles | On Little Rock list. Group Dir. for Human Resources of National Governors Assn. Was Asst. Sec. for Program Planning and General Counsel and Deputy Asst. Sec. for Medicaid of FL Dept Health and Rehab. Services. |
| Renwanz | Marsha | DC | 30ASCF-IntgtAff | 1309 | A - A | F | | | | 3 y | Sen. Kohl, Biden | Policy Advisor on Children/Family w/ Sen. Kohl. Was Staff Dir. of Senate Subc. on Children/Families/Drugs/Alcoholism. Was Founding Staff Dir. of Senate Children's Caucus. |
| Selig | John | AR | 30ASCF-IntgtAff | 1309 | A - A | | | | | 5 y | LittleRock; Jan Piercy | Spec. Asst to Dir. of AR Dept of Human Services. Was Project Coord. of Little Rock New Futures. Was an administrative aide to Senator Pryor. Was in Peace Corps. |
| Walzer | Sarah | DC | 30ASCF-IntgtAff | 1309 | A - A | F | | | | 3 y | Sen. Lieberman, Jeffords; Domestic Pol | Sr Leg Assistant to Sen. Lieberman. |
| AAA -- ASCF -DAS Policy/External | | | 30ASCF-DASP&E | 1312 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Fickenscher | Kevin | MI | 30ASCF-DASP&E | 1312 | A - A | | | | | 4 y | Sen. Kerrey, Dorgan, Durenberger, Carnegie, AMA; Sen Harkin, Conrad, Rep. Wolfe | Supported by S. Gleason, Amer. Med. Student Assn., Orson Berry (AR), Thomas Bruce and Robert DeVries (Kellogg Found), Amer. Acad. of Family Phys. Nat. Hispanic Counc. on Aging. Asst Dean, Michigan State. Pres/CEO, Kalamazoo Center |
| Giachello | Aida Luz | IL | 30ASCF-DASP&E | 1312 | A - A | F | H | | | y | | Asst. Prof. at U. of IL Jane Addams Sch. of Social Work. Was Spec. Asst. to Chicago Hlth. Comm. for Hispanic Affairs. Is Partner in health and human service consulting firm on Hispanics. |
| Golden | Olivia | DC | 30ASCF-DASP&E | 1312 | A - A | F | | | | 4 y | HRC Office | Dir. of Programs & Policy at Children's Defense Fund. Was Lecturer in Public Policy at Kennedy Sch. at Harvard U. Was Budget Dir. in Exec. Office of MA Human Services. |

HSRCHT30.XLS

| 3/26/93; 8:00 am | PRESIDENTIAL PERSONNEL - HEALTH AND HUMAN SERVICES | | | | | | | | | | | MANAGER: Gary A. Christopherson |
|---------------------------------------|--|----|---------------|------|-------|----|-----|-----|-----|----|--|--|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Jones | Beverly | MD | 30ASCF-DASP&E | 1312 | A - A | F | AA | | | 4 | LittleRock | On Little Rock list. Assistant Director of Social Work Outreach Service, U. of MD. Was Senior Associate, Center for Study of Social Policy. Was Senior Field Consultant of Child Welfare League. |
| Leavitt | Judith | NY | 30ASCF-DASP&E | 1312 | A - A | F | | | | y | ANA2 | Upstate coordinator for Ferraro for Senate. Was a Prof. of Nursing at Tompkins Cortland Community College. Chair of ANA PAC. Sugg for ASCF Com Children/Youth, Principal DAS, and Maternal/Child Health. |
| Malone | Margaret | DC | 30ASCF-DASP&E | 1312 | A - A | F | | | | 3 | Sen Bentsen; Sen Mitchell | Prof. Staff of Senate Finance Committee dealing with Soc Sec, AFDC, Child Support, SSI. Was with the Congressional Research Service |
| O'Keefe | Anne Marie | MD | 30ASCF-DASP&E | 1312 | A - A | F | | | | 4 | Reps Hamilton, Jacobs, Sharp, McCloskey, Visclosky, Long, Roemer, Frank, Hoyer, Stark, Waxman, Durbin, Andrews | Pres., O'Keefe and Associates. Attorney and Clinical Psychologist. |
| Shtasel | Sana | DC | 30ASCF-DASP&E | 1312 | A - A | F | | | | 4 | Women's Coal., Cutler; Giesser (MASSPORT), DJDC | Supported by L. Cutler, Women's Coalition, AARP and Giesser (MASSPORT). Ex Dir, Biz & Prof Wom; AARP; Dukakis; Carter; Hill; campaign; transition. Sugg. for Gen. Couns. by Women's Coal. |
| Stanton-Rosario | Jacklyn | DC | 30ASCF-DASP&E | 1312 | A - A | F | H | | | 3 | ASPIRA | Recom. by Lux. Supp. by ASPIRA. Diplomacy Fellow for Amer. Assn. for Advancement of Sci. and AID. Was hth/ed consultant with RSA Inc.. Was an Asst. Prof of Psychology and a child caseworker. Physician. Sugg. for other ACF positions, SurG office. |
| Wakefield | Mary | DC | 30ASCF-DASP&E | 1312 | A - A | F | | | | 4 | Sen. Leahy, Dorgan, Harkin, Daschle, Inouye; Rep Pomeroy; Gov. G. Sinner Fem Coalition; ANA1; NASW | Chief of Staff, Sen Jocelyn Burdick |
