

Alliance between International Collaborative Leadership Institute & Seeing Purple

## ***Rebuilding Trust in America***

Cooperation & Bipartisanship  
Building Trusted Leaders  
Generating Collaborative Excellence

### **Draft Strategic Plan**

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By Robert Porter Lynch & Lisa Gruenloh

## **Noble Cause OVERVIEW**

### **The RUSHMORE STRATEGY Mission & Purpose:**

- Rebuild the precipitous decline in trust in American Institutions using:
  - Core values of the four Presidents immortalized on Mt. Rushmore, combined with.....
  - Present day breakthroughs in neuro-science, established best practices, collaborative frameworks, and trust-based skill development.

## **Key Initiatives – 3 Phase Strategy**

### **1. Book: The Rushmore Strategy to *Rebuild Trust in America***

**Best Practices:** Integrate “Rushmorian” values and insights together with breakthroughs in neuro-science and tested trust-building best practices, providing concrete guidance to leaders in America.

### **2. Destination Purple – *Building BiPartisan Cooperation***

**Civic Affairs:** Turning the plague of polarization into an opportunity for bringing together **Republicans** & **Democrats** (**RED** + **BLUE** = **PURPLE**) to work for the greater good in public affairs, emphasizing Collaboration, Unification, Civility, Bipartisanship, and Inspiring Leadership.

### **3. Rebuilding Trust in American Institutions**

**Local Initiatives:** Bring the *Rushmore Strategy* to Local Communities (cities & towns), addressing the breakdown of trust in core institutions community-by-community, while building a new generation of leaders who can guide and navigate in our inter-connected world.

**Donations & Corporate Sponsorships:** Donors of \$5,000 or more will be acknowledged on the website and on the front page of the book. Corporate Sponsorships starting at \$25,000 are available.



## Contents

<b>Noble Cause OVERVIEW .....</b>	<b>1</b>
<b>The RUSHMORE STRATEGY Mission &amp; Purpose:.....</b>	<b>1</b>
<b>Key Initiatives – 3 Phase Strategy .....</b>	<b>1</b>
1. Book: The Rushmore Strategy to <i>Rebuild Trust in America</i> .....	1
2. Destination Purple – <i>Building BiPartisan Cooperation</i> .....	1
3. Rebuilding Trust in American Institutions .....	1
<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
Magnitude of the Problem .....	4
Combining Wisdom with Breakthroughs in Trust .....	4
Rebuilding Trust in America – a Three Phase Strategy .....	4
Schedule for Mobilizing for Action .....	4
Marketing & Promotion.....	4
Organization & Alliances.....	4
Business Model, Budget, & Fundraising .....	4
<b>The Magnitude of Distrust -- Greatest Threat to America’s Security.....</b>	<b>5</b>
How do we know this is true? .....	6
Are We Reaching a Tipping Point?.....	7
Disintegration of Our Trusted Culture .....	7
Dodging the Bullet of Darkness .....	8
Linking the Wisdom of the Past with our current condition .....	9
<b>Themes from the Presidents of Rushmore .....</b>	<b>10</b>
<b>Noble Mission-Purpose &amp; Value .....</b>	<b>11</b>
Vision-Mission-Noble Cause .....	11
• Makes a Profound Difference .....	11
• Demonstrates the Value of Trust & Collaborative Leadership.....	11
Value Proposition .....	11
<b>RUSHMORE STRATEGIC PLAN .....</b>	<b>12</b>
Overview: Three Key Initiatives (Phases).....	12
#1. <i>Book: Rushmore Strategy – Rebuilding Trust -- the “Revolutionary” Initiative</i> .....	12
#2. <i>Destination Purple: Civic Affairs – the “Washingtonian” Initiative</i> .....	12
#3. <i>Trust in Institutions: Local Communities – the “Jeffersonian” Initiative</i> .....	13



<b>Mobilizing for Action.....</b>	<b>14</b>
Implementing the Three –Phased Strategic Initiatives .....	14
#1. Book: Rushmore Strategy – Rebuilding Trust in America -- The Revolutionary Initiative	14
#2. Destination Purple Initiative – Building BiPartisan Cooperation -- the Washingtonian Initiative	16
#3. Rebuilding Trust in Local Community Institutions – the Jeffersonian Initiative....	17
<b>Programs, Products &amp; Services .....</b>	<b>18</b>
Capability Building Programs.....	18
Products .....	19
Services.....	19
<b>Marketing &amp; Promotion .....</b>	<b>19</b>
Our Themes: .....	19
Promotion & Public Relations .....	19
Marketing & Promotion Target #1: Book Publication.....	19
Marketing & Promotion Target #2: Destination Purple.....	21
Marketing & Promotion Target #3: Rebuilding Trust in Institutions .....	22
<b>Organization .....</b>	<b>23</b>
Structure.....	23
Governance .....	23
Board of Directors .....	23
Advisory Council.....	23
Management .....	23
Leadership Team .....	23
Part Time Staff .....	23
Volunteers.....	23
<b>Measuring and Sustaining Success.....</b>	<b>24</b>
Metrics & Diagnostics .....	24
Certification .....	24
<b>Budget.....</b>	<b>25</b>
<b>Fundraising.....</b>	<b>27</b>
Donations & Sponsorships.....	27
ENDNOTES.....	27



## EXECUTIVE SUMMARY

### Magnitude of the Problem

Recently issued studies indicate the worst drop in trust in U.S. Institutions ever recorded.<sup>1</sup> If the tide is not soon turned, like a termite infestation, the foundations of American Democracy will collapse -- triggering some combination of anarchy, revolution, or authoritarian dictatorship. Washington, Jefferson, and Lincoln all warned of this problem.<sup>2</sup> Their advice is unheeded.

### Combining Wisdom with Breakthroughs in Trust

The *Rushmore Strategy* offers *realistic solutions*, and *inspiring results*, embracing our forbearers' ideals and insights. It then moves forward based on a bold, next generation [Architecture of Trust](#) using tested best practices, science, and impactful innovations from 30 years of alliance building.

### Rebuilding Trust in America – a Three Phase Strategy

1. **Book** -- to support the strategy – *The Rushmore Strategy: Rebuilding Trust in America* -- is in the final stages of writing, coupled with a tested series of training workshops for wide deployment.
2. **Destination Purple - Civic Affairs**: Polarization is paralyzing America at a time when we need innovation and adaption. Our aim is to empower politicians to creating joint solutions after the election, and to enable voters to reject candidates who engage in manipulative fear mongering.
3. **Trust in Institutions - Local Communities**: Democracy is foremost a local affair. *Trust in Institutions* starts locally local government, businesses, churches, education, and community organizations. Our approach empowers local leaders to build strong trust within and between their organizations.

### Schedule for Mobilizing for Action

The first six months dedicated to book writing, then organizing, training champions, and preparing to initiate programs for **Destination Purple** for fall 2018, then **Trust in Institutions** in spring 2019.

