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April the 28th, 1993

Mr. Eli Segal
Special Assistant to the President
Director of the Office of National Service
The White House
Washington, D.C. 20050

Dear Sir,

With pleasure and privilege, I extend my deepest thanks for your participation in the Center for the Study of the Presidency's 24th Annual National Student Symposium, held last month in the Capitol. I sat directly in front and to your left. I note, this, because, I was able, most clearly, to see your eyes. In your face and eyes, your words were matched with a passion and commitment, as you delivered your call to service. I wish all could have shared my seat.

As a past Center Fellow and Symposium Panelist, I share many of your views. Your highlighted remarks on public service efforts by Center Fellows were well received and heartwarming. The issues of commitment, responsibility and mutuality are but a few of the cornerstones of those willing to serve. The scope of your remarks, outlining the dynamics of your planned efforts, were a great opportunity for all participants and the Center Fellows in particular.

I say this because of a concern I have shared with Gordon Hoxie. Approaching our 25th year, I would imagine the number of past Center Fellows to be seven to eight hundred. As we, the Center Fellow Alumni Association, reach out to the former Fellows and add the new to our ranks, there is something important to remember, unlimited potential can never be

fulfilled. As the Center Fellows progress with their lives, the fact remains that not everyone will become a PH.D., Chief Executive Officer or the White House Communications Director. While we honor and recognize outstanding achievement, we must reinforce the fact that service in any form is a sacrifice, and therefore is worthy. I believe that is a primary point you made in your address as you assured integration of the same into the development of the Office of National Service.

In that spirit, I take this moment to note, enclosures of correspondence, between myself, Gordon Hoxie and Mr. Mark Grobmyer. Since resuming dialogue with The Center for The Study of the Presidency, I have developed and illustrated a study whose purpose is discussed in the enclosed copies. The main objective is to insure better government as described in the text. Originally, we had suggested one of two programs for the study. One involved public health care on the local level and the other concerns children.

Although my presentation on the Health and Human Services Panel, at the Symposium, focused on our Health Care Program here in Dade County, I believe another direction is warranted. I believe a study with the help of the Office of National Service, The Center for the Study of the Presidency and K.I.D.S., (Kids in Dade Society) is of greater value. I make this observation for several reasons. The primary purpose of the study is set in a academic agenda. Because of that issue, I have concern as to the legitimacy of tracking health care

patients in a census form that would be accurate for comparative purposes. Secondly, the entire issue of Health Care Reform is under such intense scrutiny, I would not wish the study format to be influenced in any way. In order to understand my point, I ask that you review the enclosed correspondence.

Before I begin a discussion of K.I.D.S. and the founder, Mr. Ray Zeller, let me review the importance of Dade County as a study site. Dade County is geographically bigger than four states. With a population at two million we are larger than fifteen 'states. Covering twenty three hundred square miles, Dade has a operating budget of more than three billion dollars for the current fiscal year. Logistically, the county of Dade is in effect a state for study purposes. However, the single most important factor about Dade is demographical, we are a county which is 70 % minority. We are the face of America's tomorrow. Given the fact that a majority of our urban centers, will look like Dade in twenty years, the value of this county to test social agenda items is enormous. Logic would tell us if a program is successful here, the probability of it's effectiveness is much greater in future metropolitan centers.

In addition, another component becomes important in the consideration of Dade County. Unfortunately, the issue is one of shame which illustrates underlying failures in the local process of government. One out of three families lives below the poverty line in Dade. 44% of Miami's children live in poverty. These statistics illustrate the projected norm of haves

and have nots, that threaten our society as a whole. The demand for change has not come too soon. Our social ills are illustrated well beyond statistics. Dade County has one of the highest drop out rates in the country. Last year, we experienced 17,000 robberies, and now our attacks on tourists make the National News. These are but a few of the consequences of poverty. The last twelve years of neglect have taken a great toll in South Florida. The minority generations of the Reagan Revolution may be lost to the neglect, but the children of elementary age still have a viable chance to complete their educations and proceed to productive participation in society. What is needed is attention and incentive. Mr. Ray Zeller, the President and Founder of Kids in Dade Society, has developed a program for underprivileged children in the Dade County Public Schools that challenges the voids in the children's lives.