| Watson | Sara | VA | 30ASCF-DASP&E | 1312 | A - A | F | | Dis | | 3 | Marca Bristo; Campaign | Supported by Sen. Wellstone, Hth Policy. Priv. research - Berkeley Planning Assoc (health and disability). Was Manager of Public Policy with Wash. Business Group on Health. Was Assoc with ICF Inc. Interest in Dep. Asst. Sec. for Family/Community/LTC. |
| Way | Kathryn | DE | 30ASCF-DASP&E | 1312 | A - A | F | | | | 4 | LittleRock | On Little Rock list. Dir. Delaware's Washington Office. Co-chaired NGA policy work on national health reform. Was Dir. of Delaware State Planning and Coordination. Several administrative positions for DE Dept. of Services for Children/Youth/Families. |
| AAA - ASCF-Dir Office of Public Affrs | | | 30ASCF-DOoPA | 1313 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Hutcheon | Elizabeth | NJ | 30ASCF-DOoPA | 1313 | A - A | F | | | | 4 | HRC Office | Yale's 1st for Asst Sec Children and Families. Senior Account Exec with Keyes Martin Public Relations. Asst Dir for Corp Communic. with Somerset Medical Center. Founder of Wellesley for Clinton. |

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| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|---------------------------------------|------------|---|-----------------|------|-------|----|-----|-----|-----|-----|--|---|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| AAA -- ASCF-Dir Public Info 14 | | | 30ASCF-DPubInfo | 1314 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Nickol | Bonnie | AR | 30ASCF-DPubInfo | 1314 | A - A | F | | | | 5 y | D. Wilhelm; B. Lindsey | Supported by D.Wilhelm, B.Wright, B.Lindsay. Asst. to Dpty Dir for Political Affairs of Transition. Long-time Clinton supporter. Program Dir. of Arkansas Community Found. Artist. Sugg for several positions incl office of community/consumer services. |
| AAA -- ASCF-SA to Dir Policy/Exter 14 | | | 30ASCF-SADP&E | 1315 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Bueno | Irene | DC | 30ASCF-SADP&E | 1315 | A - A | F | As | | | 3 y | Rep Roybal, Sen Cranston | Worked on campaign, health task force, inaugural. Was Senior Leg. Aide to Sen Cranston. Was Leg Aide to Rep. Roybal. Lawyer. |
| Crosby | Karen | CT | 30ASCF-SADP&E | 1315 | A - A | F | | | | 3 y | Sen. Lieberman | Prof Staff of CT Children/Youth Services. Was Staff Dir with Rep Bruce Morrison. |
| McKnew | Mary | WA | 30ASCF-SADP&E | 1315 | A - A | F | | Dis | | 3 | Gov. Gardner; Cluster | Sugg for SpcAsst for Intergovernmental or Congressional Liaison. Exec Policy Asst for WA Governor. Was Staff Dir for Snohomish County Charter Review. Was Proj. Dir on NACO Proj to Coord Children Services. |
| Pittman | Karen | DC | 30ASCF-SADP&E | 1315 | A - A | F | AA | | | y | Casey; NEMC | VP Academy for Ed Dev Center for Youth Dev and Policy Research. Was Dir Ed Improvement and Adolescent Pregnancy Prevention at CDF. Was research assoc at Urban Institute. |
| Walzer | Sarah | DC | 30ASCF-SADP&E | 1315 | A - A | F | | | | 3 y | Sen. Lieberman, Jeffords; Domestic Pol | Sr Leg Assistant to Sen. Lieberman. |
| Wurtzel | Judy | DC | 30ASCF-SADP&E | 1315 | A - A | F | | | | 3 y | Campaign | Assoc Counsel to Pres Personnel. Clinton Field Dir in Vermont. Litigation Assoc in law firm of Paul, Weiss, Rifkind, Wharton, Garrison. Served in Peace Corp. |
| AAA -- ASCF-SA to Dir Public Affrs 14 | | | 30ASCF-SADPA | 1316 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Benavides | Vida | CA | 30ASCF-SADPA | 1316 | A - A | | As | | | 3 y | Campaign | Spec. Asst to dir of Asian Pacific American Affairs for Clinton-Gore. Was Management Analyst Intern for Solano County. Was Staff Asst Office of Asian Pacific Islander Affairs for Mayor of Washington DC. |
| Denton | M. G. | CA | 30ASCF-SADPA | 1316 | A - A | F | | | | 3 y | Campaign | National advance staff for Clinton-Gore campaign. Consultant. Dir of Marketing for Century Health Care. Public Relations Coord. for Good Samaritan Medical Center. |
| Nelson | Holly Roos | MD | 30ASCF-SADPA | 1316 | A - A | F | | | | 3 y | H. Paster | Volunteer with Health Task Force. Personal Asst and Office Manager for Dir. of Confirmation. Volunteer with C-G Wash. Operations Office. Was LTC Prog. Assoc. with NASUA. Was Program Supv. with Arkansas Dept of Human Services. |
