

Law Offices
WILLIG, WILLIAMS & DAVIDSON
1845 WALNUT STREET
TWENTY FOURTH FLOOR
PHILADELPHIA, PA 19103

(215) 656-3600

FACSIMILE COVER SHEET

DATE:

June 19, 1996

FILE NUMBER:

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TO: Jenifer Klein**RECIPIENT'S TELECOPIER
PHONE NUMBER:**

(202) 456-2878

FROM:Sarah E. deLone
Willig, Williams and Davidson**SENDER'S TELECOPIER
PHONE NUMBER:**

(215) 561-5135

**NUMBER OF PAGES TO
FOLLOW (INCLUDING
COVER PAGE):**

Six (6)

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COMMENTS**IF THERE ARE PROBLEMS WITH THIS TRANSMISSION,****PLEASE CALL SARAH DELONE AT (215) 656-3623.**

LAW OFFICES
WILLIG, WILLIAMS & DAVIDSON
 TWENTY-FOURTH FLOOR
 1845 WALNUT STREET
 PHILADELPHIA, PENNSYLVANIA 19103

DEBORAH R. WILLIG*
 ALAINE S. WILLIAMS†
 STUART W. DAVIDSON*
 BEVERLY J. LUCAS
 NANCY B. G. LASSEN
 RALPH J. YETI
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 JAMES S. BEALL
 THEODORE P. DIMUZIO
 AMY L. ROSENBERGER
 SUSAN BAHME BLUMENFELD

(215) 656-3600

FAX (215) 561-5135
 DIRECT DIAL NUMBER:

656-3623

HARRISBURG OFFICE
 4031 EXECUTIVE PARK DRIVE
 HARRISBURG, PA 17111-1599
 (717) 564-9312

NEW JERSEY OFFICE
 QUAKERBRIDGE EXEC. CTR.
 SUITE 104
 LAWRENCEVILLE, NJ 08648
 (609) 275-7447

OF COUNSEL
 SUSAN SHINKMAN
 SIDNEY H. LEHMANN
 NEW JERSEY MANAGING ATTORNEY

June 19, 1996

* ALSO ADMITTED IN DISTRICT OF COLUMBIA
 † ALSO ADMITTED IN NEW JERSEY
 * ALSO ADMITTED IN NEW YORK

BY TELECOPIER

Jenifer Klein
 Domestic Policy Council
 Washington, D.C. 20502

Dear Jenifer:

It was a pleasure to speak with you yesterday. In following up on our conversation, I have enclosed a copy of my resume for your perusal.

As I indicated when we spoke, I have been practicing union-side labor and employment law in Philadelphia for the past three years and, for personal reasons, have decided to move to Washington, D.C. Because of my interest in public health law and policy, Greg Lawlor suggested that I contact you.

My overarching interest in health care spans issues involving both access to and the quality of health care as well as issues relating to the scope of services considered (by the government, the insurance industry and providers) to be part of a basic health care plan -- i.e. the scope of preventative measures and "complementary" or "alternative" therapies which are covered and considered integral to effective health care, in addition to the "traditional" treatments available.

I also bring to my interest in public health a commitment to issues of economic justice and equality. Certainly, these broad policy concerns cover a broad array of constituencies and specific programmatic goals, with and toward which I would be delighted to work.

WILLIG, WILLIAMS & DAVIDSON

Jenifer Klein
June 19, 1996
Page 2

Finally, while I am currently practicing in a traditional lawyer capacity, I am interested in pursuing work in either a litigation and/or policy/advocacy capacity. I also am considering jobs in the government as well as in the public interest community.

If you have any ideas or suggestions of people whom I might contact, or if you hear of any job openings, I would be most appreciative.

Thanks so much for your assistance!

Very truly yours,


Sarah deLone

Enclosure

Sarah E. deLone
1929 Spruce Street
Philadelphia, PA 19103
215-545-2972 (H)
215-656-3623 (W)

Education

Yale Law School, J.D. (1991)

Yale College, B.A. in Economics, *Magna Cum Laude* with
Distinctions in the Major (1985)

Bar Memberships

Supreme Court of Pennsylvania (1993)
Supreme Court of Michigan (1991) (inactive)

Professional Employment

Associate, Willig, Williams & Davidson (1993 - present)

Specializing in labor relations law representing labor unions before the Pennsylvania Labor Relations Board, federal and state trial and appellate courts and in arbitration proceedings. Also represent plaintiffs in litigation involving statutory protections afforded to individual employees.

Law Clerk to the Honorable Stanley Sporkin, U.S. District Court, Washington, D.C. (1992 - 1993)

Reviewed and analyzed pleadings, legal research, drafted opinions, prepared jury instructions, mediated settlement conferences and performed related work as needed.

Staff Attorney, Juvenile Law Center and Legislative Liaison, Philadelphia Citizens for Children and Youth (1991 - 1992)

Represented dependent children in Family Court, tracked and analyzed legislation affecting children, co-coordinated state-wide and local advocacy coalitions.

Associate, O'Connor & Youmans, P.C.

Specialized union-side labor and plaintiff-side employment law (1991).