### Marketing & Promotion

A marketing and promotion program for the book aims at late summer of 2018 when America will be in the throes of turmoil of a mid-term election and disillusionment from Russian interference.

### Organization & Alliances

The overall *Rushmore Strategy* builds on the tested best practices learned from building international strategic alliances. This capability and expertise is the crux of the Rushmore Strategy.

### Business Model, Budget, & Fundraising

Fundraising will be launched in March, 2018. We estimate a need for:

- \$ 50 (min) -150 thousand (max) to launch **Phase 1** (the **Book & Trust Talks**),
- \$ ½ million to launch **Phase 2** (**Destination Purple** for Civic Affairs) and
- \$3 million to sustain the **Phase 3** effort (**Trust in Local Community Institutions**).

The business models for the three-phased strategies are designed to be self-sustaining long range.

- **Volunteers**: We need people with courage and commitment to help champion the cause.
- **Individual Donors**: Donors contributing \$5,000 (or more) acknowledged on the book's first page.
- **Corporate Sponsors**: Businesses with \$25,000 (or greater) sponsorship receive special acknowledgement, along with marketing prominence (website, events, book discounts).



## The Magnitude of Distrust -- Greatest Threat to America's Security

America's deepest threat to its future is neither North Korea nor Russia nor Terrorism.

*It is far deeper and less visible; it's an internal danger that stronger border security cannot cure.*

What is most troubling is, for first time since the Civil War, our *internal* threats are greater than *external* ones.

***Distrust in our most cherished institutions is the "termite invasion" eating out the core of American democracy and our confidence in our values and ourselves.***

Trust in America – its ideals, its leaders, and its institutions – has been eroding for over fifty years. (see chart below; Source: Pew Research)

*% who trust the govt in Washington always or most of the time*

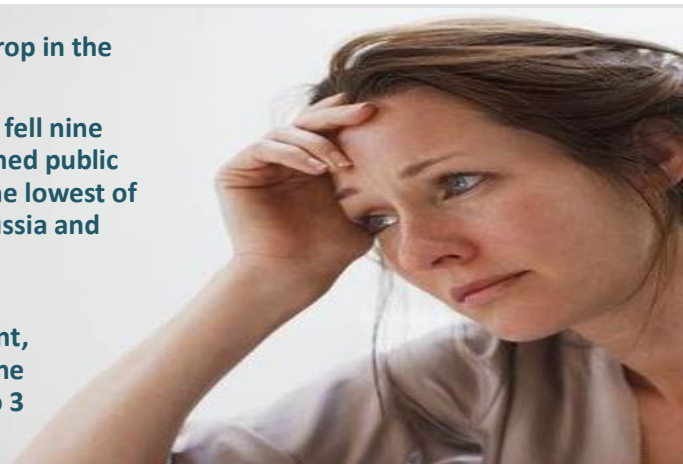


This problem is not limited to trust in government. According to the [Gallup Trust Poll](#), our decline extends to businesses, churches, schools, banks, and police, among many others. (see: [Distrust in Institutions](#)) According to the [2018 Edelman Trust Survey](#)<sup>3</sup> (that measures trust across 28 countries):

**Trust in the US suffered its largest drop in the survey's 18-year history.**

**Trust among the general population fell nine points, while trust among the informed public plunged 23 points to make the US the lowest of the 28 countries surveyed, below Russia and South Africa.**

**This collapse of trust is driven by a staggering lack of faith in government, which fell 14 points to 33% among the general population, and 30 points to 3% among the informed public.**







[Leadership's] silence is a tax on the truth. Trust is only going to be regained when the truth moves back to centre stage. ([See Edelman Trust Barometer Summary](#))

***We are at a tipping point – failure to act jeopardizes our democracy and economy. We are heading into an abyss. Our younger generation is losing hope.***

The dearth of trust creates a perturbing social angst leaving people feeling empty, anxiety ridden, betrayed, fearful, hurt, angry, disillusioned, and helpless – a social “fault-line” exploited by schemers.

***This breach of trust is burdened with grave penalties and dire consequences.***

Like a stick of dynamite thrust into the “fault-line,” manipulative leaders sow fear, uncertainty, divisiveness and doubt, exploiting the emotional voids and latent anger of large chunks of citizens. Posing as false gods and saviors, they promise security to fill citizen’s yearning for a simpler, safer world; demanding a loyalty pledge in return.

***Across the globe, democracies are succumbing to fallacious leaders with little vision, poor values, and lack of character.***

## How do we know this is true?

Every year, starting in 1935, while Franklin D. Roosevelt was president, the Gallup Polling organization has asked Americans a simple, open-ended question:

*“What do you think is the most important problem facing this country today?”*

Today, did you answer:

- |  |                                 |
|--|---------------------------------|
| - The economy in general?                | - Immigration & Illegal aliens? |
| - North Korea?                           | - Terrorism?                    |
| - Federal budget deficit & Federal debt? | - Taxes?                        |
| - Healthcare?                            | - Crime & Violence?             |

The results of the last poll, taken in [December, 2017](#), might surprise you – ***none of the above***.

*None of these even made the top five top-of-mind issues.* Americans voiced something quite different. The top five issues in America all centered on the issues of *Trust* and *Leadership*.

Here’s what’s dearest to the concerns of Americans (ranked in priority order by Gallup)

1. Dissatisfaction with Government/Poor Leadership
2. Race Relations/Racism
3. Unifying the Country
4. Ethics/Moral/Religious/Family decline
5. Lack of Respect for each other

In fact, *all five* of these were on the list of nearly 50% of Americans, overwhelming all other factors by a landslide. The *central organizing principle* of these top five is *Trusted Leadership*.



## Are We Reaching a Tipping Point?

Ask people who grew up fifty or more years ago; ask them what they think about America's future. Most will acknowledge we are now reaching a malignant tipping point. It will grow worse unless we take action to rebuild trust. We are caught in the iron grip of divisiveness, conflict, and distrust.

People are asking, "Are cruising headlong into another Dark Age?"

The Reality? Yes, if good people do nothing.

We can respond to a negative force with a countering positive reaction. It's time to recapture the high ground in these times of dynamic change.

## Disintegration of Our Trusted Culture

Institutions have been under the stress of dynamic change since the founding of the Republic, whether it was a battle over basic freedoms in the 1770s; or the banking system of the 1830s; or state's rights in the 1850s; or civil rights between the 1860s and 1960s; or big business versus labor at the turn of the century; or the continuing heated debates in education.



Our institutions are forever challenged to transform to meet the evolving needs of society.