| Skolfield | Melissa | DC | 30ASCF-SADPA | 1316 | A - A | F | | | | 4 | Sen. Bumpers | Press Secretary for Senator Bumpers. Was on staff of House Ways and Means Committee. |
| AAA -- ASCF-Comm Chil/Youth/Fam | | | 30ASCF-ComCYF | 1317 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Deer | Ada | WI | 30ASCF-ComCYF | 1317 | A - A | F | NA | | | 5 y | HRC Office; D. Trudell; W. Hensley; Sen. Simon, Bradley, Wellstone, Campbell | Senior Lecturer of U. of WI Sch. of Social Work and American Indian Studies. Was Leg. Liaison for Native American Rights Fund. Is/Was Chair of Menominee people. Activist, social worker. Was candidate for Congress. |

HSRCHT30.XLS

| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|-----------------------------|----------------|---|-----------------|------|-------|----|-----|-----|-----|-----|--------------------------------------|--|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Frankel | Harley | CA | 30ASCF-ComCYF | 1317 | A - A | | | | | 5 y | HRC Office | A top priority of HRC Office. Executive Vice President, LA Clippers. Was Colorado State Budget Director. Was Dep. Dir. Presidential Personnel Office. Was Senior Program Specialist at Children's Defense Fund. Prob. for Commissioner. |
| Golden | Olivia | DC | 30ASCF-ComCYF | 1317 | A - A | F | | | | 4 y | HRC Office | Dir. of Programs & Policy at Children's Defense Fund. Was Lecturer in Public Policy at Kennedy Sch. at Harvard U. Was Budget Dir. in Exec. Office of MA Human Services. |
| Hearn | Ruby | MD | 30ASCF-ComCYF | 1317 | A - A | F | AA | | | y | | Vice-President (and other positions) for Robert Wood Johnson Foundation (maternal/infant, minorities, AIDS, substance abuse). Fellow Yale Univ. Was Director Content Dev. Health Show Project of Children's Television Workshop. |
| Richardson | Jeff | IN | 30ASCF-ComCYF | 1317 | A - A | | | | | 3 y | Rep. Jacobs; Rep Hamilton, Gov. Bayh | Secretary, Indiana Family & Social Services Administration. Commissioner of IN Dept of Human Services. |
| Rosewater | Ann | GA | 30ASCF-ComCYF | 1317 | A - A | F | | | | 5 y | LittleRock | On Little Rock list. Supported by Carnegie Foundation. Senior Assoc. Chapin Hall Center for Children at U. of Chicago. Was Staff Dir. House Select Committee on Children, Youth & Families. Was on education staff of Children's Defense Fund. |
| Sabol | Barbara | NY | 30ASCF-ComCYF | 1317 | A - A | F | | | | 4 y | HRC Office | Supported by HRC Office. Administrator/Commissioner for NYC Human Resource Admin. Was Exec. Deputy Comm. for NY State Dept. of Social Services. Was Secretary Kansas Dept. of Health and Environment. |
| Shuptrine | Sarah | SC | 30ASCF-ComCYF | 1317 | A - A | F | | | | 4 y | LittleRock | On Little Rock list. Pres./Exec. Dir. of Southern Institute on Children & Families. Was Exec. Asst. to Gov. Riley. Was Dir. SC Governor's Div. of Health & Human Services. Research and Study Dir. SC Joint Study on Aging (SC). Nat. Comm. on Children. |
| Takanashi | Ruby | DC | 30ASCF-ComCYF | 1317 | A - A | F | As | | | 3 y | | Was AICn Dpty on ASCF list. Exec Dir, Carnegie Council on Adolescent Dev. Admin Officer for CYF with Amer. Psychological Assoc. |
| White | Barbara | FL | 30ASCF-ComCYF | 1317 | A - A | F | AA | | | 3 y | P. Gardner | Supported by P. Gardner. Pres. of Nat. Assn. of Social Workers. Expert in multicultural, children, families. |
| Zerigon-Hakes | Anita | FL | 30ASCF-ComCYF | 1317 | A - A | F | H | | | 3 y | BGraham; MacKay; Chiles | Supported by Sen. Graham, Gov. Chiles and Lt. Gov. MacKay. Assoc. Prof. for Research & Dir. of Center for Prevention & Early Intervention, Florida State. Was consultant on maternal and child health. Proj. Dir. FL Consortium of Newborn Intervention. |
| AAA -- ASCF-Assoc Com Child | | | 30ASCF-ACChildB | 1318 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Babcock | C. Patrick | MI | 30ASCF-ACChildB | 1318 | A - A | | | | | 4 y | HRC Office | Senior Program Officer Kellogg Foundation focusing on youth. Was Dir of MI Dept of Social Services. Was Dir of MI Dept of Mental Health. Currently a Prof at Wayne State. |