Law School Clerkships and Internships

Law Clerk, United Automobile Workers Union Legal Department
(Summer 1990)

Law Clerk, Migrant Legal Action Program (Summer 1989)

Unemployment Clinical, New Haven Legal Services (Spring
1991).

Represented employees before the Unemployment
Compensation Board.

Externship, Florida Rural Legal Services (Fall 1991)

Investigated and filed Complaints with the U.S.
Department of Labor regarding violations of the
Agricultural Workers Protection Act. Assisted in
ongoing litigations involving the rights of
farmworkers.

Other Employment

Staff Assistant, Program in Criminal Justice Policy and
Management, Kennedy School of Government, Harvard
University, where I also worked as an employee-organizer
with the Harvard Union of Clerical and Technical Workers
(1987 - 1988)

Democratic Clerk, Appropriations Committee, Connecticut
General Assembly (1987)

Field Organizer, New England Health Care Employees Union,
District 1199 (1986)

Law School Activities

Student Director, Prison Legal Services, Yale Law School
(1990 - 1991).

Assisted in discovery, witness-preparation and drafting
pleadings and proposed consent decree in class action
litigation brought on behalf of inmates infected with
HIV. Also represented inmates, and supervised first-
year students in representing inmates, at parole
hearings and in filing habeas corpus petitions.

Student Director, Labor Law Clinical, Yale Law School
(1990 - 1991)

Assisted in labor arbitrations, organized educational
forums and coordinated student support for striking
workers.

Community Associations

Philadelphia Citizens for Children and Youth, Volunteer
Women's Community Revitalization Project, Former Advisory
Committee Member
Philadelphia Frontrunners, Race Master

Publications and Papers

"Farmworkers, Growers and the Department of Labor: The
Inequality of Balance in the Temporary Agricultural Worker
Program," Yale Journal of Law and Liberation, Vol. 3, Issue
1 (Fall 1992).

Deborah R. Willig and Sarah E. deLone, "Determining Damages
in the Employment Case: Compensatory, Punitive and
Liquidated Damages", Pennsylvania Bar Institute, 1995
Employment Law Institute.

Alaine S. Williams and Sarah E. deLone, "Privatization of
Public Education: Legal Strategies to Combat the Latest
Frenzy in the Abandonment of Governmental Responsibility to
the Private Sector", 1996 AFT Lawyers' Conference.

Alaine S. Williams and Sarah E. deLone, "Litigating Public
Employees' Constitutional Claims: Municipal Liability and
Immunity Defenses", 1994 AFL-CIO Conference of Union
Lawyers.

Co-Producer, "Counterpoints: Focus on Central America", WNHU
Radio, University of New Haven (January 1986 to August 1987)

Jen- This is the
woman I emailed
you about. Let
me know if it's
ok for her to call
you. Thank

Sarina

KIMBERLY BROWN

1514 17th Street, N.W., B-3
Washington, D.C. 20036
(202) 797-1430

OBJECTIVE

Seeking a responsible full time position.

EDUCATION

Loyola Marymount University, Los Angeles, CA
Bachelor of Arts, Political Science, May 1992

Howard University, Washington, D.C.
Master of Arts, Political Science, May 1996

EXPERIENCE

Office of Management and Budget, Washington, D.C.
Budget Review

Cooperative Education Program

Administrative Support

2/96 to Present

Assist policy analysts and examiners with preparing the budget. Coordinate distribution of budget materials. Contribute to office administrative functions and processes.

Washington Document Service, Washington, D.C.

Administrative Assistant/Researcher

9/94 to 2/96

Conducted daily monitor of Securities and Exchange Commission, SEC, watches for clients.

Assisted SEC researchers with retrieval documents. Researched documents for agency and court staff.

The Brubach Corporation, Washington, D.C.

Receptionist

4/94 to 8/94 (laid off)

Answered telephones. Filed, faxed, and typed. Greeted applicants and assisted recruiters with interviewing candidates. Ordered office supplies and distributed mail.

O'Neill and Athy, Washington, D.C.

Intern

3/93 to 4/94

Researched documents. Attended Congressional hearings on health care reform and NAFTA. Assisted attorneys in preparing briefing reports of hearings for clients. Maintained law library and coordinated distribution of documents to clients.

Howard University, Washington, D.C.

Department of Political Science

Research Assistant

10/93 to 12/93

Collected and analyzed data. Researched documents. Assisted with development of correlations of data and writing an analysis.

ACTIVITIES

Member of Pi Sigma Alpha, National Political Science Honor Society

Secretary of Pi Sigma Alpha, Gamma Kappa Chapter, 1994-1995

Presented a paper at the National Conference of Black Political Scientists (NCOBPS) entitled "Affirmative Action and the Reactionary Political Behavior in California," March 1995

SKILLS

Fluent in French

Familiar with IBM and Macintosh computers

Proficient with Macwrite and WordPerfect 5.1

Working knowledge of WordPerfect 6.1

Working Knowledge of ALL-IN-1

References available upon request

March 5, 1996

Jen --

This is Ginny Apuzzo's resume. She is wonderful...strong, competent, politically wise in lots of areas...and would be a tremendous asset to the Administration in terms of motivating the gay/lesbian community. There are few politicians anywhere who have her capacity to move a group to action...certainly no one matches her in the gay/lesbian community.

