Empathy Forward

Annual Report for 2025



Strengthening humanity through
empathy and compassion

A resilient, progressive society in
which everyone is an equal partner

Table of Contents

Big Picture **1**
Team **2**
Founding Board of Directors 2
Board of Advisors 2
Programs **3**
Supporting a Secular Ministry 3
Lifting Up Other Organizations 4
Promoting Social Cohesion 7
Fundraising and Marketing **11**
Fundraising 11
Marketing and Community Outreach 11
Financials **13**
2025 Actuals 13
2026 Budget 15
2027/2028 Forecast 18
Roadmap **20**
What We've Done 20
What We're Planning 21
Longevity Roadmap 22
Risks 22

Big Picture

We are focused on the long term. While we are aware of the short-term challenges in the current political climate, we aren't trying to respond to them directly. Instead, we aim to lay the foundation for long-term social cohesion by providing resources that help individuals navigate the current climate and support local organizations in achieving their missions more effectively.

In *The Innovator's Dilemma*, Christensen makes the case that it's easier for new entrants to a field to innovate because established participants are captured by their customers and must (1) increase capabilities for existing large customers, and (2) capture more of the high-end, higher profit margin parts of the market to continue growing. That is, it's easier for a company with no income to increase its net profit by focusing on low-margin products than for a company with billions in income to increase its net profit by the same percentage. It's rational for a large company to drop low-profit-margin product lines, which benefits small companies. However, this exposes large corporations to eventual demise as small companies grow and start taking customers away from them. As a result, large corporations must focus on enterprise or other large accounts. Often, it's too late to save the large corporations when they finally realize their mistake. Consider how Apple and Android overtook BlackBerry in the smartphone market. Or how PostgreSQL will eventually lead Oracle to become a boutique database product, if it hasn't already.

We don't need to worry about large non-profit organizations or the training industry. We can focus on small, cash-strapped community organizations that are doing everything they can to support their communities.

Two key areas we should focus on over the next couple of years are validating that the initiatives we want to pursue are effective and scaling up to meet needs nationwide. We are still in the early stages of our program development, so much of what we discuss in this report is forward-looking.

We use the Washington, D.C., area to validate nonprofit programs. The area has a largely progressive lean, with numerous organizations and established practices promoting cooperation and collaboration. Our innovation in this area will involve working across jurisdictional boundaries, with a likely focus on smaller, less well-funded organizations.

We are working to establish a local chapter framework that enables local people to support their community with our assistance. This network of local chapters will allow us to share successful strategies. It will also provide a latent network of people who can form *ad hoc* connections to respond to emerging challenges.

Team

We have a Board of Directors and are developing a Board of Advisors. We offer a fiduciary role as a Director and an advisory role as an Advisor. The Directors are responsible for ensuring the organization meets its legal and financial obligations in executing its mission. The Advisors are responsible for ensuring the organization fulfills its ideological responsibilities in achieving its mission.

Founding Board of Directors

James Smith (he/him) has built his software engineering career almost exclusively in the public sector, spanning large land-grant universities, the federal government, and progressive non-profit organizations. James has also been active in the open source community over the years.

Alex Dixon is an active member of the Washington, DC, social justice community.

Tim Wilde is the administrator of https://union.place/, a union-oriented Mastodon community, and a member of AWU-CWA Local 9009. Tim was the creator of DynDNS.

Board of Advisors

We do not yet have a Board of Advisors.

Programs

We categorize our programs into one of three groups based on their focus. Programs designed for individuals are part of our “secular ministry,” while programs designed for organizations are part of our efforts to support and uplift other organizations. Programs supporting social resilience and community building promote social cohesion.

Purpose	Focus	Scope
Supporting a Secular Ministry	Individual	Me
Lifting Up Other Organizations	Collective	Us
Promoting Social Cohesion	Social/Natural Environment	Ours

Table 1: Scopes of our different purposes.

Supporting a Secular Ministry

> To support activities that help everyone grow in their understanding of themselves, their empathy and compassion for others, and their scientific understanding of the universe.

Opinion Articles

We use opinion articles to provide readers with a different perspective on issues. We support advisors in writing articles that share their thoughts on our mission. We will work with authors to place these articles in appropriate forums to reach a broad public readership.

As of 31 December, we have 14 opinion articles.

Recipes

We share recipes that are flavorful, mostly healthy, with the occasional dessert or candy, and not very expensive to make. This is one way to encourage people to adopt a primarily vegetarian diet without scolding them for eating foods with a higher environmental impact.