| Baca | Augustine Cris | NM | 30ASCF-ACChildB | 1318 | A - A | F | H | | | y | | Chief Exec. of Youth Enterprises and Foundation for Youth. Was Pres. of Albuquerque Family Hlth Centers. Was on Pres Commission on Juvenile Justice. Was on WH Conf. on Drug Free America. |
| Dicker | Sheryl | NY | 30ASCF-ACChildB | 1318 | A - A | F | | | | 5 y | LittleRock | On Little Rock list. Director NY State Judicial Commission on Justice for Children. Was Gen Counsel for Arkansas Dept of Human Services. Was Advisor to Gov. Clinton. Was Dir of Developmental Disabilities Law Project in Arkansas. |

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| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|----------------------------------|-----------|---|-----------------|------|-------|----|-----|-----|-----|-----|--|---|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Geaga-Yap | Joselyn | CA | 30ASCF-ACChildB | 1318 | A - A | F | As | | | 4 y | Gloria Molina; D. Matsui; M. Haley; M. Yee; J. Emerson | Clinton Delegate. Children's Services Administrator for LA County. Was Exec Dir of Sunrise Community Counseling Center. Was Dir. Child and Youth Division of Asian/Pacific Counseling/Treatment for LA County Mental Health. High priority. |
| Hayes | Cheryl | DC | 30ASCF-ACChildB | 1318 | A - A | F | | | | 3 y | Sen Rockefeller | Executive Dir, National Commission on Children. Exec Officer Committee on Child Development Research and Policy w/ Nat. Academy of Sciences |
| Liederman | David | DC | 30ASCF-ACChildB | 1318 | A - A | | | | | 4 y | HRC Office | Exec Dire, Child Welfare League of Am. |
| Sanchez | Richard | CA | 30ASCF-ACChildB | 1318 | A - A | | H | | | 3 y | M. Echaveste | Supported by M.Eschaveste. Med. Dir. of Family Health Plan of N. Cal. A Commissioner of San Francisco Health Commission. Was Dir of Student Health for San Jose State. Was Chief of Pediatrics at St. Lukes Hospital in San Fran. Physician |
| Takanashi | Ruby | DC | 30ASCF-ACChildB | 1318 | A - A | F | As | | | 3 y | | Was AICn Dpty on ASCF list. Exec Dir, Carnegie Council on Adolescent Dev. Admin Officer for CYF with Amer. Psychological Assoc. |
| Wald | Michael | CA | 30ASCF-ACChildB | 1318 | A - A | | | | | 4 y | HRC Office | Stanford U Jackson Reynolds Law Prof. Teaches on Child and Public Policy. Sits on State and Federal Committees on Children. Was Dir. of Standford Center for Youth Deve. Sugg for Assoc Com - Child Bur. |
| Williams | Constance | MA | 30ASCF-ACChildB | 1318 | A - A | F | AA | | | 3 y | | Directs Children Family Institute at Brandeis U. Heller School. Was senior policy with MA Governor's Office. National expert on black teen pregnancy. Led child support for MA. |
| AAA -- ASCF-Assoc Com Fam/Yth 15 | | | 30ASCF-ACFamYth | 1319 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Rubio | Joe | NY | 30ASCF-ACFamYth | 1319 | A - A | | H | | | | Marina Weiss | Program Head at National March of Dimes. Was Dir. of Prog. Services at South Central March of Dimes. |
| Stark | Deborah | CA | 30ASCF-ACFamYth | 1319 | A - A | F | | | | 3 | Sen. Boxer | Developed comprehensive plan on infant mortality in Oakland. Was Policy Analyst with National Commission on Children. Spouse of Rep. Stark. |
| AAA -- ASCF-Dir Fam Assistance | | | 30ASCF-DFamAsst | 1321 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Acosta | William | TX | 30ASCF-DFamAsst | 1321 | A - A | | H | | | 3 y | H. Cisneros | Principal HHS experience in OHDS in Region VI. Was Dpty Comm for Social Services for NY State Dept of Social Services. Directed Peace Corp in Dominican Republic. |
| Ben-Ami | Jeremy | DC | 30ASCF-DFamAsst | 1321 | A - A | F | | | | 5 y | Susan Thomases | Domestic Policy Staff with Clinton/Gore Campaign and Transition. Was Assistant Deputy Commissioner of NYC Human Resources Admin. Was Asst to NYC Mayor's Office of Homeless Services. |
| Deer | Ada | WI | 30ASCF-DFamAsst | 1321 | A - A | F | NA | | | 5 y | HRC Office; D. Trudell; W. Hensley; Sen. Simon, Bradley, Wellstone, Campbell | Senior Lecturer of U. of WI Sch. of Social Work and American Indian Studies. Was Leg. Liaison for Native American Rights Fund. Is/Was Chair of Menominee people. Activist, social worker. Was candidate for Congress. |