Institutional relevance and adaptability has always been at the forefront of economic, social, and political justice. The faltering of Institutions primarily falls on the shoulders of multiple root causes:

- **Education:** Shifts away from Character Development, leaving young adults ill-equipped to handle the stresses of life in the modern age. (see [Education on the Edge](#))
- **Family:** Breakdown of Family Structures (see [Youth in Peril](#)) evidenced by high divorce rates, working parents, and children of unwed parents (now nearly 40%), resulting children needing stability and structure best provided by our schools and community support systems.
- **Character:** Severe *diminishment of trustworthiness and courage*, primarily caused by a shift in education away from character development and civic duty to competence in science, math and engineering.
- **Leadership:** *Lack of leadership development* in professional, technical and business schools. These now place greatest emphasis on *managerial efficiency*. Leadership has been further diminished from lower rates of military training and lessened impact of youth organizations like Boy Scouts, YMCA, and 4-H.

*Most of the voices we hear are the voices of arrogance by bullies.*

*The world is filled with enthusiasm and brains.*

*The problem is that all the brains have no enthusiasm, and all the enthusiasts have no brains.*

*The world is dying of hot heads and cold feet.*

*In an era of danger, we must exhibit courage rather than fear.*

*In the face of ideologies passionately held, we must renew our confidence (trust) in our own institutions.*

*- Henry Merritt Wriston, educator, c. 1954*



Beginning in the late 1960s, the fundamental core values that build and sustain trust began to fall away rapidly. Since then the decline has been erratic – sometimes a steady drip, drip, drip of erosion, interrupted by cataclysms, like Watergate or the Crash of 2008.

Generation after generation of Americans has been gradually losing their grasp on the future.

Now, after a half-century of serious slippage, things are quickly sliding beyond our reach. Many believe we are approaching the tipping point.

Assessing the fall of the Roman Empire shows how trust is the essence of one's civilization and distrust opened Rome's gates to the barbarians (the terrorists of their time). Roman history shows us the fragility of civilization to its most dangerous enemy – fear of its own leaders; fear of terrorism; fear of its own citizenry.

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***"It is the lack of [trust] more than anything else that kills civilization.  
We can destroy ourselves by cynicism and disillusion,  
just as effectively as by bombs. "***  
***Kenneth Clark, Civilization<sup>4</sup>***

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*Fear, Uncertainty, Doubt*, and most importantly *Distrust* (known as FUED) demoralize a nation; people argue and protect their self-interest rather than working together as a community.

## **Dodging the Bullet of Darkness**

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Wisdom and history tells us to dodge the Bullet of Darkness. Doomsayers are not prophets. The right type of collaborative leadership can turn the tide. The right type of trusted leadership has been known for centuries -- the Four Rushmorsians symbolize that spirit of collaboration.




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***The Dark Ages Attest: in a world of fear, implosion soon follows.***

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***The Coward Polarizes and Demonizes others;  
cowering behind the castle walls of his tribe's belligerence.***

After the American Revolution, the spirit of Washington and Jefferson united a deeply divided nation.

This contrasts to the aftermath of the French Revolution, where the likes of Robespierre and Napoleon undermined French aspirations of liberty, equality, and brotherhood.

During the Civil War, Lincoln valiantly tried to heal the nation even while the bloodshed was raging. The era following the Civil War was certainly dim from the perspective of great leadership. Teddy Roosevelt inspired Americans by standing for the best interests of our whole nation.

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***Master Manipulators, posing as false gods and saviors, promise  
security to fill a yearning for a simpler, safer world; in return for  
loyalty pledges -- because they can't earn trust  
The future of America depends upon our commitment to a  
renewal of vision, of energy, of values, and of trust.***

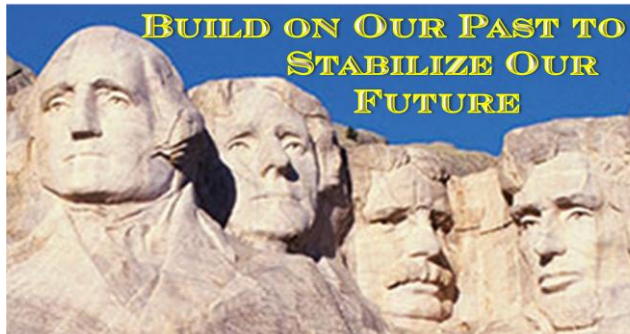
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## Linking the Wisdom of the Past with our current condition

In the 18th century, during *the Age of the Enlightenment*, thought leaders expounded on basic rights and freedoms, such as liberty, thought, religious belief, expression, press, peaceful assembly, and association. Those values were the core beliefs of our Founding Fathers, and hold true to this day. They serve as an “anchor to windward” in our current storms.



*To build a world we can trust  
-- a world that is socially,  
economically, and  
environmentally friendly --  
we can benefit by taking cues  
from enlightened thinkers and  
leaders of the past three  
centuries.*

The Founding Fathers created this nation in the *Age of the Enlightenment*. What is striking about this era was how **REASON** was the *Central Guiding and Organizing Principle* that unified how people would comprehend and act upon the four *top of mind* issues of the day:

- 1) Nature of Science,
- 2) Human Behavior,
- 3) Religion & Morality
- 4) Governance & Democracy



*Today we have no Central Organizing Principle.*

*Raw Emotion has displaced Reason as the ruling principle of our time.*

This will be a key theme for the focus of the Rushmore Strategy.

*What has been lost from our heritage is the Founding Father's deepest commitment to the basic responsibilities every human has to each other, their community, and to their environment.*

*They were deeply committed to the principle that we must hold our rights as dearly as our responsibilities.*



## Themes from the Presidents of Rushmore

### Washington's Wisdom – Key Themes

- Trustworthiness & Accountability
- Embracing the Greater Good
- Preventing Polarization
- Finding Common Ground



### Jefferson's Wisdom – Key Themes

- Preserving Rights & Exercising Responsibilities
- Constraining Tyrants & Protecting Against Abuses
- Primacy of Education to build Moral Character
- Building Trust & Leadership in Local Institutions



### Lincoln's Wisdom – Key Themes

- Forgiveness, Amnesty, and Compassion
- Handling Polarization under Pressure
- Courage, Character, & Charity to all in Crisis
- Innovation and Unity in Adversity



### Roosevelt's Wisdom – Key Themes

- Vision, Getting Things Done & Teamwork
- Placing the Greater Good above Limited Interests
- Courage, Strength, Trust, & Honor
- Taking the Moral High Ground





## Noble Mission-Purpose & Value

One of the empowering factors of the Rushmore Strategy is its “nobility of cause.”

### Vision-Mission-Noble Cause

1. Change the course of America’s Descent into Darkness, Distrust, Divisiveness, & Discord
2. Rebuild Trust, Collaboration, Unification, Civility, Bipartisanship, and Inspiring Leadership
3. Build a New Generation of Leaders who can guide and navigate in our inter-connected world
4. Build a national & local movement that:
  - *Makes a Profound Difference* in the thinking, perceptions, and actions of leaders.
  - *Demonstrates the Value of Trust & Collaborative Leadership* on organizational performance and institutional confidence.