Thanks.

Jeff

VIRGINIA M. APUZZO
551 De Witt Mill Road
Kingston, New York 12401
(914) 339-7963

PROFESSIONAL EXPERIENCE

January 1995 to Present

Commissioner, New York State Civil Service Commission
Albany, New York

As Commissioner, serves as one of three members, appointed by the Governor and confirmed by the State Senate, of the oldest State Civil Service Commission in the nation. Responsible for decision-making affecting 189,000 State employees and 350,000 municipal employees, regarding titles, salary levels and minimum qualifications for classified service positions.

July 1994 to January 1995

President, New York State Civil Service Commission
and
Commissioner, New York State Department of Civil Service
Albany, New York

As President of the 111-year-old State Civil Service Commission, had ultimate responsibility for a regulatory system governing more than 189,000 employees of the State government's executive branch, and approximately 350,000 employees of local governments. The Commission adopts and modifies rules governing a wide range of State and local civil service matters, and hears and determines examination and classification appeals. The President serves at the pleasure of the Governor. As President, re-examined and redirected Commission standards for approval of waivers allowing retired State employees to simultaneously draw government salaries and pensions.

As Commissioner of the State Department of Civil Service, headed an agency which determines title, salary levels and minimum qualifications for classified service positions; recruits and tests applicants for the State's workforce; develops and maintains statewide personnel management information; and promotes affirmative action in State agencies. In addition, the Department administers statewide health, dental and life insurance programs, and provides examinations, classifications and other services to the State's 100 municipal civil service agencies.

As Commissioner, pressed the Governor, Comptroller and relevant agencies to fully implement negotiated agreement with State employee unions permitting insurance coverage of domestic

partners. Also initiated "Workforce 2000" campaign to raise awareness of government and public about challenges and issues facing State government workforce in the 21st century. Utilizing powers conveyed by Executive Order, convened Governor's Executive Council on Affirmative Action for the first time in six years.

October 1991 to July 1994

**Executive Deputy Commissioner
New York State Division of Housing and Community Renewal
Albany, New York**

Responsible for day-to-day operations and personnel of the State of New York's central housing agency which employs approximately 1,300 people. Responsibilities included administering the State's housing capital construction programs and the rent regulatory laws, as well as supervising the State inventory of multi-family publicly assisted middle-income and public housing. Also responsible for direct negotiations with the New York State Legislature and the New York State Division of the Budget for funding existing and new housing programs, as well as for the development and promulgation of housing policies. Administered an annual budget of approximately \$200 million.

April 1985 to October 1991

**Deputy Executive Director
New York State Consumer Protection Board
Albany, New York**

Under the direction of the Executive Director, with the widest latitude for independent judgment, action and decision, developed major policy and direction of all programs. Directed and supervised all programs and personnel within the Board's operations of public information, local services, consumer education and administration. Administrative responsibilities included preparation and submission of annual executive budget, expenditure review and fiscal planning, and review of major expenditures. Served as liaison with Division of the Budget, Department of Civil Service, Office of the Governor, Senate Finance Committee and Assembly Ways and Means Committee. Coordinated recruitment, placement, job description and other personnel needs. Directed preparation and maintenance of all consultant contracts with the Board.

Brought local and national press attention to the proliferation of fraudulent products purporting to cure or prevent AIDS. Ordered first statewide survey of the price of AZT, which subsequently received widespread media attention. Within 45 days of survey's release, price of AZT in New York State declined 30 percent.

April 1986 to June 1989

**Governor's Liaison to the Lesbian and Gay Community
Executive Chamber, State Capitol
Albany, New York**

This position was served concurrently with that of Deputy Executive Director, New York State Consumer Protection Board. Persuaded Governor to commit funds to complete report of nation's first task force on gay/lesbian issues under the aegis of State government. Following issuance of report, secured funds from the Governor for newly created office enforcing Executive Order prohibiting sexual orientation in employment and services by State government. Upon departure from office of Liaison, convinced Governor to combine it with Executive Order enforcement to create nation's first State government Office of Lesbian and Gay Concerns.

June 1985 to September 1995

**Vice-Chair
New York State AIDS Advisory Council
New York State Department of Health
Albany, New York**

Governor's representative to the New York State AIDS Advisory Council. Responsible for working directly with the Governor and the Secretary to the Governor for Health, Education and Human Services on program, budget and policy matters related to the AIDS Program for the State of New York. Throughout the administration of Governor Cuomo, had personal contact with and access to the Governor, communicating with him directly on full range of public policy issues relating to AIDS, from the creation of the nation's strongest State confidentiality law to the implications of the *Braschi* decision.

September 1995 to Present

State Senate Minority Leader's representative to the New York State AIDS Advisory Council.

November 1983 to April 1985

**Executive Director
National Gay and Lesbian Task Force
New York, New York**

As Executive Director, led the nation's oldest and largest lesbian/gay civil rights organization during the earliest days of the AIDS epidemic, and the first term of the Reagan administration.