| Greenberg | Mark | MD | 30ASCF-DFamAsst | 1321 | A - A | | | | | 4 y | HRC Office | Senior Staff Attorney with Center for Law and Social Policy. Was with Western Center on Law and Poverty. Focus on AFDC, Food Stamps, welfare. |
| Martinez | Arabella | | 30ASCF-DFamAsst | 1321 | A - A | F | H | | | 3 y | P. Gardner | CEO of Spanish Speaking Unity Council. Was Pres. Center for Policy Dev. Was Asst. Sec. of Office of Human Development under Carter. |

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| PRESIDENTIAL PERSONNEL - HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson | | |
|--|-------------|----|-----------------|------|-------|----|-----|-----|-----|---------------------------------|--------------------------------|--|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Ohki | Evelyn | DC | 30ASCF-DFamAsst | 1321 | A - A | F | As | | | 3 y | D. Matsui, Rep. G. Miller | Supp. by D.Matsui. Deputy Dir of Office of Coordinated Care at HCFA. Dir. of Compliance of HCFA Office of Prepaid Care. Was Reg. Admin. for Office of Family Assistance. Was Coord. of Soc. Sec. & Welfare for Califano's HHS. |
| Peretz | Anne | MA | 30ASCF-DFamAsst | 1321 | A - A | F | | | | 4 y | Roy Neel | President of the Family Center (inner city family systems clinic and training. Was faculty of Cantor Family Institute. Was Supervisor inCambridgeport Problem Center (family therapy). |
| Roth | Bill | NY | 30ASCF-DFamAsst | 1321 | A - A | | | Dis | | 3 y | P. Miller | Assoc Prof at U. at Albany of State U. of NY in Social Welfare. Was Chair Dept of Public Affairs and Policy at Nelson Rockefeller College of Public Affairs & Policy. Was Research Assoc. at UW Institute for Research on Poverty. |
| White | Barbara | FL | 30ASCF-DFamAsst | 1321 | A - A | F | AA | | | 3 y | P. Gardner | Supported by P. Gardner. Pres. of Nat. Assn. of Social Workers. Expert in multicultural, children, families. |
| AAA - ASCF-SA Dir Fam Asst 14 | | | 30ASCF-SADFmA | 1322 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Boshara | Raymon | DC | 30ASCF-SADFmA | 1322 | A - A | | ? | | | 3 y | Rep. Espy, A. From | Professional Staff with House Select Committee on Hunger. Sugg for poverty/hunger. |
| Lum | Rodger | CA | 30ASCF-SADFmA | 1322 | A - A | | As | | | 3 y | D. Matsui | Director of Social Services Agency of Alameda County, California. Was Assistant Agency Director of Alameda County Health Care Services Agency. Was Exec Dir of Asian Comm Mental Health Services. |
| Peretz | Anne | MA | 30ASCF-SADFmA | 1322 | A - A | F | | | | 4 y | Roy Neel | President of the Family Center (inner city family systems clinic and training. Was faculty of Cantor Family Institute. Was Supervisor inCambridgeport Problem Center (family therapy). |
| AAA - ASCF-Dir Child Support | | | 30ASCF-DChldSup | 1324 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Donovan | Anne | FL | 30ASCF-DChldSup | 1324 | A - A | F | | | | 4 | Rep. Moakley, Mark Gearan | Asst. Sec. for Child Support Enforcement for Florida. Also ran program in Massachusetts. |
| Haynes | Margaret | DC | 30ASCF-DChldSup | 1324 | A - A | F | | | | 4 y | HRC Office; Sen. Bradley, Nunn | Supp by Sen. Bradley. Chair US Commission on Interstate Child Support. Dir. Child Support Proj of ABA. Was Asst. District Attorney Charlotte NC. |
| Williams | Constance | MA | 30ASCF-DChldSup | 1324 | A - A | F | AA | | | y | | Directs Children Family Institute at Brandeis U. Heller School. Was senior policy with MA Governor's Office. National expert on black teen pregnancy. Led child support for MA. |
| Wong | Alfred | MA | 30ASCF-DChldSup | 1324 | A - A | | As | | | 3 y | M. Haley | Bureau Chief Program Maint with Child Support Enforcement with MA Dept of Rev. Was Dir for Policy Communications with MA Dept of Public Welfare. |
| AAA - ASCF-Dir Refugee Resettle | | | 30ASCF-DRefugee | 1325 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Ferguson | Anita Perez | CA | 30ASCF-DRefugee | 1325 | A - A | F | H | | | 3 y | Rep. Fazio, Waters | VP of National Women's Political Caucus. Was in Transition HHS Cluster. |