### Value Proposition

The Rushmore Strategy has three phases; the Value Propositions for each:

#### Phase #1: Book: The Rushmore Strategy – Rebuilding Trust in America & Trust Talks

Linking the Wisdom of Washington, Jefferson, Lincoln & Roosevelt with the [Architecture of Trust](#) by Robert Porter Lynch and using wise leaders in [Trust Talks](#) (similar to TED Talks)

- Create widespread understanding and usage of Trust Principles to over 100,000 leaders and organizations about the value of trust and the best practices of trust.
- Enable thousands of people at the political, civic, and community level to rebuild trust in leadership and institutions.
- Use the book as the catalyst for attracting people who will join the alliance for Phases #2 & 3

#### Phase #2: *Destination Purple* – Civic Affairs

Leaders in Public Affairs – diligently using the architectures and methods of Trust Building in a rigorous and disciplined manner -- within two years will:

- Reduce Polarization by 25%
- Increase Civil Discourse by 25%
- Turn Discord into Innovation by 15%
- Rebuild Trust in Government by 15%
- Reduce wasted time & energy in passing bi-partisan legislation by 25%

*Destination Purple is named for mixing the colors “Red” (Republican) and “Blue” (Democrat).*

#### Phase #3: *Rebuilding Trust in Institutions* – Local Communities

Leaders in Local Communities -- Using the architectures and methods of Trust Building in a rigorous and disciplined manner -- within two years will:

- Increase the trust in local institutions (education, business, police, government, religion, etc.) by 10-20%
- For local businesses: reduce turnover by 20%, increase productivity by 5%, and increase innovation by 25%
- For local wellbeing: decrease suicide rates and traffic accidents by 10%



## RUSHMORE STRATEGIC PLAN

### Overview: Three Key Initiatives (Phases)

The Rushmore Strategy is founded solidly on *three* basic American beliefs: #1 -- *Revolutionary*; #2 -- *Washingtonian*; #3 -- *Jeffersonian*. Each initiative focuses on how leaders think and act.

#### #1. *Book: Rushmore Strategy – Rebuilding Trust* -- the “Revolutionary” Initiative

The Revolution was a bold and dramatic. The “[Founding] Fathers brought forth.... a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal.” This game-changing strategy was built on the strong belief that a diverse people could form a self-governing democratic republic to replace the authority of a tyrannical Ruler and/or a power-seeking Church.

They understood the importance of having a highly educated populace that had a broad understanding of morality/values, reason/logic, communications, civics, history, science, and mathematics. Of all the subjects, having a democratic foundation composed of people of good character, courage, and strong values was the most essential, because these qualities created a foundation of trustworthiness upon which social order could be built.

This book, written by Robert Porter Lynch, examines today’s conundrums from two perspectives:

1. from the view of the Rushmorian Presidents – their insights applied to today
2. from the application of current breakthroughs in trust building -- known as the [“Architecture of Trust”](#) – ranging from neuro-science to best practices.

The book is highly readable, focusing in messages that are inspirational, practical, and actionable. Later the book will be followed by workbooks, videos, webinars, blogs, and social media to emphasize the methods and messages.

#### #2. *Destination Purple: Civic Affairs* – the “Washingtonian” Initiative

George Washington was not just the first president of the United States; he was also the *only non-partisan president*. Washington was far more committed to building unity and joining diverse interests for the common good than advocating for one side dominating the other.

Today our nation is polarized, paralyzed, fragmented, and our civility often downright rude. Differences have become divisive and derisive; distrust among those who govern is rampant.

*Destination Purple* aims at turning the plague of polarization into opportunities to bring together people in the realm of Public Affairs – the civil engagement of our citizens and politicians at the city, state, and national levels -- to work for the greater good.

**Destination Purple** emphasizes *collaboration, trust-building, unity, freedom of thought and expression, civility, bipartisanship, and inspiring leadership.*





### #3. *Trust in Institutions: Local Communities* – the “Jeffersonian” Initiative

Thomas Jefferson was an ardent advocate that *every citizen should engage in the affairs of their local community*, expressing their vision, values, and veracity. He understood that local institutions – political, religious, educational, financial, civic, fraternal, and well-being – were the best vehicles for ensuring domestic tranquility.

He understood (what we today would refer to as the “thousand points of light”) that an ever-flowing stream of innovations would be created as millions of people offered their ideas and solutions to real problems at the local level. The best of the local innovations would rise and eventually be embraced at the state and then federal level.

The focus of ***Rebuilding Trust in American Institutions*** is *local* – the community where the “common unity” manifests; thus an emphasis on cities, towns, and neighborhoods.

By bringing the Rushmore Strategy to the local level, community-by-community, we address the critical breakdown of trust experienced by our citizens, while building a new generation of leaders who can guide and navigate in our inter-connected world.

Every community is connected to a larger whole supported by a wide-ranging networks of interest, including churches (Catholic, Protestant, Jewish, etc.), youth leadership (Boy Scouts, 4-H, Junior ROTC, YMCA & YWCA), business (Chambers of Commerce, Regional Industry Associations, etc.), fraternal (Rotary, Lions, Kiwanis, etc.), educational (schools and alumni networks), professional (Doctors, Lawyers, Real Estate, Police, etc.) among many others.

By tapping into these nationally affiliated networks, we can multiply and spread the initiative into other local communities across the nation.



The COLLABORATIVE LEADER seeks to:

- unite not divide
- inspire not open fire
- elevate not denigrate
- embrace not disgrace
- enlighten not frighten
- enthuse not confuse
- engage not enrage
- align not malign
- integrate not segregate
- lift not rift
- use diversity & differences to trigger innovation
- place mutual interest above self interest





## Mobilizing for Action

*Vision without Execution is Hallucination*

### Implementing the Three –Phased Strategic Initiatives

Each Strategic Initiative has a powerful implementation dimension:

#### #1. Book: *Rushmore Strategy – Rebuilding Trust in America* -- The Revolutionary Initiative

##### The Architecture of Trust



The Rushmorian were collaborative leaders who displayed multiple strategies and tools to build trust and unite people. We've analyzed their methods and qualities of thinking, tested these approaches in the field, and have found multiple cases where other leaders have replicated their results with alacrity in our modern era.

***The Founding Fathers issued many warnings that partisan polarization would undermine and potentially destroy the fragile underpinnings of democracy.***

***Admonitions without concrete solutions are warning bells no one heeds.***

Over a decade of extensive research has produced a comprehensive “architecture” (design system) of trust. It has emerged from the wide array of interconnected elements, strategies, and best practices that consistently produce trust and rebuild trust when it is broken. The “architecture” generates synergies from each of the components (some of which were actually designed during the Greek Era and only recently rediscovered). Other elements were once embedded in our culture of the nineteenth and early twentieth centuries and since have almost faded into oblivion. Still other fundamentals have arisen in the last three decades from understanding collaborative excellence in high performance teams and strategic alliances.