As such, functioned as national spokesperson on a spectrum of issues of concern to gay/lesbian Americans. Extensive media exposure including MacNeil-Lehrer News Hour, Phil Donahue Show, and ABC Nightline. Testified at the first Congressional hearing on AIDS and facilitated the first-ever Cabinet-level meeting between the gay community and the Secretary of Health and Human Services. Negotiated directly with the Social Security Administration to secure Social Security Disability for persons with AIDS. Negotiated directly with the Food and Drug Administration to ensure that the test for HIV would not be used for diagnostic purposes.

October 1981 to April 1985

**Executive Director
Fund for Human Dignity
New York, New York**

Served in top leadership position of this public education foundation organized to educate the public on the contributions of homosexual men and women to American society. Major responsibilities included designing and implementing programs to increase lesbian and gay visibility. Raised issue of anti-gay/lesbian violence by funding surveys conducted by local communities and subsequently instituting first national anti-violence hotline, which produced first national survey on problem. With onset of AIDS epidemic, line expanded to become first national AIDS hotline, and model for U.S. Public Health Service efforts in this area.

Also identified and cultivated major donors, as well as foundation and corporation grants. Maintained and expanded direct mail programs. Traveled extensively, speaking to groups as diverse as Harvard Law School and American Psychiatric Association.

May 1980 to September 1980

Executive Director
Office of Administrative Trials and Hearings, City of New York
New York, New York**

Under the direction of the Chief Administrative Law Judge, with the widest latitude for independent judgment, action and decision, acted as the chief operations officer of the Office of Administrative Trials and Hearings. Served as liaison with executive heads of all city agencies, boards and commissions served by Administrative Trials. Responsible for insuring that operations and procedures were integrated with interfacing agencies. Developed and coordinated programs involving administrative hearings, management and information systems, purchasing and procurement, program planning, budget and external and internal report systems.

** Left position at the request of Special Assistant to the President, Anne Wexler, in order to coordinate the lesbian/gay political effort on behalf of the Carter/Mondale Presidential ticket.

1979 to 1980

**Assistant Commissioner
Office of Operations
Department of Health, City of New York
New York, New York**

Responsible for the supervision and direction of all operations of the Department of Health. Within this context, had full authority and direct responsibility for the promulgation, initiation, staffing and implementation of the programs performed by bureaus of Public Health Education, Community Relations, Public Information and District Health Services. Also supervised Directors of these bureaus. Additionally, had responsibility for the nursing services delivered by the Department of Health.

1969 to 1986

Tenure Lecturer
City University of New York
Brooklyn College
School of Education
Brooklyn, New York 11210**

Responsible for placement, field supervision and evaluation of social science majors apprenticing in public secondary schools. Worked with a broad spectrum of educational leaders representing public school personnel (The United Federation of Teachers, Council of Supervisors and Administrators and the community) in the application of program policy.

** This time period includes two public service leaves for service with the City of New York, and an additional leave to serve as Executive Director of the National Gay Task Force and the Fund for Human Dignity.

EDUCATION

- 1974 Ed.D. Program, 33 credits completed
 Urban Education
 Fordham University
 New York, New York
- 1973 Master of Science
 Urban Education
 Fordham University
 New York, New York
- 1963 Bachelor of Science
 State University of New York
 College of New Paltz
 New Paltz, New York
- *1988 Honorary Doctor of Law
 Queens College
 Queens, New York

* “in recognition of inspired contributions to law in the service of human needs”

GRANTS AND RESEARCH

- 1972-1973 Co-developed and co-piloted The Undergraduate Performance Based Field Centered Teacher Education Program. This program serves as a prototype for Competency Based Teacher Education programs in the State of New York.
- 1973 Danforth Foundation Grant
- 1973 Summer Innovative Grants Program
- 1974 Department of Health, Education and Welfare Grant

OTHER TEACHING APPOINTMENTS

1967-1968	College of Mount St. Vincent Sisters Division Riverdale, New York
1967-1968	Cathedral High School New York, New York
1963-1967	Teacher/Chair Social Studies Department, K-12 Marlboro Central School District Marlboro, New York

THE WHITE HOUSE



OFFICE OF MEDIA AFFAIRS

FAX: 202-456-6409
PHONE: 202-456-7150

TO: Jen

FROM: Josh

DATE: _____ RECEIVER FAX: X62878

RECEIVER PHONE: _____

NUMBER OF PAGES(including cover sheet): 3

COMMENTS: Thax

Josh

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110 West 39th St., Apt. 1508
Baltimore, MD 21210
April 26, 1996

Jennifer Klein
Special Assistant to the President for Domestic Policy
Office of Policy Development
The White House

Dear Ms. Klein,

Enclosed is a copy of my resume. I am currently pursuing a Masters degree at Johns Hopkins School of Public Health in the Department of Health Policy and Management. My concentration is in the area of health education.

I am currently seeking an internship in the area of health education and health promotion. I will be available to work starting in July and continuing for a minimum of six months (to fulfill a degree requirement). If you have any questions, please give me a call. I can be reached at 410-243-6697.