Ray Zeller, a life long Democrat, has led more party clubs, civic organizations and charity drives than could be listed here. Most recently, he turned down the position of President, of the Dade County Transportation Authority, taking the V.P. position to insure time for his K.I.D.S. . The program design is simple and I believe the key to his success. I quote to you from the K.I.D.S. mission statement. " To build a model organization of caring sponsors and role models who give underprivileged children exposure to community and social opportunities so that they can develop their self esteem and have confidence in a better tomorrow. "

The program, now in it's third year, operates as a 501 c 3, corporation. The student census exceeds several hundred elementary level students in a dozen schools, which operate in some of Dade County's worst areas. The scope is simple, incentive! Mr. Zeller selects students with the screening of counselors. Once a needy student is identified, Mr. Zeller locates a sponsor/mentor, who assists in providing financial means, to insure the following for the student: A gift on their birthday, Valentines Day, a basket at Easter, one week at summer camp, participation in at least one field trip, a pumpkin and costume at Halloween, Thanksgiving dinner for the student's family, gifts and a party at Christmas. These gifts and provisions are items most of us have taken for granted all of our lives. However, these integral times and gifts, part of the American way of life, are in fact out of reach for many families who live below the poverty line. In return, what does K.I.D.S. ask of the students? A pledge, a pledge to stay in school, attend class regularly, do their best, obey their teachers, stay out of trouble, away from drugs, and to believe in themselves and tomorrow. As simple and perhaps as corney as the program sounds, it works! I can not begin to tell you the numbers of students the organization has helped, and their families. In addition, sponsorship has illustrated the plight most clearly to the adults who have participated and Zeller has made great progress. His sponsors are not limited to housewives and grandmothers. They include, Mayors, Commissioners,

Florida's Education Commissioner, Lawyers, Doctors and retirees alike.

The program has now evolved to a point where, with no financial drain on the School Board, Mr. Zeller is implementing, Saturday supervision of children in the public schools, including meals, music and art education, and of course physical fitness. The Southern part of our county, devastated by Hurricane Andrew, can look forward to a Safe Zoned Entertainment Center, thanks to Zeller's tireless work. The response to his efforts, which includes the financial support of local government and sponsorship on a state and soon to be Congressional level, comes in light of his SERVICE. Mr. Segal, Ray Zeller, at an age when most people are thinking about retirement started this program in 1989, has directed K.I.D.S. and been solely responsible for its nurturing, all these years without receiving one single dime of compensation. This is a man who I have seen race to a school when a kid has a problem. Schools that are in neighborhoods where many teachers will not teach. Surely, Ray Zeller and K.I.D.S. are exactly the models sought by the Office of National Service. If this man and his sponsors aren't heroes, I don't know who is.

I review this man and his organization because I believe they are ideal candidates to serve in the proposed study which I have enclosed. Please note the study title, **The Executive Branch and New Methodologies for the Domestic Agenda**. My interest is to format an academic approach to new Domestic programs,

such as the Office of National Service. It is my belief that the approach you articulated during your address is the one most appropriate. Community Action Programs and Models, which are nurtured through new initiatives, have the best chance of success. Please recall critical comments made concerning your efforts during the question and answer period. Many existing programs for service do not function for a variety of reasons. The attacks made against your approach in favor of existing programs illustrates the point. To often we hear the argument that program A is not needed because program Z already exist.

The fact is we need new initiatives because social realities prove that existing methodologies have failed. This is most clear in Miami. The President is most accurate in his position, that we must attempt new programs and see what works and what does not. You reiterated the position most clearly in your remarks. The function of the study is to provide an independent long term analysis of a specific program within the Domestic Agenda, in this case the Office of National Service, to prove the merit of the initiative in a specific program, such as K.I.D.S. .

Permit me now, to illustrate a study format under the outline as described in correspondence, to demonstrate the effectiveness of the study proposal, in the further implementation of the goals, of the Office of National Service and the Domestic Agenda of the Clinton Administration.