##### Integrated System & Key Elements

This “architecture” consists of an integrated system including:

- Neuro-Chemistry of Trust & Fear
- Beliefs & Perceptual Triggers
- Language of Collaboration
- Collaborative Leadership
- Alignments , Balances, & Checks
- Collaborative Innovation
- Morality & Ethics
- Wisdom Insights
- Core Principles & Frameworks
- Skill Sets including:
  - Character Building
  - Alliance Building
  - Consensus Building
  - Mediation & Conflict Management
  - Communications
  - Root Cause Analysis
  - High-Road Choices
  - Rewards & Consequences

To support the Rushmore Strategy, a book written by Robert Porter Lynch is in the final stages of completion. It outlines the “[Architecture of Trust](#)” woven into the fabric of Rushmorian insights to energize today’s leaders. The next page outlines the book:



## Book Outline: Rushmore Strategy

### *Rebuilding Trust in America*

by Robert Porter Lynch

#### TABLE OF CONTENTS/OUTLINE

##### INTRODUCTION

###### Mission-Purpose:

- Change the course of America's Descent into Darkness, Distrust, Divisiveness, & Discord
- Rebuild Trust, Collaboration, Unification, Civility, Bipartisanship, & Inspiring Leadership in Institutions
- Build New Generation of Young Leaders to guide & navigate in our inter-connected world



##### PART I -- STATE OF DISTRUST IN AMERICA

1. The Sharp Decline in Trust
2. Dire Consequences Ahead
3. What the Founding Fathers & Founding Sons Believed
4. Value of Trust

##### PART II. LEADERSHIP'S IMPACT on the PROBLEM & SOLUTION

5. Consequences
6. How the Collapse will Happen (if we do nothing)
7. Beware the Beast

##### PART III. POWER of TRUST

8. Political Power of Trust
9. Social Power of Trust
10. Economic Power of Trust
11. Innovative Power of Trust

##### PART IV. HOW TO IMPACT & BUILD TRUST

12. Securing the High Ground
13. Understanding Human Behavior
14. Trust Architecture
15. Collaborative Innovation Architecture

##### PART V. IN THE ARENA – STRATEGIES & TACTICS TO REBUILD TRUST

16. Diffusing the Bombs -- Combating the Tools of Darkness
17. Strategies & Tools for the Spiritual Battle for Dignity & Unity
18. Negotiating Inside a Win/Lose Game
19. Collaborative Excellence for Leaders
20. Conclusions and Call to Action

This is the first book in a series of three books. The second book: *Collaborative Excellence for Leaders – Building a Sustainable Organization People will Admire* is in advanced stage; the third book is *Collaborative Capitalism – How Trust Produces Massive Competitive Advantage* currently in draft form.



## #2. *Destination Purple Initiative – Building BiPartisan Cooperation -- the Washingtonian Initiative*

**Inspiration:** George Washington warned, time-and-again, about how partisanship polarization would paralyze representative government, causing an erosion of trust in the citizenry, thus undermining the foundations of democracy. His admonitions were both astute and accurate.

**Key objectives** for the *Destination Purple Campaign*:

- Display the Cause-Effect impact of Partisan Politics on:
  - Decline in Trust in Government
  - Failure to Perform in essential duties
  - Depression of Voter Turnout
  - High Social and Economic Costs of Gridlock
- Create Alliances with like-minded organizations dedicated to bi-partisanship, such as No Labels, With Honor, etc.
- Develop Short, High-Impact Training Programs for National, and State office seekers on these key topics covered in the frameworks in "[Architecture of Trust](#):"
  - How to Build Trust & Neuro-Chemistry of Trust
  - How to Destroy Trust & How to Rebuild Trust
  - How to Select Candidates with Moral Character & Courage
  - How to use trust to empower unity and innovation
  - How to disarm polarizers and fear instigators
  - How to use mediation techniques to build consensus
  - How to form bi-partisan alliances to get things done
  - How to select candidates that will be most likely to be bipartisan
  - How to combat negative advertising with confidence builders
  - How to neutralize the fringe while hearing the minority view
  - How to craft the elegant compromise – the classic win-win solution
  - What party leaders must do to support bipartisanship without selling out
- Develop scalable delivery system that will enable rapid adaptation & proliferation of Bipartisan thinking and skill sets.
  - Copy of *Rushmore Strategy to Rebuild Trust in America* in hands of every candidate
  - Trainers capable of delivering programs with DVD Programs and On-line Webinars
  - State and National Conferences on Trust-building in Politics and Civic Affairs
  - Certification as a Bi-Partisan Candidate, including pledge to end campaigning once the election results are tabulated until six months before the next election
- Build a world-class PR & Marketing Campaign to promote the value of Bi-Partisanship
- Create Fund Raising program to raise at least \$ ½ million to initiate the program

**TRUST DETERMINES THE COURSE OF HISTORY,  
THE DESTINIES OF NATIONS,  
AND THE FATE OF PEOPLE**

-- Paul R. Lawrence, Professor, Organization Behavior, Harvard Business School



### #3. *Rebuilding Trust in Local Community Institutions* – the Jeffersonian Initiative

**Inspiration:** Thomas Jefferson believed in the principle that an ethical, trustworthy network of local community institutions was essential to the sustainability of democracy. He advocated that power must be equitably distributed among federal, state, county, and local agencies to maintain America’s “system of fundamental balances and checks for the government.” He believed when a person is empowered to control his or her own destiny at the local level, “he feels that he is a participator in the government of affairs not merely at an election, one day in the year, but every day.” Such a person will defend his or her liberty; “let the heart be torn out of his body, sooner than his power be wrested from him by a Caesar or a Bonaparte.”<sup>v</sup>

**Key objectives** for the local **Rebuilding of Trust in Communities Initiative:**<sup>vi</sup>

- Rebuild Trust from the “bottom-up” by establishing programs at the local level:
  - Identify Local Communities where renewing Trust is a Priority
  - Establish the relationship between Trust and Prosperity in communities
  - Establish the relationship between Trust and Wellbeing in communities
  - Link Trust in Institutions to High Performance Teams and Collaborative Leadership
- Develop Local Community Trust Delivery System that enables rapid adaptation & proliferation
- Develop Alliances:
  - with National Organizations deployed at Local Level (i.e. church, health, business, service, etc.)
  - with Complementary Organizations (such as Blue Zones, etc., Professional Associations, etc.)
- Initiate 5-10 Community Pilot Programs as test cases for measurement, impact, & new program development
- Develop Youth Trust & Leadership Programs with assistance of alliance partners such as Tufts Youth Development Program, YMCA, YWCA, Boy Scouts, etc.
- Develop Business Program that links Trust, Collaborative Leadership, and Competitive Advantage
- Develop Trust Programs for local Government, Education (secondary & post secondary), Religious, Neighborhood, Health Care, Media & Law Enforcement Institutions
- Recruit local leaders who will become “Champions” to launch local initiatives
- Recruit local leaders as “Champions” and “Ambassadors” to launch in communities
- Introduce powerful frameworks and best practices for leaders to build communications, alignment, cross-boundary collaboration
- Build a world-class PR & Marketing Campaign to promote the value of Trust Building
- Create Fund Raising program to raise at least \$2Million to initiate the program and build business models for sustained impact.