Sincerely,

Sarah Silverman

914 - 723 - 8850

SARAH P. SILVERMAN

110 West 39th Street, Apt 1508
Baltimore, MD 21210
(410)243-6697
ssilverm@phnet.sph.jhu.edu

OBJECTIVE

Use my skills as a health educator to promote health through health education and communications.

EDUCATION

Master of Health Science: Johns Hopkins University School of Hygiene and Public Health,
Baltimore, MD: Department of Health Policy and Management, Date of Graduation May 1997

Concentration: Behavioral Science and Health Education, GPA 3.7/4.0

- Health Communications Certification

State University of New York, Purchase, NY : June 1994-May 1995

Continuing Education, GPA 3.9/4.0

- Statistics, biology, chemistry

Bachelor of Arts: University of Michigan, Ann Arbor, MI : May 1994

Major: Cultural Anthropology: Cum GPA 3.4/4.0, Major GPA 3.7/4.0

- Class honors awarded for superior scholastic achievement, Fall 1993

Arizona State University, Mountainair, New Mexico : May-July 1993

Archaeological Field School, GPA 4.0/4.0

- Excavated site of 12th century Anasazi Indians
- Evaluated laboratory data, including categorizing artifacts

EXPERIENCE

Fellow, New York University School of Medicine, New York, NY : June 1994-June 1995

Dermatology Research Fellowship

- Researched epidemiology of cancers of the skin for publication
- Organized and compiled data for on-going malignant melanoma tumor volume study

Research Assistant, University of Michigan School of Dentistry, Ann Arbor, MI : January-June 1994

Research Topic: Relationship Between General and Specific Health Beliefs

- Collected data including creating and administering surveys and conducting experiments
- Analyzed and reported results

Independent Researcher, Florida State University Abroad, Florence, Italy: January-May 1993

Research Topic: Sex Education System in Italy

- Conducted preliminary assessment of sex education in Italian school system
- Gathered ethnographic data on attitudes towards sexual orientation

Intern, Recording Industry Association of America, Washington, DC: May-July 1992

Trade Association for the Recording Industry

- Prepared background information for media appearances
- Assisted Capitol Hill lobbyists for the recording industry

SKILLS

- Experience with word processing programs: Windows, WordPerfect, Word, Excel, PowerPoint
- Familiarity with statistical packages: SAS, SPSS and STATA

PUBLICATIONS

- "Malignant Melanoma", in *Dermatologic Surgery*. Roenigk/Roenigk, ed. New York, Marcel Dekker, 1994.

SANDRA BUBLICK-MAX
628 East 20th Street ♦ Apartment 5F
New York, New York 10009
(212) 533-8835

April 4, 1996

Ms. Jennifer Klein
2nd Floor, West Wing
The White House
Washington, D.C. 20502

Dear Ms. Klein:

Thank you for talking with me about working this summer as a Presidential Management Intern (PMI) in your office.

As you suggested, I am enclosing a resume and writing sample for your review. I appreciate your looking into your office's policy on hiring PMIs and whether employing me as a PMI would count against your office's ceiling. On that issue, I recently spoke with Vera Dorsey, the HCFA PMI Coordinator, who informed me that my FTE slot should be counted against the HCFA ceiling, unless the White House operates under a different system. I hope that we can resolve this issue so that I may have an opportunity to work on health care issues in a challenging, fast-paced environment.

I look forward to hearing from you. If you have any questions, or need additional information, please call me at work at (718) 851-3710 or at home at (212) 533-8835.

Sincerely,

Sandra Bublick-Max

Sandra Bublick-Max

Sandy Bublick - Max

718 - 921 - 7820 x 6540

Sandra Bublick-Max

628 East 20th Street ♦ Apartment 5F ♦ New York, NY 10009 ♦ (212) 533-8835

EDUCATION

COLUMBIA UNIVERSITY, New York

M.P.H., January 1994

Recipient, Alumni Association Scholarship Award

Practicum, Nursing Home Community Coalition of New York State

Founder, Advancement of Gerontological Education (AGE)

Bill Benson

Kelair Civas

Debbie Chung

UNIVERSITY OF SOUTHERN CALIFORNIA, Washington, D.C.

M.P.A., January 1994

UNIVERSITY OF MICHIGAN, Ann Arbor

B.A. Psychology, May 1990

Class Honors; Psi Chi, National Psychology Honors Society

EXPERIENCE

HEALTH CARE FINANCING ADMINISTRATION

Presidential Management Intern (PMI)

Washington, DC

August 1994 - August 1995

Acted as Special Assistant to the Director of the Office of Legislative and Inter-Governmental Affairs. Prepared papers entitled "Medicare in the 21st Century" and "HCFA Accomplishments" and portions of briefing books and hearing testimony for the Administrator. Served on HCFA's long-term care workgroup.

PMI ROTATIONS:

Visiting Nurse Service of New York

October 1995 - January 1996

Analyzed data on Medicaid expenditures and beneficiaries in New York State. Researched and prepared memoranda on aging-related topics including: adult day health care, geriatric risk assessment, and home and community-based care.

