



the 100 Year March

-peace, education, equality and justice

The Progressive Unity Imperative

A Proposal for Loosely-Coupled Unification using Shared
Technology Services and Portal Deployment

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Executive Summary

Establish a self-sustaining organization devoted to furthering progressive issues and shifting power back to people through public education via internet, film and broadcast media.

This will be accomplished initially in providing a Yahoo!-style portal for one-stop access to progressive content and shopping portals. We will work with Board-approved vendors that agree with our principles in placing people, environment and sustainability before profit.

While nominal hosting fees would be charged to participating organizations (at no more than their present hosting fees), the majority of sustaining revenue would be from product and services advertising and content sponsorship. The key benefits to organizations participating in this model are dynamic, content-rich syndication available from this organization, a full-suite of scalable applications to support and enable their work, best practices and process workflow and technology-enablement training. Furthermore, as the number of participating individuals and organizations grow within this model, our collective leverage within the political and economic landscape will grow.

The organizational roadmap can be matured in carefully controlled, planned phases to achieve tangible results as soon as possible and mitigate risk at each phase. The phased plan is set forth within this document:

Initialization –Key Milestones

- Prepare Concept Document for discussion.
- Present Concept Document for comment and revision.
- Research electronic advertising rates.
- 501c3 name and domain name research and registration.
- 501c3 filing.
- Establish Initial Portal requirements.
- Establish list of services.
- Develop advertiser and advertising guidelines.
- Develop initial candidate list of targeted advertisers.
- Develop initial major organizational partner list.
- Establish initial funding through private placement.
- Research available content sources and associated fees.
- Build and deploy portal.
- Establish marketing and advertising campaign.

Phase I Overview –Key Milestones

- Identify possible partnerships and acquisitions (Hosting Infrastructure and existing organization base)
- Identify Organizational Leadership
- Research and evaluate Open Source software applications
- Hire and contract resources in accordance with Staffing Plan
- Lease facilities, and operating infrastructure
- Begin marketing and advertising effort
- Complete technology infrastructure and operating documentation.
- Complete education module (optimal use of SSI in meeting organizational objectives)

Phase I –Build Shared Technology Services (SSI)

Organizations such as MoveOn and True Majority have had incredible early success in engaging and activating a loosely-coupled base of progressive activists to sign electronic petitions and participate in local community events. We will further their work and uniquely extend it leveraging existing talent, resources and organizations such as Electric Embers, greenmediatoolshed, etc. There are thousands of relatively small community-based progressive organizations that are active in various causes such as peace, justice, human rights, environmental issues, worker rights etc. We will enable those organizations to readily gain a web/internet presence and perform complex technical tasks (without their own technical expertise) such as content management, email/member/list management, event publication, electronic petitions, links to politicians and media and links to key contacts at major corporations. Furthermore, we will facilitate automated press releases to advertise their formal events within their communities through a unique database of key media contacts in each of the cities and communities the local-organization serves.

Phase I –Completion Objectives

Integrated, shared technology services for the not-for-profit segment, ready for accelerated uptake, a successful pilot of migration to the SSI and formation and charter of the Board of Governance.

Application and Technology Stack

All application and technology stack components will be based upon Open Source software. Such components will be selected based upon their supportability in a shared environment, security, user interface, ease of use, present market share, scalability, performance, standard reporting capability and extensibility.

- Tier 1 Hardware from Cisco, Dell, HP and other leading hardware vendors
- LINUX Operating System
- Apache Web Server
- Membership Management Application and Database
- Campaign Management Application and Database
- Fundraising Management Application and Database
- Shopping cart/catalog for merchandising
- Volunteer Management Application and Database
- Event Management Application and Database
- Publicity and Media Database
- Process Workflow
- Geographic Mapping Database
- Content Syndication

This is not an exhaustive list, and will be extended through the initial stages of Phase I of this project.

Phase II –Deploy Shared Services Infrastructure (SSI)

After successful development and pilot, begin to deploy SSI, migrate existing organizations to SSI, acquire new business for migration. Begin to solidify marketing and advertising commitments from Green/Progressive organizations seeking to sell products/services to the extended base.

It is imperative to this concept to acquire as large a base as possible, through the loosely-coupled network of hosted organizations. As such, we will consider using Phase II funding to acquire migrating organizations by waiving their initial years hosting fees, or alternative methods to establish a large footprint rapidly. Furthermore, we will sign on individuals via the main portal (which will have links to all participating organizations, consumer news for progressives, content and we can then engage individuals when activating them through their local organization is not feasible, or their organization (or organizations) do not participate in our SSI.