REVIEW OF PROPOSED STUDY GUIDELINES/K.I.D.S./CSP/NATIONAL SERVICE

- I. Historical Review
 - II. Program Implementation for Controlled Study
K.I.D.S.(Kids in Dade Society) Miami, Florida
 - III. Legislative support for K.I.D.S. program implementation
on a local, state and federal level
 - IV. Oversight by the Center for the Study of the Presidency
 - V. Budget Guidelines for Study Format
 - VI. Preliminary Conclusions
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I. Historical Review: An examination would be made of the historical precedents in the implementation of social service programs for children, which were initiatives from the Executive Branch. The time frame for consideration would be the Eisenhower Administration through George Bush. The examination would entail a review of the programs, their inception or origination and the methods used to successfully implement them on a national legislative level, as part of the Executive Branch's Domestic Agenda. Specific discovery will include, the degree of governmental interaction at all levels to the overall goals and objectives of the specific social programs for children of the various administrations. Study format will determine a measured variable for the level of government awareness, interest and response at the local, state and federal levels for the programs. The variables will provide the determinants as to the success of the various programs found in research

during the examination period (Eisenhower-Bush) 1952-1992. The establishment of fixed variables and determinants, in a quantitative basis, should provide an additional means of analysis, as to the probable success or failure of proposed legislation from either the Executive or the Legislative Branch of government. Consideration of such a means, should provide rational as to the appropriateness of legislation and thus avoid the long held terminology of " pork barreling " in the approach of funding new programs.

As the quantitative process of legislative identification is developed, the historical review of the rise and need for the Office of National Service as well as children's programs such as K.I.D.S., would be integrated into the study program. An essential component in the evolution of the K.I.D.S. program, is the participation of mentor/sponsors, who not only provide the financial means to insure the activities of the children, but provide their time when possible to allow the additional outside supervision and attention for the personal needs of individual children. A non-authoritative participant in the lives of the children has been a tool and effective conduit in the resolution of the various problems that arise with Kids in Dade Society. As mentioned, the adults who volunteer of themselves in the program are ideal examples as to the need and purpose behind the Office of National Service.

II. Program Implementation for Controlled Study
K.I.D.S. (Kids in Dade Society) Miami, Florida

The Office of National Service, as outlined by Director Segal, could serve as the means to facilitate funding of various community action program's infrastructure so they may enhance volunteer and service efforts, in the format of the services they provide. An effort such as the above, can be the means to develop, nurture and evolve, specific community initiatives, from the private sector, whom respond to the needs of the peoples they serve. Programs which meet the social challenges of the Domestic Agenda, in a cost effective means could be enhanced by the developed quantitative factors of the study to prepare them for separate National Legislative support as they mature from the " fostered " status of the Office of National Service. In order to support these suppositions from the hypothesis of the quantitative model, a specific community action program, unique in and of itself, should be underwritten, monitored, " enhanced " and studied, to illustrate the logic, economic sense and commitment to social issues of the Domestic Agenda, all within the framework of the goals and objectives, of the Office of National Service. Kids in Dade Society is an ideal program for the study format based on the following which will be reviewed in detail. 1. The program concerns underprivileged children, which normally appeals to large numbers of the electorate. 2. The program is simple but unique in concept. 3. The program has been in existence for several years in a community which bears significant social, economic and political

ramifications for issues of the Domestic Agenda, now and more importantly for the future. 4. The program currently enjoys recognition and funding efforts on a local (County Commission) level, state (State House and Senate Members) level, and federal (Congressional Representatives) level and therefore has already tested political waters within the context of the proposed study infrastructure 5. The programs merit, can be scientifically documented through two test groups to illustrate it's function and 6. The study candidate would require a minimum amount of outside "expert" consultation and thereby be more affordable.

To further "quantify" legislative "legitimacy", program candidates, should reflect economic effectiveness. Social programs, in particular, face the label of "giveaways". Programs whose purpose are documented to be successful in design, justify further financial support and provision of time by persons willing to serve. To support the further development of the K.I.D.S. program, in the aforementioned guidelines, acceptable documentation of the program's effectiveness is warranted in the context of overall study objectives.