Metropolitan Jewish Health System

February 1996 - Present

Developed procedures to implement a Care At Home program for physically disabled children. Facilitated an organization-wide assessment of systems integration. Conducted a feasibility study of a senior membership program. Designed a program for seniors needing assistance at home.

HUDSON VALLEY HEALTH SYSTEMS AGENCY

Health Planner

Tuxedo, NY

February 1994 - August 1994

Updated long-term care data base. Reviewed certificate of need applications. Managed activities of the Rockland County Health Planning Council. Organized community roundtables to develop a regional long-term care plan. Planned forum on managed long-term care.

U.S. HOUSE SELECT COMMITTEE ON AGING

Subcommittee on Human Services

Acting Staff Director/Legislative Aide

Washington, DC

August 1991 - December 1992

Advised Ranking Member on issues including: Medicare/Medicaid, Social Security, the Older Americans Act (OAA) and other aging issues. Planned and staffed hearing on the rural elderly. Co-authored white paper on rural health care on behalf of 175 Member coalition. Composed floor statements and speeches for the Ranking Member. Developed bill packages. Created the Mainers' Aging Report.

U.S. SENATE COMMITTEE ON LABOR & HUMAN RESOURCES

Subcommittee on Aging

Staff Assistant/Legislative Correspondent

Washington, DC

September 1990 - August 1991

Drafted amendments to the OAA. Wrote language for the Committee report to the OAA. Edited Committee prints. Responded to constituent mail on issues pertaining to aging and health. Handled casework. Managed subcommittee office. Acted as intern coordinator.

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

01-Apr-1996 02:01pm

TO: Jennifer L. Klein

FROM: Nancy-Ann E. Min
 Office of Mgmt and Budget, HP

SUBJECT: RE: VFC

you know, i have noticed a kind of eerie quiet about this whole thing. i assumed it was because the manufacturers thought they were going to get a medicaid block grant with a vfc repeal (or at least a cutback, so that states might not actually do vfc anymore), and they were laying low until that happened so they wouldn't have blood on their hands.

do you think the rumors you're hearing are reliable? if it weren't for that, i would say we should just stick with things the way they are, but have the department work on some talking points that would concede early problems with the program, but then go on to outline all the "results" we've seen (despite the fact that the data can't really be related to the VFC program!)

Maybe we should try to sit down and talk about this.

Nancy Ann

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

26-Mar-1996 08:40am

TO: Jennifer L. Klein
TO: Diana M. Fortuna

FROM: Carol H. Rasco
 Domestic Policy Council

SUBJECT: Vaccines

Martha had not heard anything specific about vaccines but is almost gun shy of asking any questions on the hill as she is afraid it would spur folks on to eye the funds for the elusive savings hunt that is on up there. She had some questions, the main one being "Is it mandatory spending?"

Anyway, would you all put on a two to three paragraph email to her that summarizes what we went over yesterday and she will get back with us....she also asked if Nancy Ann has any thoughts?

Thanks.

To
TO: Hillary Rodham Clinton
FROM: Jennifer Klein J.K.
DATE: 3/12/96
RE: Early Head Start

Pls. keep me informed.

You had asked me to look into Department of Health and Human Services (HHS) funding for Early Head Start. Bill Harris's memo correctly states that the 1994 bill signed by the President reauthorizing and expanding Head Start required that Early Head Start be funded at the following levels: 3% of all appropriated Head Start funds for the first year (fiscal year 1995), 4% of all appropriated funds for the second and third years, and 5% of all appropriated funds for the fourth year. Bill Harris's memo also suggests that HHS is not spending the required 4% of fiscal year 1996 funding for Early Head Start.

HHS intends to spend 4% of Head Start funding on Early Head Start in fiscal years 1996 and 1997. However, HHS's ability to do so is in real danger because of the budget cuts proposed by Congress. The President requested \$3.935 billion for Head Start for fiscal year 1996. The House voted to provide only \$3.397 billion, and the Senate Appropriations Committee (the full Senate has not taken action on the Labor/HHS appropriations bill) recommended that \$3.402 billion be appropriated. HHS believes that they need an absolute minimum of \$3.631 billion in order to spend 4% of Head Start funds on Early Head Start without being forced to cut Head Start for 3 and 4 year olds and jeopardizing high quality, comprehensive Head Start services.

A political battle is brewing between those, like Bill Harris, who are concerned about Early Head Start, and those who feel that the first priority should be to protect regular Head Start slots.

PHOTOCOPY
HRC HANDWRITING

MEMORANDUM

TO: Melissa Ludtke
FROM: Bill Harris
DATE: February 29, 1996
RE: Early Head Start

On May 19, 1994, President Clinton signed a bill reauthorizing and expanding Head Start. The bill established a new initiative that targeted infants and toddlers, Early Head Start. Early Head Start was to be funded at the following levels: 3% of all appropriated Head Start funds for the first year, 4% of all appropriated funds for the second and third years, and 5% of all appropriated funds for the fourth year.