As of 31 December, we have 27 recipes. We plan to publish two per week in 2026 and three per week in 2027.

We are using the free version of WP Recipe Maker to manage recipes. On the roadmap, we have adjustable servings for 2026 and nutrition information for 2027. These require annual licenses. In 2028, we should have enough recipes that it might

make sense to move to the highest license, which allows people to create recipe collections, submit recipes, and a few other features that only make sense when there are enough recipes for people to use.

Personal Digital Security

We plan to publish a “getting started” guide for personal digital security. This will likely be a self-directed journey based on the reader’s self-identification. We will link to other authorities where possible. This will be part of any content we create to help people organize local chapters.

Lifting Up Other Organizations

> To promote and support other organizations that make the world a better place for everyone without causing harm to those with less power.

Much of our support work for other organizations assumes that local organizations know best how to solve local problems. We are trying to help them be more effective in their work, rather than telling them what issues to address or how to address them. Our priority is other organizations that do not exclude, disempower, or disadvantage marginalized groups.

Organization Search

Rather than encourage people to boycott “bad” organizations, we encourage people to support organizations aligned with our mission.

The organization database lists approximately 140 organizations aligned with Empathy Forward's general mission. These are the organizations we will focus on sharing workshop and collaboration opportunities with, as well as the Flexible Project Management course when it goes live.

If we ever restrict our programs to the organizations listed in this database, we should establish a process for organizations to apply for inclusion.

We are planning to revert this to a standalone web application, separate from CiviCRM, to enhance the user experience. We should be able to do this with a small virtual private server (VPS), such as those offered by Hetzner. The budget reflects a single VPS for 2026. As we scale our services and revenue, we may move to a Kubernetes cluster that supports multiple applications and offers a higher service level than a single VPS.