Documentation shall be achieved of the programs objectives, goals and claims by conducting a double blind test of three hundred students in the K.I.D.S. program, tracking their performance in attendance, grades and disciplinary actions.

At the same time, data would be collected of three hundred students who are not in the program. The objective is to demonstrate that the program format of K.I.D.S. is effective, based on the criteria and therefore increases the probability that the underprivileged child will continue a stable education process. Affirmation of the program objectives, should further quantify the organization's merit for funding, direct and indirect. Specifically, funding for further infrastructure development and promotion or in terms of indirect funds for reimbursement of service rendered, in yet to be defined terms and conditions approved by the Office of National Service. In either case, the study should provide coherent methods to yield constructive data for programs which seek funding support. Study census would reflect the Dade County Public School's gender and ethnic composition based on current enrollment figures for students who live below the poverty line, grades 2-6. Program implementation should ideally reflect a total census of six hundred. However, implementation could start with a census of two hundred students, one hundred in K.I.D.S. and one hundred out. The time required to set up additional infrastructure for program expansion is a period of ninety days. The minimum time frame for the study is three months, organizational and twelve for study with two hundred students in total, in addition to a ninety day reporting period. The maximum time frame for the study would be thirty nine months, including organization, reporting and the ideal student census of six hundred.

III. Legislative support for K.I.D.S. program implemntation on a local, state and federal level

Initial discussion concerning this portion of the study focused on support to a candidate or candidates for the County Commission. However, due to Mr. Zeller's success on the County level, he has in fact, taken his program, on a local level, to the planned National level for expanded infrastructure and promotion purposes. The objective, stated in the study guidelines and reaffirmed in your address, is to use the Office of the President as the "bully pulpit". Public support by the President to local, state and federal law makers, for programs who quantify themselves as formatted for success, are in valuable for legislative approval and political capital. Mr. Zeller has already built relationships at all levels with the K.I.D.S.'s programs. Given the ground work he has laid, this facet of the study, is greatly facilitated. The prospect of " Conversion Theory ", moving to address a particular social issue, in a program, documented for success, at all levels of government, at the same time, certainly curtails the image of grid lock.

IV. Oversight by the Center for the Study of the Presidency

The primary focus of the proposed study is academic in nature. There exist no single institution, or individual in one Gordon Hoxie, more qualified to fill the role of oversight in the study. The Center's vast resource of materials and contacts will provide the required approach and procedure to insure a study, program and presentation which meets the highest possible standards.

V. Budget Guidelines for Study Format

Initial start up costs to implement expanded K.I.D.S. program for 300 students in and 300 students out of the program.

Office Space @ 1500.00 per month first, last security \$ 4500.00
rent for month two and three \$ 3000.00

Total cost for office during start up \$ 7500.00

Secretary @ 1500.00 per month for three months \$4500.00

Computers and phones @ 1500.00, two months security and cost for months one, two and three \$ 6000.00

Printing costs and supplies \$ 2500.00

Executive Director @ 4500.00 per month for three months
\$ 13500.00

Study Director @ 4500.00 per month for three months
\$ 13500.00

Social Worker @ 3000.00 per month for three months
\$ 9000.00

Total Initial Start Up Costs 0-90 Days: \$ 56,500.00

The following provides a breakdown of projected annual costs.

Office Rental	\$ 18,000.00
Computers phones and supplies	\$ 18,000.00
Secretary	\$ 18,000.00
Executive Director	\$ 52,500.00
Study Director	\$ 52,500.00
Social Worker	\$ 36,000.00
Research Assistants 6, one per 100 students	\$ 150,000.00
Center for the Study, annual gift for professional service	\$ 25,000.00
Travel	\$ 10,000.00
300 students in K.I.D.S. @ 400.00 each	\$ 120,000.00
300 students out of the program @ 100.00 each	\$ 40,000.00
<u>Total Projected Annual Costs</u>	<u>\$ 486,000.00</u>

The Total Projected Cost for the entire 39 month period, three months of start up time, in addition to the projected thirty six months of study with a maximum and ideal census of three hundred students in and three hundred students out of the K.I.D.S. program :