## Programs, Products & Services

Each of the Products, Services, and Programs will be carefully integrated into the Strategy and the Business Model to accelerate growth, development, impact, and prevent negative cash flows.

### Capability Building Programs

The Institute has developed a series Capability Programs consisting of Action-Planning [Workshops](#) that educate and energize leaders, managers, and organizations to elevate Trust and Collaborative Excellence. These include:

#### Trust Building

- Architecture of Trust
- Economics of Trust
- Character Building for Leadership

#### Collaborative Leadership

- Four Dimensional Leadership – Creating Massive Competitive Advantage
- Building a Collaborative Culture that Produces Results
- Leading without Authority

#### Collaborative Innovation

- Creating the Collaborative Innovation Engine
- Designing and Managing Innovation Flow in Value Chains
- Turning Diversity into Innovation

#### High Performance Teamwork & Alliances

- Building a Team You Can Trust
- Turning Breakdowns into Breakthroughs
- Creating a Network of High Performance Alliances

#### Value Maximization

- Economics of Trust
- Competitive Advantage via Collaborative Capitalism
- Building Powerful Value Propositions

#### Collaborative Project Management

- Collaborative Construction
- Managing Complexity with Collaboration

#### Collaborative Negotiations

- Next Generation Mediation Across Boundaries
- Turning Conflict into Creativity

#### Organizational Transformation

- Strategic Execution
- Collaborative Metrics & Health Diagnostics
- Transforming & Turning Around Organizations using Trust & 4-Dimensional Collaborative Leadership





## Products

- Books (including *Rebuilding Trust in America* & eBooks) & Best Practice Manuals
- Videos and Webinars
- Action Planning Workshops (see Capability Building Programs below)
- Diagnostic Tools & Instruments
- Licensed Capability Building Programs

## Services

- Program Delivery
- Training
- Consulting & Follow-up Recommendations
- Diagnostics/Health Checks
- Certification (Trust & ISO 44001)

## Marketing & Promotion

Launching a Trust Rebuilding initiative of this magnitude can only be effective if people know about the programs and books and are willing to “buy” the products and services.

### Our Themes:

Four main themes permeate our initiatives. These need to be positioned and communicated to win the hearts and minds of Americans.

#### Rushmore Strategy

Aims at taking core values, best practices, and skills from the most famous American leaders as a foundation for what modern leaders must think/do today.

#### Rebuilding Trust in America

Addresses the critical breakdown of trust in American Institutions

#### Destination Purple

Reflects the idea/ideal of bringing Republicans (RED) and Democrats (Blue) together to work for the greater good in our politics

#### Collaborative Excellence

Focuses on Building Leaders that can create trust, teamwork, and alignment in organizations.

## Promotion & Public Relations

The Marketing & Promotion effort must

- *Attract Attention*
- *Create Revelation,*
- *Generate Energy,*
- *Spur Willingness To Take Action.*

### Marketing & Promotion Target #1: Book Publication

Final writing of the first book – *Rushmore Strategy – Rebuilding Trust in America* -- needs to be concluded in the next several months. (a number of follow-up [books are in line](#) to be finalized and published to provide more detailed collaborative frameworks).

**Target Audience:**

Broad range of Americans including civic leaders, concerned Americans, opinion leaders, politicians, educators, business leaders and media. The book is designed to trigger ah-ha moments.

**Publications in key Media news outlets & magazines:**

Key news outlets magazines need to be targeted for either serialization or reviews.

**Thought Leadership:**

PR Campaign must establish book in ranks of thought leadership at America's time of need.

**Conferences:**

Spokespersons for the movement to be booked as Key Note Speaker at Conferences not just to promote the book, but to promote the concepts, strategies, and impact of the message and method.

**Videos:**

Develop You-Tube series and DVDs (including other authors), branded as **"TRUST TALKS"**

**Guest Editorials:**

Key themes in the book to be expressed in 750 word guest editorials written or co-written by RPL.

**Digital & Social Media:**

The Institute will establish a strong Digital & Social Media Presence for daily promotion of Trust.

**Book Distribution**

A well-respected publisher will be sought to handle publication and distribution throughout standard retailers and Amazon.

We recommend a "Gideon's Bible" approach to distributing the book free to all state and federal candidates for election around the country for the 2018 election.

The book can also be a vehicle for promoting and educating people for **Destination Purple** and the **Local Community Initiative to Rebuild Trust**

**Corporate Programs & Corporate Sponsorships for Rebuilding Trust in America**

Capability Programs for Trust and Collaborative Excellence (see above) are already developed.

An effort will target Corporate America to bring [Architecture of Trust](#) to the Fortune 1000:

- Corporate Universities
- Industry Associations
- University Executive Education Programs
- Large Training Companies
- Large Consulting Companies
- Productivity Companies

This will also be a prelude to the second book: *Collaborative Excellence for Leaders*, and third book: *Collaborative Economics*, which add credibility and impact to the original messages.

Corporate Sponsorships will be made available to fund Strategy #1 – Book & Trust Talks, #2 – Destination Purple to build Bi-Partisanship, and Strategy #3 – ReBuilding Trust in Local Institutions.



## Marketing & Promotion Target #2: Destination Purple

It must be emphasized **Destination Purple** is strictly and unconditionally a NON-PARTISAN Initiative.

### Target Audience:

Political incumbents, aspirants, advisers, civic leaders, political action committees, and concerned voters who want to cure the dysfunction from polarization paralysis.

### State Focus:

With the exception of a Presidential election, all races are conducted at the state level. Key "purple" states and purple Congressional districts (where Republicans & Democrats are reasonably balanced) are prime areas for this initiative.

The three most "**purple states**" (where Republicans and Democrats have each won two of the last four election cycles) are Florida, Ohio, and Iowa. States where either Republicans or Democrats have won three of the last four elections (known as "**swing states**") include Pennsylvania, Michigan, Wisconsin, Indiana, North Carolina, Colorado, New Mexico, and Nevada.