| Limon | Lavinia | CA | 30ASCF-DRefugee | 1325 | A - A | F | H | | | 3 y | Rep. Berman; M. Echaveste | 17 years of experience with refugee programs. Exec Dir of Intern. Institute of Los Angeles. Was Dir of Intern. Rescue Committee in Los Angeles. Was in various positions with International Rescue Committee. |
| Morrison | Bruce | CT | 30ASCF-DRefugee | 1325 | A - A | | | | | 3 y | Sen. Lieberman | Attorney focusing on immigration work. Was Member of Congress including Judiciary Comm work on immigration. |
| Nguyen | Lam Duc | CA | 30ASCF-DRefugee | 1325 | A - A | | As | | | 4 y | M. Yee; Rep Edwards, Mineta | Dir of Programs and Dpty Exec Dir of IRCC for immigration services. Chair of Vietnamese-Amer for Clinton-Gore. Co-chair of Indochinese and Vietnamese Voters Leagues. |
| Pham | Dang | MA | 30ASCF-DRefugee | 1325 | A - A | | As | | | 3 y | M. Yee | Ed Programs Dir for MA Office of Refugees and Immigrants. Also was MA Office's Refugee Ed and Employment Program Coordinator. |

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| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|---------------------------------|-----------|---|-----------------|------|-------|----|-----|-----|-----|-----|------------------------------|---|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Rodriquez | Lula | FL | 30ASCF-DRefugee | 1325 | A - A | F | H | | | 3 y | Chiles, McKay, Graham | Supported by Florida Democratic leadership. District Dir of Sen Graham's S. FL office. Was Chief of Staff to Hialeah Mayor. Was Office USPH Immigration and Naturalization Screening Facility. |
| AAA -- ASCF-Dpty Dir Refugee 15 | | | 30ASCF-DDRefug | 1326 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Le | Ncoan Thi | IL | 30ASCF-DDRefug | 1326 | A - A | | As | | | 3 y | M. Yee | Dpty Admin Div of Planning and Community Services for IL Dept of Public Aid. Was Spec Asst to IL Gov for Asian American Affairs. Immed. Past Pres of Nat Congress for Ed and Advance of Cambod/Laot/Vietn Americans. |
| Velasquez | Ernest | CA | 30ASCF-DDRefug | 1326 | A - A | | H | | | 3 y | Rep Dooley, Lehman, Torres | Dir Fresno County Dept of Social Services. Was Program Manager at Monterey County Social Services. |
| AAA -- ASCF-SA Refugee 14 | | | 30ASCF-SARefug | 1327 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Bueno | Irene | DC | 30ASCF-SARefug | 1327 | A - A | F | As | | | 3 y | Rep Roybal, Sen Cranston | Worked on campaign, health task force, inaugural. Was Senior Leg. Aide to Sen Cranston. Was Leg Aide to Rep. Roybal. Lawyer. |
| Cordova | Carlos | | 30ASCF-SARefug | 1327 | A - A | | H | | | y | | Dir. of Research Inst. of Central American Studies. Dir. of Social Research Inst. at SF State U. Has written on range of immigration issues. |
| May | Judith | DC | 30ASCF-SARefug | 1327 | A - A | F | | | | 3 | Sen. Leahy | Currently at HHS Office of Refugee Resettlement. Was Vermont refugee resettlement director. |
| AAA -- ASCF-Com Admin Dev Dis | | | 30ASCF-CADD | 1328 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Blumenthal | Gary | KS | 30ASCF-CADD | 1328 | A - A | | | | | y | | Rep in KS House of Rep. Serves on key Committees working on developmental disabilities and mental health. Chairs NCSL Task Force on Dev. Dis. Has family member with dev. disab. |
| McDonald | Gina | | 30ASCF-CADD | 1328 | A - A | F | | Dis | | y | Cluster | Sugg for Admin on Developmental Disabilities or Commission on Mental Retardation. Active on Board of KS TASH. Runs independent living center in Kansas. Was Exec. Dir of The WHOLE PERSON. |
| Rothrock | James | VA | 30ASCF-CADD | 1328 | A - A | | | Dis | | y | | Dir VA Dept for Rights of Virginians. Was Board Administrator for VA Board for Rights of the Disabled. Was a work adjustment and rehabilitation counselor. |
| Watson | Sara | VA | 30ASCF-CADD | 1328 | A - A | F | | Dis | | 3 y | Marca Bristo; Campaign | Supported by Sen. Wellstone, Hlth Policy. Priv. research - Berkeley Planning Assoc (health and disability). Was Manager of Public Policy with Wash. Business Group on Health. Was Assoc with ICF Inc. Interest in Dep. Asst. Sec. for Family/Community/LTC. |
| Williams | Bob | DC | 30ASCF-CADD | 1328 | A - A | | | Dis | | | Cluster; Sen. Harkin | Sugg for Commissioner of Admin on Developmental Disabilities. Policy Assoc with United Cerebral Palsy. |