Phase II – Completion Objective

Register an extended membership base of 100,000, Hosting Revenue of 20K/month. Each small to medium (25-1,000) member organization will benefit from their own -

- Web site/Internet Presence
- Email/member list management
- Event notification
- Event publicity and approval workflow
- Electronic petitions
- Links to politicians and letter-writing
- Links to corporations (boycotts/letter writing)
- World-class hosted infrastructure protected by multiple data centers.
- 24x7 Technical Operating Support

This will provide our organization with basic sustaining revenue -however the compelling benefit to this organization will be in developing an extended base. This is a base that we can reach for messaging to activate and engage with infrequent (1-2) messages per month encouraging

- activism on specific issues
 - local –connected events (vigils, marches)
 - coordinated letter-writing campaigns for messaging.
- individual funding of targeted media procurement and initiatives

Phase II –Revenue from Integration with Progressive Economy

Working closely with entities that promote and embrace people before profit, we will facilitate mechanisms to help them position their products and services with our extended membership base. There will be a separate non-profit versus for-profit rate structure, and all for-profit entities must adhere to some fundamental principles of conduct, established by our Board, and must demonstrate proof of conduct. By sponsoring papers and content, a product information area, e-commerce etc. we believe that this will provide significant revenue to this organization that may be used to provide fellowships and fund progressive work and think tanks such as the Rockridge Institute. Such revenue will also, in large part subsidize a significant shortfall between anticipated SSI operating costs and hosting fees collected.

Phase III –Mainstream Media Procurement

Partnership with entertainment industry leadership on existing content and content development.

Beginning with a series of broadcast 30 second segments coordinated with major newspaper and mainstream magazines we will frame the new public understanding of progressive issues, values and politics. Clever, entertaining, compelling and consistent look-and-feel segments engaging the public and encouraging them to research issues further related to education, the environment, peace, economic/social justice and issues that are vital to society. This will evolve to an entire network dedicated to encapsulating important issues in an entertaining way, allowing us to reach Americans and help lead them to a greater understanding of how things actually work. Restoring the American vision.

The Board of Governance

The Board of Governance is envisioned to be separate from our operating Board of Directors. The Board of Governance will be responsible for planning the campaign, messaging and agenda for activating the extended base of members within the SSI. We will operate with a well-planned agenda and encompass economic and political activism (boycotts, electronic petitions and civic actions) and can also react to emergencies in a similar manner to electronic petitioning and campaigns similar to those driven by MoveOn and True Majority.

Ideally, the Board of Governance would represent two thought/organizational leaders in each of the fundamental areas of general progressive focus –

- Environmental Issues
- Economic Justice
- Globalization
- Human Rights
- Civil Rights and Liberties
- Public Education
- Peace and Nuclear Disarmament
- Agriculture
- Water Management
- Energy
- Progressive Strategy Development

Furthermore, we would seek to have the Governance Board Chaired by three individuals elected from the Governance Board body.

Phase I -Staffing Plan –Key Positions

Initially, and until the organization progresses to the end of Phase I, the organizational founders will serve multiple roles. As the organization matures, the following is proposed organization structure. Furthermore, extensive use will be made of contract labor during development and integration of Shared Technology and Application Stack.

- Executive Director –General Organization direction. Reports to the Board of Governance, and ensures the Board of Governance plans and campaigns are facilitated within the SSI, Media Relations, Finance, Education program management, Sales and Marketing, Operations and Staffing.
- Chief Technology Officer –Security, Disaster and Recovery Planning, Technology Architecture for Scalability
- Director of Shared Services –Hosting Services and Operations

Phase II –Additional Staffing Requirements

- Director of Affiliate Relations
- Advertising Sales Director
- Director of Marketing
- Media Director
- Human Resources
- Education Programs
- SSI Support
- Director of Security
- Director of Product and Services Research

Phase III –Additional Staffing Requirements

- Director of Media Procurement

Cash and Funding Projections

(Double-click on the Spreadsheet below to activate and review)

Salaries						
Executive Director	6	6	6	6	6	6
Admin	3	3	3	3	3	3
Chief Technology Advisor	5	6	6	6	6	6
Director of Shared Services	5	5	5	5	5	5
Shared Services Operations/Support	0	0	0	0	0	0
Shared Services Integration and Development	5	5	5	5	5	5
Affiliate Relations	0	0	0	0	0	0
Educational Program	0	0	4	4	4	4
Security and Privacy	0	0	0	0	0	4
Research	0	0	0	0	0	0
Media Procurement	0	0	0	0	0	0
Operations Support	0	0	0	0	0	20
Human Resources, Benefits and Finance	0	0	0	0	0	0
Total, Salaries	24	25	29	29	29	53
Contract Labor						
System/Network Architect	16					
Branding	4					
Open Source Programmer		16	16			
Security Architect	4		4			
Total, Contract Labor	24	16	20			
Operating Revenue						
Small (-up to members -\$20/month)	0	0	0	0	0	100