### Recruiting Champions, Ambassadors, & Trainers:

Potential alliance partners such with strong state-wide presence must be engaged (such as No Labels, League of Women Voters, Rotary International, and other national civic organizations). It is through these types of organizations we will be able to find:

- **Champions:** highly committed advocates willing to organize people, overcome resistance, promote an enlightened message, and drive from the idea to the results.
- **Ambassadors:** people willing to bring together groups, meet with people to identify individuals who are highly favorable and accepting of the Rushmore Strategy, and explain the details of what's needed:
  - **Candidates** who are fully committed to **Destination Purple's** bipartisanship the day the election is over, forsaking the "permanent campaign"
  - **Voters and Political Action Committees** who demand their candidates will not invoke a "scorched earth campaign of fear" during the campaign, and will take the bipartisan pledge that the election ends the day after the votes are counted.
- **Trainers:** capable professionals to be trained to deliver programs at the state & local levels

### Conferences:

Representatives of **Destination Purple** booked as keynote speakers at state and local gatherings and conferences to promote the concepts, strategies, and impact of the message and method.

### Videos:

Develop You-Tube series branded as **PURPLE TALKS** as a part of a larger brand of "TRUST TALKS"

### Guest Editorials & Blogs:

Key themes of **Destination Purple** expressed in 750-word guest editorials.

### Digital & Social Media:

Establish a strong Digital & Social Media Presence for daily promotion of **Destination Purple**.

### Book Distribution – The "Rushmore Strategy" Book:

The book is a vehicle for promoting **Destination Purple**. A free book should be distributed to all federal candidates in purple and swing states.



## **Marketing & Promotion Target #3: Rebuilding Trust in Institutions**

**Institutional Trust** builds from “bottom up” at the local level where people connect regularly.

### **Target Audience:**

Cities & Towns are the *points of leverage* and *influence* for **Rebuilding Trust in Institutions**.

### **Pilot Communities:**

While the communities that most need trust-building would seemingly be the likeliest places to launch an effort of this magnitude, it is far more likely that two other types of communities will be willing to take the first steps forward:

1. The *Best Cities and Towns* in America will likely be more receptive to a local initiative.
2. Places are where community leaders are already *engaging in revitalization efforts*.

We anticipate launching this initiative with just two communities to start building capacity and measuring results. These pilot projects create the foundational experiences for building a business model for rolling out a much larger, longer-term, sustainable initiative in multiple communities.

### **Leadership Focus:**

Trust in Institutions has been devolving for decades, it didn't just start. People don't trust institutions because their leaders have lost their adeptness at building collaborative relationships. **Rebuilding Trust** is thus a matter of collaborative excellence – engaging people into tighter bonds.

### **Alliances with Community-based Institutions:**

Most communities are composed of a wide network of national organizations in community service, health care, professions, government, religion, education, and business. We can increase our impact and recognition by building strong relationships with organizations that have deep, longstanding affiliation in communities.

### **Recruiting Sponsors, Champions, Ambassadors, & Trainers:**

Initiating community-based initiatives are dependent upon finding Sponsors who will then act as:

- **Champions:** Highly committed advocates willing to urge others to engage, organize, overcome resistance, promote an enlightened message. Champions must then recruit individual organizations in their community to endorse and commit to a Program.
- **Ambassadors:** Knowledgeable people willing to bring together groups, meet with people to identify individuals highly favorable in Trust Building, and explain the details.
- **Trainers:** Capable people who will conduct programs in the local institutions.

### **Conferences:**

Periodic gatherings of those engage in trust building to discuss ideas, obstacles, and results.

### **Videos:**

Develop You-Tube series and DVDs branded as “TRUST TALKS”

### **Guest Editorials and Blogs:**

Key themes of Building Trust expressed in 750-word guest editorials in local media.

### **Digital & Social Media**

Establish a strong Digital & Social Media Presence for daily promotion of Trust Building.

### **Book Distribution – The “Rushmore Strategy”**

Deeply discounted books should be available to all community participants.



## Organization

### Structure

The [Leadership Institute](#) is a not-for-profit corporation, with IRS 503c3 status capable of accepting tax-deductible donations. We intend to function on a cash-flow-positive basis.

Donations are used for start-up, expansion, and to initiate new program development.

### Governance

#### Board of Directors

The Institute is governed by a Board of Directors under IRS not-for-profit guidelines. The majority of the Board may not be employees. There must be no implication of “self inurement.”

#### Advisory Council

An [Advisory Council](#) will be composed of experienced and influential:

- Subject Matter Experts
- Senior Executives and Civic Leaders
- Delivery Partners

The Advisory Council is designed to bring fresh ideas, experience, insight, and passion for Trust Building, Collaborative Leadership and Collaborative Excellence. Advisory members are typically one-on-one relationships with members of the Board or Staff.

### Management

#### Leadership Team

Currently Robert Porter Lynch is the Leadership Institute’s only full-time staff, and currently collects no salary. ([see short bio](#)) (see [publications](#)) (see experience [Building the Alliance Movement](#)). He will continue writing on the book, act in a strategic and catalytic capacity, give speeches, deliver programs, write editorials, and train trainers.

We will need a first class Management Team to bring the Rushmore Strategy into full operations at the outset. As a minimum, we need three full-time people during the start-up phase, including:

- Marketing, Sales, and Promotion
- Administration, Research & Finance
- Program Development & Delivery

Once into operations, we will add two more positions:

- Alliance Building
- Development/Fundraising

#### Part Time Staff

Several functions that can be outsourced to specialists:

- Development of eBooks, eWorkshops & Webinars
- Book Copy Editing
- Promotion & Public Relations/Media Development
- HR Recruiting
- Recruiting & Training Trainers
- Event Planning

#### Volunteers

Upon inception, we will begin recruiting volunteers to assist with administration, book research, blog writing, social media, fundraising, championing the cause, alliance building, and training.





## Measuring and Sustaining Success

### Metrics & Diagnostics

The success of any of the trust programs must be grounded on diagnostics and measures of success.

Trust is easily measured. Baseline survey instruments have been developed by the Gallup Poll, Edelman, Pew Research, and Canadian Institute for Advanced Research (CIFAR).

Before he passed away in 2011, Professor Paul R. Lawrence and Robert Porter Lynch developed a more detailed, root cause, set of diagnostics (Lawrence & Lynch Trust Diagnostic Instrument) to analyze fundamental causes of distrust and prescribe specific areas and leverage points to rebuild trust. Knowing the pressure points and leverage points in an organization is critical before designing any intervention.

Base-line metrics must be established as the starting point for a trust program. We have an extensive library of hundreds of diagnostic questions, which center on two core architectures – Trust and Four Dimensional Collaborative Leadership (see Figure 1). Collaborative leaders spend a large amount of energy focusing people on these four dimensions, building trust, teamwork, high performance, and innovation.

Our applied research and analysis has demonstrated a 10% increase in trust is equal to a 40% increase in a person's sense of well-being, as well as significantly reducing factors like suicide and traffic fatalities by substantial percentages. We have also correlated high trust to a community's economic prosperity, innovation capability, and a business' economic performance and sustainable competitive advantage.