\$ 1,514,500.00

With the maximum budget projection in place, a minimum projected budget will be discussed to affirm and qualify the K.I.D.S. portion of the study. The 36/300 format, inclusive of the portion of the study which involves the research and application of work completed as outlined in Segment I, is the maximum end of projected costs. Minimum requirements would include, those monies to complete Segments I and II. The costs difference would entail an approach of a minimum of 100 students in and 100 students out of the program. A format to quantify K.I.D.S., that is to document the effectiveness, could be conducted on a 12/100 formula, with full funding to a 36/300 program based on presented data collected at the end of a 12 month period. Such a case approach would require the ninety day period with a cost reduction of fifty percent for office, computers, phones and the social worker who would become part time. Under the plan the start up costs would be reduced to \$ 44,500.00

The costs to operate the program with one hundred students in K.I.D.S. and one hundred students out for a period of twelve months with a ninety day follow up period to determine additional funding allowances, would require two assistants instead of six and reduce the twelve month costs for operating from the projected annual amount of 486K to 294K. The ninety day follow up period would require an additional \$ 53,500.00. The projected minimum amount to complete and varify study proposals and to quantify the full program would cost \$ 392,000.00

The budget range to complete the objectives of the program, and present the results of the study on a minimum/maximum basis, within the parameters of a sufficient study census are the amounts:

\$ 392,000.00 to \$ 1,514,500.00

VI. Preliminary Conclusions : There can be little doubt as to needs and demands for effective performance on the Domestic Agenda by the Executive Branch. A study such as the one I propose permits a new methodology to facilitate the initiation, implementation or expansion of programs that bear a high probability of success. In the case of K.I.D.S., and the countless programs that have merit across this country, the study will provide a format where, they are recognized and promoted via the power of the "bully pulpit", they have a logical and appropriate means to document the validity of their purpose, an essential component where issues of turf are concerned in the funding process. Finally, and most important, the study will afford a road map, if you will, through a process which is quantitative, to increase the probability of legislative success at all levels of government. I believe the single most important benefit in the development of the process to the elected and electorate alike, is PERFORMANCE. There is no doubt that some programs will fail, their performance inadequate or ineffective. However, the methodology will demonstrate government at all levels attempting to address issues of concern, selective to communities and or universal in scope in a manner which is responsive and responsible, not reactive at best.

The selection of the K.I.D.S. program is the best example and candidate I can think of. At a minimum cost of four hundred thousand dollars, or a million and a half, if the program

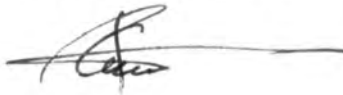
documents success, that is, if simple incentives are proven to be effective in keeping these children in school, studying and out of trouble, the cost savings in socioeconomic terms is enormous. A program such as K.I.D.S., selected and promoted by the Executive Branch, through the Office of National Service, will have the attention and means to encourage both private and public participation to nurture and achieve the program's objective's at all levels of government. The process, through other programs, such as K.I.D.S., can be repeated again and again.

Ideally, funding sources through the Executive Branch should be utilized. In earlier discussions with Gordon Hoxie, he brought up possible funds at OMB. If federal funds are not utilized, perhaps, with the assistance of the Executive Branch, we could encourage corporate sponsors, who have supported the President's efforts over the years. I suggest the point, given the facts that this type of study has never been attempted, Dr. Hoxie and I discussed the aspect of uniqueness. Furthermore, the study results could provide the Administration, a "funding format", where by, all programs must document their needs, economic sense as well as affirming fulfillment of their program's goals and objectives. When taxpayers see continued funding for programs, such as subsidies for sheep breeders, to insure wool supply for uniforms that are no longer made, they are angered at best. At a minimum, funding and promotion of the study will further

illustrate the Administration's PERFORMANCE and COMMITMENT to met the needs, demands and expectations of the electorate. Given the minimum costs that are involved, I believe the study serves as an excellent demonstration of the continued evolution in the process of good government.