| AAA -- ASCF-SA ComADD 15 | | | 30ASCF-SACADD | 1329 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Bauer | Liz | MI | 30ASCF-SACADD | 1329 | A - A | F | | | | 3 y | Sen. Riegle; Del. Underwood. | Exec Dir of MI Protection and Advocacy. Was Admin. Devel Disab. Community Residential Services w/ MI Dept of Mental Health. |
| Chappel | John | MA | 30ASCF-SACADD | 1329 | A - A | | | Dis | | 4 y | Michael Whouley, Lux | Supported by Whouley, Lux, and B.Simpson. Dpty. Comm. for Independent Living and Consumer Involvement in MA. Was Exec. Dir. of Endependence Center in VA. Was Exec. Dir. of Handicaps Unlimited of VA. |
| Ferguson | Elizabeth | MI | 30ASCF-SACADD | 1329 | A - A | F | | | | 3 y | Sen. Levin | Exec Dir of MI Developmental Disabilities Council. Chaired public policy for the nat Assoc of Devel Disabilities Council. |

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| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|------------------------------------|---------------|---|----------------|------|--------|----|-----|-----|-----|-----|---|--|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| Gashel | James | MD | 30ASCF-SACADD | 1329 | A - A | | | Dis | | 3 y | Sen. Harkin, Hollings; Rep. Derrick, Jacobs, Mfume, Pastor, Sabo, Slattery | Govt Affairs for Nat. Assoc. of the Blind. |
| Richardson | Mary | WA | 30ASCF-SACADD | 1329 | A - A | F | | | | y | Sen. Harkin | Asst Prof and Dir of Graduate Health Service Admin at U. of Wash. Was Public Policy Fellow with Harkin's Subc. on Disability Policy. |
| AAA -- ASCF-Comm A Native Amer | | | 30ASCF-CANA | 1330 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Deer | Ada | WI | 30ASCF-CANA | 1330 | A - A | F | NA | | | 5 y | HRC Office; D. Trudell; W. Hensley; Sen. Simon, Bradley, Wellstone, Campbell | Senior Lecturer of U. of WI Sch. of Social Work and American Indian Studies. Was Leg. Liaison for Native American Rights Fund. Is/Was Chair of Menominee people. Activist, social worker. Was candidate for Congress. |
| Kauffman | Jo Ann | MD | 30ASCF-CANA | 1330 | A - A | F | NA | | | 4 y | HRC Office; D. Trudell; W.Hensley | Pres. Kaufman and Assoc. Was Exec. Dir. of Seattle Indian Health Board. Was Dir. N. Idaho Indian Hlth. Board. Nez Perce. Was Pres. Amer. Indian Health Care Board. |
| Martin-Kekahbah | Twila | ND | 30ASCF-CANA | 1330 | A - A | F | NA | | | 3 y | HRC Office; D. Trudell; Sen. Conrad | Partner in Kashpaw Enterprises. Was Institutional Research at Turtle Mountain Community College. Was Chairperson of Turtle Mountain Band of Chippewa Tribe. Serves on |
| Smith | Maureen | MN | 30ASCF-CANA | 1330 | A - A | F | NA | | | | NW Found. | Minneapolis Indian Health Board. Knowledgeable about urban Indian issues and urban Indian hlth. care. |
| Wapato | Timothy | DC | 30ASCF-CANA | 1330 | A - A? | | NA | | | 3 | Sen. Nighthorse Campbell | Sugg for Native American Affairs. Current incumbent in position. |
| AAA -- ASCF-Dir Community Services | | | 30ASCF-DComSrv | 1331 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Buckstead | John | DC | 30ASCF-DComSrv | 1331 | A - A | | | | | 3 y | Sen Daschle; Rep. T. Johnson | Program Analyst, Div of Assessments and Evaluations, OCS |
| Curvin | Bob | NY | 30ASCF-DComSrv | 1331 | A - A | | AA | | | y | Jane DeLung | Supported by Jane DeLung. Director of Urban Poverty at Ford Foundation. Was Dean of Management and Urban Professions at New School Social Research. Assoc. Prof. of Poli. Sci. at Brooklyn College. Member of Editorial Board of NY Times. |
| Diglio | James | VA | 30ASCF-DComSrv | 1331 | A - A | | | | | y | | Nat. Dir. of Economic and Community Dev. for Milton Eisenhower Found. Was Dir. Division of Discretionary Programs at HHS Office of Community Services. Also had other positions with Office of Community Services in Office of Economic Dev. |
| Mukai | Garrold | VA | 30ASCF-DComSrv | 1331 | A - A | | As | | | 3 y | Gil Colon | Senior Contracts Admin with Unisys Corp. Was CFO for Sonek Enterprises. Was Assoc Dir for Economic Dev which was predecessor to CSA in HHS. |