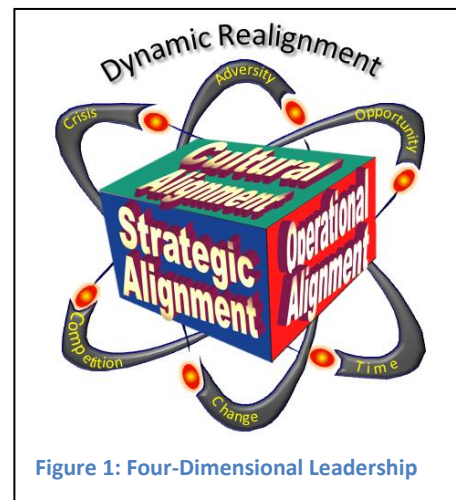


Figure 1: Four-Dimensional Leadership

Regular diagnostic "health checks" will be performed to determine forward progress or regression.

### Certification

We will establish **Certification Programs** in three areas:

1. **Certification for Champions & Trainers** qualified in Trust Building and Collaborative Relationships capable of:
  - Serving as "Trainers" & "Diagnostics performing Periodic Health Checks
  - Implementation of [Collaborative Business Relationships](#) ( ISO 44001)
  - Serving as "Resultants" acting as "player-coaches" producing Focused Outcomes
2. **Certification for Organizations** that have completed Trust Building and Collaborative Excellence Programs
3. **Certification for Communities** that have established a wide-scale Trust and Collaboration Excellence Programs.



## Budget

### Projected Cash Flow Statement -- Sources & Uses of Funds

#### Revenue Projections for Phase #1: Launch/Start-up Period -- first 6 Months

	Monthly	Semi-Annual
Donations	15,000	90,000
Workshops		30,000
Speeches		20,000
Book Advances		10,000
<b>Total</b>		<b>150,000</b>

#### Expense Projections for Phase #1: Launch/Start-up Period -- first 6 Months

Full Time Bookwriting	45,000
Part Time Staffing (1099)	
eBooks	15,000
eWorkshops	15,000
PR/Media/Video/Podcasts	
& Trust- Talks	40,000
Book Copy Editing	15,000
Recruiting	10,000
Trainers & Consultants	10,000
<b>Total</b>	<b>150,000</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>

#### Revenue Projection for Phase #2: Launching Destination Purple -- One Year

	Monthly	Annual
Donations -- Corporate		
Sponsorships		500,000
Workshops		75,000
Speeches		50,000
Book Revenues		20,000
<b>Total</b>		<b>645,000</b>

#### Expense Projections for Phase #2: Launching Destination Purple -- One Year

	Monthly	Annual
<b>Full Time Staffing</b>		
CEO/COO (base salary, no bonus calculated)		60,000
CMO (base salary, no bonus calculated)		60,000
Exec Assistant/Research/Admin		37,500
Employee Taxes & Health @ 35%		55,125
<b>Subtotal</b>		<b>212,625</b>

**Part Time Staffing (1099)**

Public Relations, Marketing & Promotion	100,000	
Social Media	40,000	
Video & Trust Talks	50,000	
Recruiting	15,000	
Trainers & Consultants	15,000	
Program Delivery	15,000	
<b>Subtotal</b>		<b>120,000</b>

**Marketing & Program Development**

Book Marketing & Promotion	100,000	
Marketing Communications	10,000	
Develop Master Class (for Trainers & Consultants)	40,000	
Alliances & Global Ambassadors Program	40,000	
<b>Subtotal</b>		<b>190,000</b>

**Administration**

Office Rent	600	7,200	
Telephone	300	3,600	
Internet	250	3,000	
Computers & Software		2,000	
Printing & Mailing		4,000	
Postage		1,000	
Travel (marketing)		10,000	
Entertainment (Marketing)	500	6,000	
Legal	600	7,200	
Accounting & Bookkeeping	250	3,000	
eMail Data Base Purchases	150	1,800	
<b>Subtotal</b>			<b>48,800</b>

**Events**

Open House	2,000		
Distribution of Free Books	10,000		
<b>Subtotal</b>			<b>12,000</b>

**Total** **\$ 583,425**

**Surplus/Deficit \$ 61,575**

Business models for each phase are self-sustaining by design after initial capital investment, with excess capital used for growth.



## Fundraising

To launch the Rushmore Strategy, a serious fundraising effort must be initiated in March, 2018 with a target of \$150,000 in the first round.

- The first \$150,000 raised will go to the completion and initial marketing of the book: *Phase #1: The Rushmore Strategy – Rebuilding Trust in America* and launching the **TRUST TALKS** and marketing campaigns. This money needs to be raised quickly.
- The next \$500,000 raised will be used to launch *Phase #2: Destination Purple – Creating Bi-Partisanship*.
- The next \$2 Million raised will go towards expansion of *Destination Purple* and launching two pilot programs for the *Phase #3: Local Community Initiative to Rebuild Trust in Institutions*.

## Donations & Sponsorships

- For Individual Donors: For their support to this noble cause, every donor who contributes \$5,000 or more will be acknowledged on the first page of the book.
- For Corporate Sponsors: Each corporation taking a \$25,000 or greater sponsorship will receive special acknowledgement, along with marketing prominence on the website, at events, and discounts on programs and books.

## ENDNOTES

<sup>1</sup> Edelman Trust Barometer, January 23, 2018

<sup>2</sup> Washington's Farwell Address (1796). Jefferson's repeated warnings about the centralization of power that would empower an aristocracy while depriving the common man of essential rights. Lincoln's 1838 speech: "Some man possessed of the loftiest genius, coupled with ambition sufficient to push it to its utmost stretch, will at some time, spring up among us ....And when such a one does, it will require the people to be united with each other, attached to the government and laws, and generally intelligent, to successfully frustrate his designs."

<sup>3</sup> Edelman Trust Barometer, January 23, 2018

<sup>4</sup> Clark, Kenneth, Civilization, Harper Row, 1969 pp 3-4, p 347

<sup>v</sup> Thomas Jefferson Letter to Joseph C. Cabell, 2 February 1816

<sup>vi</sup> Note: Robert Porter Lynch's earlier work in Strategic Alliances (four books and founder of the Alliance Professional Association) & Community Revitalization (see *Things to Know Before Beginning Revitalization - 1976*, *Understanding Revitalization Strategies*, *Federal Hill Case Study: The Story of How People Saved Their Neighborhood - 1978*) will be beneficial in establishing good pilot projects.

***Every two years the American politics industry fills the airwaves with the most virulent, scurrilous, wall-to-wall character assassination of nearly every political practitioner in the country -- and then declares itself puzzled that America has lost trust in its politicians.....***

***Every state in the union will be sending to Congress some brutally excoriated campaign survivor. .... Congress is guaranteed to be an assembly of the most vilified persons in every American community. Picking a politician ... demands a relationship of trust. Yet..... the politicians work systematically to kill that trust.....*** Charles Krauthammer, *POLITICAL SUICIDE*, October 28, 1994 Editorial in Washington Post

***The problem today: it's no longer just every two years,  
it's every day -- The Age of the Permanent Campaign.***