The presentation I have provided you reflects my thoughts in response to Gordon Hoxie and the Center for the Study of the Presidency's call to past Center Fellows to return in the spirit of service and leadership we so desperately need. If the study is as effective as I know it will be, perhaps the means will develop so concerned citizens and future Center Fellows, have the ability to employ their gifts, talents, time and hearts into programs which respond to the needs of the communities they call home.

Respectfully Submitted this 25th day of April



Jeffrey Cameron Arnold
Center Fellow 1978-79

Copies, with out enclosures, are provided to:

Mr. Mark Grobmyer, Esquire, Partner, Arnold, Grobmyer & Haley

Dr. R. Gordon Hoxie, President and Chief Executive Officer
The Center for the Study of the Presidency

Mr. Ray Zeller, President, Kids in Dade Society

Mr. Jack Campbell, Chairman and Chief Executive Officer
Campbell Consulting and Management Company

October 20, 1992

To : Dr. R. Gordon Hoxie, President and Chief Executive Officer
The Center for the Study of the Presidency
Fr : Jeffrey Cameron Arnold, Center Fellow 1978 - 79
Re : **The Executive Branch and New Methodologies for the
Domestic Agenda**

Dr. Hoxie,

Following our conversation of last week, I have reflected as to the merit and need of a study as highlighted above. This memorandum serves as an outline of the need, general purpose and preliminary thoughts as to the structure of the proposed study. The correspondence serves as a tool for further discussion and should not be considered a formal proposal. However, I can assure you the objectives I have in mind are concurrent with those of the Center for the Study of the Presidency as mentioned in your annual report.

Within that context, the preliminary objectives of the study include :

1. Introduction of a new methodology to effectively implement domestic agenda items.
2. Promote new programs which are cost effective and met the social objectives and guidelines of the Executive Branch.
3. Develop new structural relationships between the Executive Branch and local governments which provide effective interaction between the "bully" pulpit and local representatives to assure,
 - a. the ability to effectively share operating costs for those programs which require contributions from various levels of government. Specifically, public health care, where county contributions are normally twenty percent of overall operating budgets which may vary depending upon state and federal contributions to programs such as Medicaid.
 - b. increase voter and public awareness of the governments response to the social needs of the communities in which they live. The objective is illustration to targeted communities that they have a vested interest in programs that directly affect them and continuance is predicated on their participation even at the most local level of government.

4. The Goal of the Study is to respond to the public's perception that government is too big, does not work and fails to do so because of " GRIDLOCK ". The Study should illustrate the means for the Executive Branch to respond to the needs of local communities with new initiatives whose implementation includes the active political participation of targeted communities Voting Age Population.

As we discussed, there appears to be no significant work in the area as described above. The originality of the study, in conjunction with the electorate's demand for social initiatives assures an exciting and challenging study. The Contemporary realities require a cautious response to the demands of " mandate ". I can not help but recall a passage from your work, **Command Decision and the Presidency**, where you sight the need to insure hope among democratic oriented peoples. The hope, that their lives will in fact, improve in the future. I believe that efforts in a study such as the one I suggest, help insure that reality. If measures are not taken to address basic programs that provide incentive to participate in our social process, we could suffer a serious blow from an ever growing segment of the population that is poor or the new "working" poor.

Before I discuss a possible structure to implement the study, I must mention one significant point. All efforts, including the specific " case study " programs I will discuss, could not have been accomplished without the generosity of Jack Campbell. Mr. Campbell has served as benefactor, mentor as well as a friend. His commitment to the efforts of the Democratic Party span thirty years. He has helped the Clinton Campaign

in raising money and he currently is a candidate for the Dade County Commission. It was my work on Mr. Campbell's Campaign that provided the impetus to the proposed case study. Although I am making the explanation most brief (I will discuss the particulars in detail in New York), as part of a possible strategy for Mr. Campbell's Commission Campaign, I recognized his strength due to long term relationships with the hierarchy of the Democratic Party in both Tallahassee and Washington D.C.,. Given the unfortunate circumstance of South Florida due to Hurricane Andrew, I felt that the campaign could emphasize Mr. Campbell's influence to make sure (in the words of President Bush) that in the case of Dade County and the approved National Relief Money, that "trickle down" government would be made to work. I believe that Mr. Bush has a point. Trickle Down Government probably does not work. I do not believe we need a Great Society approach to the social ills in our country. However, we must enact new legislation. What could be the New Methodologies for the future? I believe some alternatives exist in this proposed study. As you examine the proposed study format, envision the following, a process that does not move from top to bottom, The Trickle Down Model. A process than can not be labeled from the bottom to the top, The Grassroots Model. Instead, attempt an illustration of a two fold process with movement from the top down and the bottom up at the same time, The Conversion Model, or for now, the Conversion Theory. Keep these points in mind as well as the

probable election of Bill Clinton as one examines the proposed study guide.