HHS has implemented the first year funds. They have not yet acted upon the second year funds. Indeed, there is a reason to believe that they are searching frantically to discharge their responsibilities by designating the funds allocated to other programs and saying that this would cover their obligation to fund Early Head Start.

The law is explicit that 4% of appropriated funds for Head Start must be spent on the Early Head Start program. If HHS were to pretend that other existing programs that serve infants and toddlers could be used to satisfy this law, I believe it would violate both the bipartisan intent of Congress and the law.

Congress will take up a Continuing Resolution in the near future. The agency should be reminded of its obligation to follow the law.

It is particularly ironic that HHS would act in this manner after the publication of the First lady's book, It Takes a Village. On page 247 she writes:

"But Head Start doesn't reach children until they are four, when we know from research that many of them are already behind their peers. So when Congress reauthorized Head Start in 1994, at the President's recommendation it established Early Head Start to target low-income families with infants and toddlers."

What can be done to rectify this situation?

VIRGINIA M. APUZZO
551 De Witt Mill Road
Kingston, New York 12401
(914) 339-7963

PROFESSIONAL EXPERIENCE

January 1995 to Present

Commissioner, New York State Civil Service Commission
Albany, New York

As Commissioner, serves as one of three members, appointed by the Governor and confirmed by the State Senate, of the oldest State Civil Service Commission in the nation. Responsible for decision-making affecting 189,000 State employees and 350,000 municipal employees, regarding titles, salary levels and minimum qualifications for classified service positions.

July 1994 to January 1995

President, New York State Civil Service Commission
and
Commissioner, New York State Department of Civil Service
Albany, New York

As President of the 111-year-old State Civil Service Commission, had ultimate responsibility for a regulatory system governing more than 189,000 employees of the State government's executive branch, and approximately 350,000 employees of local governments. The Commission adopts and modifies rules governing a wide range of State and local civil service matters, and hears and determines examination and classification appeals. The President serves at the pleasure of the Governor. As President, re-examined and redirected Commission standards for approval of waivers allowing retired State employees to simultaneously draw government salaries and pensions.

As Commissioner of the State Department of Civil Service, headed an agency which determines titles, salary levels and minimum qualifications for classified service positions; recruits and tests applicants for the State's workforce; develops and maintains statewide personnel management information; and promotes affirmative action in State agencies. In addition, the Department administers statewide health, dental and life insurance programs, and provides examinations, classifications and other services to the State's 100 municipal civil service agencies.

Initiated "Workforce 2000" campaign to raise awareness of government and public about challenges and issues facing State government workforce in the 21st century. Utilizing powers conveyed by Executive Order, convened Governor's Executive Council on Affirmative Action for first time in six years.

October 1991 to July 1994

**Executive Deputy Commissioner
New York State Division of Housing and Community Renewal
Albany, New York**

Responsible for day-to-day operations and personnel of the State of New York's central housing agency, which employs approximately 1,300 people. Responsibilities included administering the State's housing capital construction programs and rent regulatory laws, as well as supervising the State inventory of multi-family publicly assisted middle-income and public housing. Also responsible for direct negotiations with the New York State Legislature and the New York State Division of the Budget for funding existing and new housing programs, as well as for development and promulgation of housing policies. Administered an annual budget of approximately \$200 million.

Expanded DHCR's Involuntarily Displaced Families Program (IDFP), which requires owners of Mitchell-Lama rental housing developments to fill at least one of every five vacancies with an involuntarily displaced family. Developed a new component to IDFP to set aside a specific number of apartments for children (and adult guardians) in danger of becoming homeless upon the AIDS-related death of a parent.

Successfully applied to HUD for Section 8 rental assistance targeted to people with disabilities. Also, in conjunction with role as Vice Chair of AIDS Advisory Council (see below), established and maintained AIDS and HIV infection as a category of special needs for purposes of qualifying for funding under New York State's HOME program; and sought and obtained support of the Governor and State Director of Housing to secure bond insurance enabling the construction of Rivington House.

April 1985 to October 1991

**Deputy Executive Director
New York State Consumer Protection Board
Albany, New York**

Under the direction of the Executive Director, with the widest latitude for independent judgment, action and decision, developed major policy and direction of all programs. Directed and supervised all programs and personnel within the Board's operations of public information, local services, consumer education and administration. Administrative responsibilities included preparation and submission of annual executive budget, expenditure review and fiscal planning, and review of major expenditures. Served as liaison with Division of the Budget, Department of Civil Service, Office of the Governor, Senate Finance Committee and Assembly Ways and Means Committee. Coordinated recruitment, placement, job description and other personnel needs. Directed preparation and maintenance of all consultant contracts with the Board.

April 1986 to June 1989

**Governor's Liaison to the Lesbian and Gay Community
Executive Chamber, State Capitol
Albany, New York**

This position was served concurrently with that of Deputy Executive Director, New York State Consumer Protection Board. Persuaded Governor to commit funds to complete report of nation's first task force on gay/lesbian issues under the aegis of state government. Following issuance of report, secured funds from the Governor for newly created office enforcing Executive Order prohibiting sexual orientation discrimination in employment and services by State government. Upon departure from office of Liaison, convinced Governor to combine it with Executive Order enforcement to create nation's first state government Office of Lesbian and Gay Concerns.