| Rodriquez | Tom Blackburn | VA | 30ASCF-DComSrv | 1331 | A - A | | | | | 4 y | J. Emerson, L. Shackelford, C. Perez | Former Chief of Staff to DNC Vice Chair Perez. Worked with Low Income Energy Assistance with Carter. |
| Wayne | Claudia | MD | 30ASCF-DComSrv | 1331 | A - A | F | | | | 4 y | VP Gore; C. Foreman | Asst Dir for Women's Rights with AFSCME. Was Nat. Dir. of Committee on Pay Equity. Was on faculty of Antioch Law School. Was Attorney with US EEOC. Worked on LA GOTV. |

| 3/26/93; 8:00 am | | PRESIDENTIAL PERSONNEL -- HEALTH AND HUMAN SERVICES | | | | | | | | | | MANAGER: Gary A. Christopherson |
|-------------------------------------|----------------|---|------------------|------|-------|----|-----|-----|-----|-----|----------------------------|---|
| LName | FName | ST | Pos 1 | P# | AB | MF | R/E | Dis | C/P | Rs | Sponsor | Comments 1 |
| AAA -- ASCF-Dir CS State/Project 15 | | | 30ASCF-DCSS/P | 1332 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Blood | Margaret | MA | 30ASCF-DCSS/P | 1332 | A - A | F | | | | 3 y | Rep. Kennedy | Exec Dir of MA Legislative Children's Caucus. Was Staff Dir to MA State Rep Fitzgerald. Interested in children's bureau, state projects, assoc. comm for children/families. |
| Gillespie | Arlene Fullana | DC | 30ASCF-DCSS/P | 1332 | A - A | F | H | | | y | | VP National Puerto Rican Coalition. Was Exec. Dir of Mayor's Office of Latino Affairs. Was consultant Office of Economic Opportunity of US Govt. |
| Goldstein | Warren | NY | 30ASCF-DCSS/P | 1332 | A - A | | | | | 3 y | Rep. Hochbrueckner | Asst Prof in American Studies. Grants Analyst with Long Island Community Found. Was Exec Dir of North Fork NY Environmental Council. |
| Velasquez | Ernest | CA | 30ASCF-DCSS/P | 1332 | A - A | | H | | | 3 y | Rep Dooley, Lehman, Torres | Dir Fresno County Dept of Social Services. Was Program Manager at Monterey County Social Services. |
| AAA -- ASCF-Dep Dir Com Srv 15 | | | 30ASCF-DDComSr | 1333 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Feit | Rona | DC | 30ASCF-DDComSr | 1333 | A - A | F | | | | 3 y | Sen. Mikulski | Independent Economic Consultant. Was Senior Fellow Corporation for Enterprise Dev. Served briefly with Rep. Mikulsk. |
| Jensen | Eric Liang | VA | 30ASCF-DDComSr | 1333 | A - A | | As | | | y | | Supp. by Rep. Kildee, Roybal, and C. Hayes. Staff Dir. House Ed/Labor Subc. on Human Resources. Was also Staff Dir. of Subc. on Employment Opportunities. Was Congr. Liaison Officer for U.S. Commiss. Civil Rights. Interest in ASCF, Aging, ASPE. |
| Rees | Susan | DC | 30ASCF-DDComSr | 1333 | A - A | F | | | | 3 | Mike Lux | Policy Analyst for Rockefeller Found. Was Dir. Coalition on Human Needs. |
| AAA -- ASCF-SA to Dir ComSrv 13 | | | 30ASCF-SADcmSr | 1334 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Lee | Simon | CA | 30ASCF-SADcmSr | 1334 | A - A | | As | | | 3 y | Campaign | Worked on campaign/transition. Was Project Manager with Rebuild L.A., rebuilding inner city Los Angeles. Was Partner in Chunil Company doing real estate. |
| AAA -- ASCF-DirHeadStart | | | 30ASCF-DHeadStrt | 1335 | A - | | | | | | | Search for diversity (gender, racial/ethnic, disability, geographic, non-federal) |
| Cantu | Virginia | DC | 30ASCF-DHeadStrt | 1335 | A - A | F | H? | | | y | | Program Assess Spec with East Coast Migrant Head Start. Was Consortium Coord with Regional Infant Screening in TX. Was Asst Program Dir with TX Dept of Human Services. |
| Crompton | Dwayne | MO | 30ASCF-DHeadStrt | 1335 | A - A | | AA | | | 4 y | HRC Office; Rep Wheat | Interest in Head Start. Exec Dir of KCMC Child Dev Corp. Was District Consultant to Kansa City Schools. |
| Lombardi | Joan | VA | 30ASCF-DHeadStrt | 1335 | A - A | F | | | | 4 y | HRC Office | Interest in Head Start. Senior Policy Advisor to national organizations on children/family issues. Was Ed Program Specialist with Head Start. Was Spec Asst to ComCYF in HEW. |
| Muenchow | Susan | FL | 30ASCF-DHeadStrt | 1335 | A - A | F | | | | 4 y | HRC Office | Interest in Head Start. Exec Dir of FL Children's Forum. Co-authoring book on history of Head Start. Was Chief of Child Care and Prevention for FL Dept of Hlth and Rehab Services. |