STUDY SEGMENT 1 : THE HISTORICAL PERSPECTIVE

Under the guidance of the Center for the Study of the Presidency, an examination shall be done of the Domestic Agenda from the Eisenhower Administration through the first Bush term. The focus shall be on two types of domestic legislation. 1. Provisions for new Health Care Service Systems or Formats 2. Provisions for new Social Service Programs. The interest should be on original programs and should not include programs already tested and acclaimed from a state level with alterations for Federal Legislative purposes.

STUDY SEGMENT 2 : COMMUNITY PROGRAM IMPLEMENTATION

Two programs which have already been developed under the leadership of Jack Campbell would be excellent nominees. One is a Community Health Care Delivery System and the other is a Social Service Program for Children. Both of these programs reflect the Domestic Policy Interest of the Clinton Campaign. Briefly,

The Merit Medical Management Program, A combined housing and in home health care delivery system, designed to incorporate local governments with the funding apparatus of Medicaid/Medicare to slash hospital cost and health care delivery costs to the Public Medical Community.

Kids in Dade Society, K.I.D.S., A social service program in conjunction with the Dade County Public Schools for Children under 12 who live below the poverty line. The program provides for incentives to encourage attendance, study and discipline. The Co-Founder of K.I.D.S., Mr. Ray Zeller is also a Democratic Party Club President. Under his direction, the program documents significant impact on dozens of students who can truly be labeled " at risk ".

STUDY SEGMENT 3 : LOCAL ELECTION INITIATIVES IN COOPERATION WITH THE EXECUTIVE DOMESTIC AGENDA

To help insure program implementation, to the fullest possible degree, the administration should select candidate(s) to support for local office who can facilitate local funding requirements

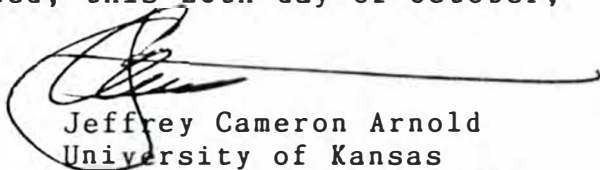
to share in the burden and success of the Presidential Domestic Agenda. Such a move, of support, below the Congressional level, may set precedent, but makes perfect sense. For example, health care costs at public facilities require a minimum of a twenty percent contribution to receive Federal Funding. A local point person to facilitate the Domestic Agenda serves as a foundation to encourage movement from the bottom up. Once again an ideal candidate would be Jack Campbell. Mr. Campbell is responsible for two outstanding programs. His local agenda parallels the expressed interest by the Clinton Campaign for their Domestic Initiatives. Support should occur through Party Financial Means as well as a highly visible public support by the Administration.

STUDY SEGMENT 4 : OVERSIGHT AND REVIEW BY THE CENTER FOR THE STUDY OF THE PRESIDENCY

The Center for the Study of the Presidency would be the natural source for research, review and oversight by individuals or committee to help insure the study's integrity as well as adherence to the guidelines of the Center itself.

Dr. Hoxie, as brief as this outline is, I have attempted to illustrate the purpose, need, objectives and possible format to study **New Methodologies for the Domestic Agenda**. It is my hope that you will have a clearer picture of the significance that such an undertaking could provide. Such a study would require several years of work and most probably would outlive the next administration. I look forward to our discussions in New York as to the next step in making the proposed study a reality.

Respectfully Submitted, this 20th day of October,



Jeffrey Cameron Arnold
University of Kansas
Center Fellow 1978 - 79