Risk and Mitigation of Risk

- We will minimize start-up costs by initially deploying a portal and determining rate of adoption, use and commerce.
- Control hosting and SSI cost by subsidizing with Advertising Revenue. There have been other, unsuccessful efforts to facilitate a concept similar to this; however there was a dependency in prior models upon hosting revenue, which placed significant pressure on hosting costs, and precluded necessary growth. We will keep hosting fees low, roughly equivalent to what entities are presently budgeted and spending on hosting and technology.
- We will drive significant operating efficiency by centralization of infrastructure.
- We will mitigate risk of loss of prolonged outage due to disaster by deploying a redundant data facility with redundant paths to the internet.
- We will not facilitate ad bombardment –we will use thoughtful and carefully-placed advertising paths to the extended base of only Green-based goods and services. Consider allowing affiliates to ‘opt-out’ of certain advertisers’ products or services that may be inconsistent with their organizational objectives.
- Security, privacy and protection of affiliate organizational and membership data are key elements of our design and deployment.
- We will foster and publish organizational best practices, and drive such practices back into our education product and services.
- Develop and integrate instructor-led training into other well-recognized not-for-profit organization building conferences and training. This will allow

us to reach a much larger, national market to meet our accelerated growth objectives.

- There is risk that we will not attain a large enough extended base to justify our projected advertising revenue which could cause us to seek additional grants or private funding until such time that we have reached our demographic objective.
- In this political climate, it can not be understated that this project will be seen as a significant risk to the traditional 'free-market' economy and that other attacks on our systems, or a seizure of our infrastructure by a government entity seeking to thwart our collective effort could shut this program down. We will mitigate this risk by deploying primary and alternate data center facilities, and to electronically provide our affiliates with backups of data and applications, so they can acquire hosting on a temporary basis until service is restored under such a scenario.
- We will leverage intern and academic labor to support low-risk, low-complexity operational tasks that cannot be easily automated.
- We will automate our operations and migration support when feasible to mitigate operational costs as the operational infrastructure grows, and to drive process quality and consistency.

Initial List of Proposed Issues to Address

Campaign around Restoring America's Vision –Fairness, Opportunity, the Commons (Environment, Land and Water), Compassion and Justice

Campaign Finance Reform

Truth in Media and Journalism/Consolidation

Newspapers, radio, television, plays, movies
Encapsulate Complex Messages in Entertainment

Civic Responsibility

Messaging – restore American vision.

Education

Environment

Reusable Energy

Healthcare

Agriculture

Prosperity and Opportunity

Justice

Humanitarian Foreign Policy

Sensible Immigration Policy

Localized Community Rights (Federal Hand's off)

Respect for Elderly and Youth

Housing

Living Wage

Transparency in Government

Consistent Federal Voting Access Mandate and standards

Earlier Background notes (from August, 2003)

Media Collective Concepts

Content Development Expenses

30-60 second film (24)
print media
logo/art development

Content Delivery Expenses

National Broadcast TV: 2 rotating/week NBC, ABC, CBS * 5 * (rate)
Radio Broadcast: 24 hour news, specific programs (democracy now, etc)
Print Media: Major magazines and newspapers

Produce and distribute content in support of an educational campaign for a new, benevolent domestic and foreign policy for America.

Produce a series of high-quality, consistent look and feel commercials for mainstream broadcast media, Public Service Announcements and Movie Trailers. Develop corresponding print media campaign. Procure broadcast airtime. Solicit individual donations and acquire economic support from large, progressive organizations. Content should be a positive vision on present issues (to increase probability of mainstream broadcast). Content should not be fear-base

Progressive Organizations Must Unite

The progressive community faces the most well-organized, well-funded threat it has ever encountered. Bush/Cheney, running unopposed will generate a historic amount of economic reserve to procure media (on the rare occasion when they are unable to manipulate it to their liking). Regardless if the cause is Civil rights and liberties, Peace, the Environment, Globalization and Economic fairness, a coalition must be immediately formed by the progressive community, else we may all be illegal after another 4 years of Bush/Cheney. By allowing ourselves to continue to operate as a segmented population, we will easily remain divided and be conquered yet again. Our vision of victory must move beyond the Executive

branch and must include sweeping victories in Congress so we may begin the work of rebuilding America through foreign and domestic policy.