June 1985 to September 1995

**Vice-Chair
New York State AIDS Advisory Council
New York State Department of Health
Albany, New York**

Governor's representative to the New York State AIDS Advisory Council. Responsible for working directly with the Governor and the Secretary to the Governor for Health, Education and Human Services on program, budget and policy matters related to the AIDS program for the State of New York. Throughout the administration of Governor Cuomo, had personal contact with and access to the Governor, communicating with him directly on full range of public policy issues relating to AIDS, from the creation of the nation's strongest state confidentiality law to the implications of the *Braschi* decision.

November 1983 to April 1985

**Executive Director
National Gay and Lesbian Task Force
New York, New York**

As Executive Director, led the nation's oldest and largest lesbian/gay civil rights organization during the earliest days of the AIDS epidemic, and the first term of the Reagan administration. As such, functioned as national spokesperson on a spectrum of issues of concern to gay/lesbian Americans. Extensive media exposure including MacNeil-Lehrer News Hour, Phil Donahue Show and ABC Nightline. Testified at the first Congressional hearing on AIDS and facilitated the first-ever Cabinet-level meeting between the gay community and the Secretary of Health and Human Services. Negotiated directly with the Social Security Administration to secure Social Security Disability for persons with AIDS. Negotiated directly with the Food and Drug Administration to ensure that the test for HIV would not be used for diagnostic purposes.

October 1981 to April 1985

**Executive Director
Fund for Human Dignity
New York, New York**

Served in top leadership position of this public education foundation organized to educate the public on the contributions of homosexual men and women to American society. Major responsibilities included designing and implementing programs to increase lesbian and gay visibility. Raised issue of anti-gay/lesbian violence by funding surveys conducted by local communities and subsequently instituting first national anti-violence hotline, which produced first national survey on problem. With onset of AIDS epidemic, line expanded to become first national AIDS hotline, and model for U.S. Public Health Service efforts in this area.

Also identified and cultivated major donors, as well as foundation and corporation grants. Maintained and expanded direct mail programs. Traveled extensively, speaking to groups as diverse as Harvard Law School and American Psychiatric Association.

May 1980 to September 1980

Executive Director
Office of Administrative Trials and Hearings, City of New York
New York, New York**

Under the direction of the Chief Administrative Law Judge, with the widest latitude for independent judgment, action and decision, acted as chief operations officer of the Office of Administrative Trials and Hearings. Served as liaison with executive heads of all city agencies, boards and commissions served by Administrative Trials. Responsible for ensuring that operations and procedures were integrated with interfacing agencies. Developed and coordinated programs involving administrative hearings, management and information systems, purchasing and procurement, program planning, budget and external and internal report systems.

** Left position at the request of Special Assistant to the President, Anne Wexler, in order to coordinate the lesbian/gay political effort on behalf of the Carter/Mondale Presidential ticket.

1979 to 1980

**Assistant Commissioner
Office of Operations
Department of Health, City of New York
New York, New York**

Responsible for the supervision and direction of all operations of the Department of Health. Within this context, had full authority and direct responsibility for the promulgation, initiation, staffing and implementation of programs performed by bureaus of Public Health Education, Community Relations, Public Information and District Health Services. Also supervised Directors of these bureaus. Additionally, had responsibility for the nursing services delivered by the Department of Health.

1969 to 1986

Tenured Lecturer
City University of New York
Brooklyn College
School of Education
Brooklyn, New York**

Responsible for placement, field supervision and evaluation of social science majors apprenticing in public secondary schools. Worked with a broad spectrum of educational leaders representing public school personnel (United Federation of Teachers, Council of Supervisors and Administrators, and the community) in the application of program policy.

**** This time period includes two public service leaves for service with the City of New York, and an additional leave to serve as Executive Director of the National Gay Task Force and the Fund for Human Dignity.**

EDUCATION

- 1974 Ed.D. Program, 33 credits completed
 Urban Education
 Fordham University
 New York, New York
- 1973 Master of Science
 Urban Education
 Fordham University
 New York, New York
- 1963 Bachelor of Science
 State University of New York
 College of New Paltz
 New Paltz, New York
- *1988 Honorary Doctor of Law
 Queens College
 Queens, New York

* "in recognition of inspired contributions to law in the service of human needs"

GRANTS AND RESEARCH

- 1972-1973 Co-developed and co-piloted The Undergraduate Performance Based Field Centered Teacher Education Program. This program serves as a prototype for Competency Based Teacher Education programs in the State of New York.
- 1973 Danforth Foundation Grant
- 1973 Summer Innovative Grants Program
- 1974 Department of Health, Education and Welfare Grant

OTHER TEACHING APPOINTMENTS

1967-1968	College of Mount St. Vincent Sisters Division Riverdale, New York
1967-1968	Cathedral High School New York, New York
1963-1967	Teacher/Chair Social Studies Department, K-12 Marlboro Central School District Marlboro, New York