Nevertheless while uniting, we must also respect the work each of our respective organizations has accomplished and will continue to accomplish on the political and social frontline.

Creating a vision for the Middle

Most Americans are first concerned with themselves and families, next with their communities and workplace and somewhere down the list, the world. Most people used to maintain a vision of a peaceful America with economic and educational opportunities for their children; a superior healthcare system for themselves and families, clean air and safe drinking water, pristine natural resources, freedoms set forth in the U.S. Constitution and other significant components of a fair and just society. Nevertheless, if you asked most people about what they would like to see in a future vision of America, American military engaged in war with Afghanistan, Iraq, Iran, North Korea, China, etc. would not make their top 20 list (notwithstanding Boeing, McDonnell-Douglas, Bechtel and Halliburton executives of course). Furthermore, with a clear understanding of how tax dollars are spent on military versus education, and other vital needs of a benevolent society, people would be astonished. A simple, peaceful vision has been superseded by the fear instilled by Bush/Cheney.

I would propose a well-funded media campaign -"Wake Up America" or something like it. The objective is to reacquaint America with a vision beyond fear, and to continue to expose in a consistent manner what has been perpetuated by the Bush/Cheney administration. The campaign would be educational and entertaining, demonstrating what is wrong with vital issues such as Media Consolidation and why people should care, why it is wrong for Bush/Cheney to edit scientific research out of an EPA report, etc.. We want to educate the American moderates that their democracy is being eroded and to, in simple terms, present how and why. I want to build a simmering anger about this country being stolen by the neo-cons and to engage middle America in taking it back non-violently at the polls in 2004. This can be accomplished in part by the Media Collective set forth below.

Media Collective

Produce twelve-twenty 30-60 second commercials. Each commercial will have consistent high-quality look and feel, focus on a social issue (Civil Liberties, Economic Growth and Tax Cuts, Healthcare, the Environment, Media Consolidation, the Military/Industrial complex etc. the Florida elections and democracy). Purchase 30-60 second spots on highly-rated broadcast television, radio news, movie theaters. Purchase full-page ads in newspapers across the country. In these spots we need to briefly address what this administration has done to America and the world, and touch upon the vision of fairness and opportunity in America. It needs to be compelling, riveting and simple for each to deliver a strong but hopeful message. This will pave the way for the Democrats in 2004 to adhere to this renewal of vision. The collective can also go on to produce Independent films (such as Unprecedented). The Media Collective would be formed by major front-line progressive organizations like MoveOn, Global Exchange, the ACLU, Greenpeace, Oxfam, etc. Pooling and sharing some media resources will increase procurement leverage for participating organizations. We will ask for the direct assistance of Artists' United to contribute the time and resources of the art and entertainment industry to our shared cause.

Organizational Collective

Progressive organizations must form a virtual organization that will also provide input into the Media Collective. Each representative of the virtual organization should have full approval authority to represent their respective organizational interests (to prevent delay from having to obtain committee or other approvals from their respective organizations.) This will streamline the decision and approval process of the Collective. The collective can engage the combined membership of all organizations for petitions and leverage in public policy development, voter education and voting. This will bring the power of many millions of voters to bear on critical domestic and foreign policy issues.

Funding

The Media Collective would be funded through a percentage of general media budget presently allocated within each participating organization. Significant additional funding can be achieved by implementing the Corporations with Conscience campaign detailed below.

Corporations with Conscience

Entities that have signed a pledge to balance people with profitability, and

conduct themselves in this manner can participate. Just as we maintain a boycott area, we will, through the internet and through the media collective will highlight corporations that actively work toward fairness, maintain stringent health and safety standards for its workers, integrate well with the environment and are highly regarded by their employees and consumers of their goods or services can participate. To promote their acceptance of the pledge, they can help fund the media collective with the understanding that a demonstrated shift in policy away from the pledge will result in the immediate dismissal from the campaign. This can provide a significant boost in funding for the media collective and for achieving additional momentum and leverage among the voting population.

Media Delivery

Our content would be delivered through the internet, website and email. It would also be delivered through broadcast TV and Radio, billboards, newspaper ads and articles, PSA's and signage. We could build a technology incubator for grass-roots Peace and Justice groups across the world that will facilitate email list management, web presence and hosting. We could organize coordinated marches and vigils in cities and towns throughout the world that had a central theme of Peace, global economic fairness, environmental protection, human rights etc. Thus the marches and mass vigils could support our themes as opposed to marches as a theme.