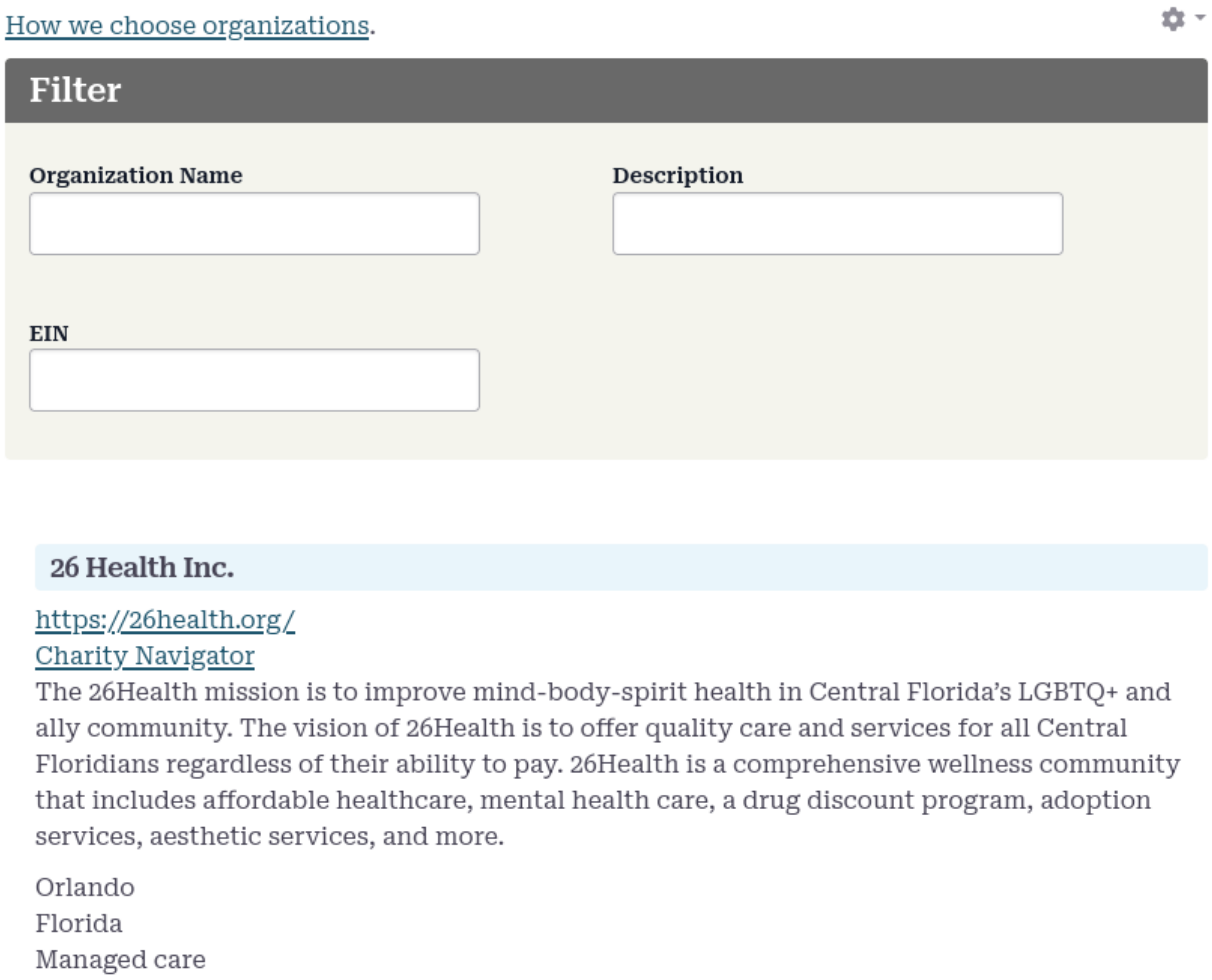


Figure 1. Screenshot of Organization Search driven by CiviCRM.

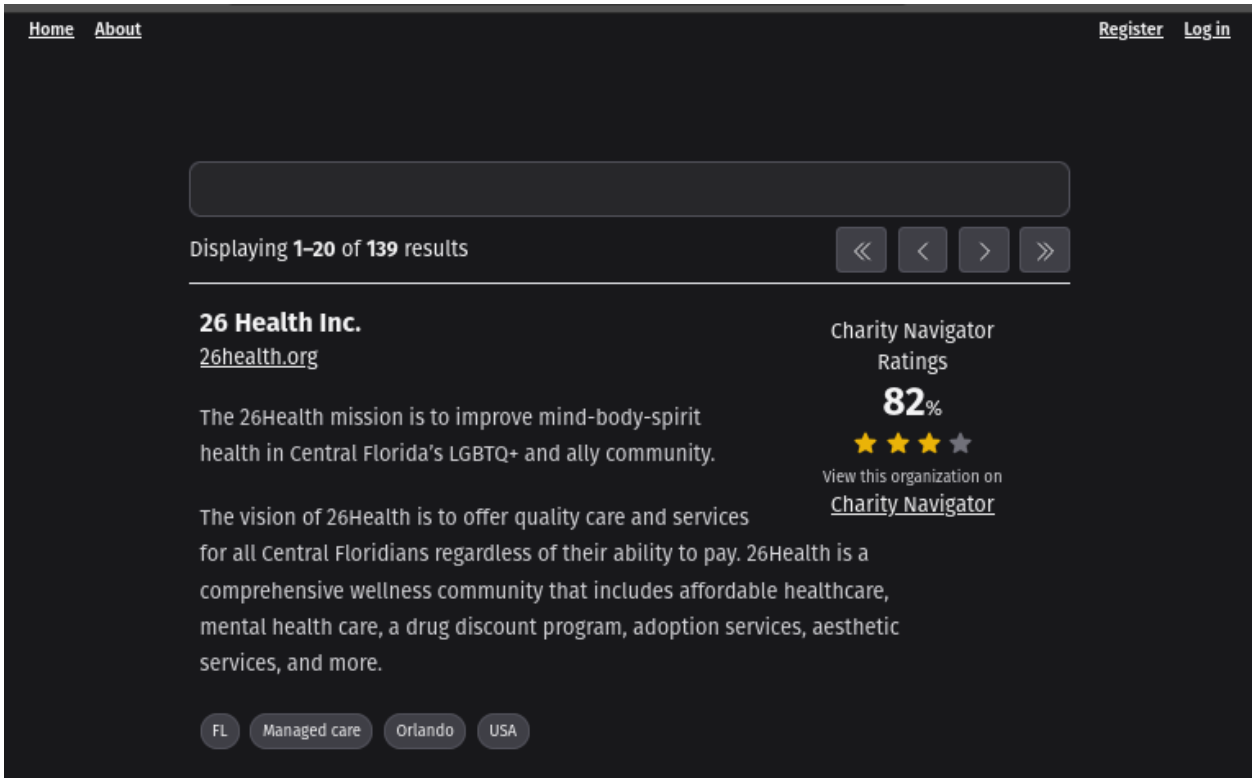


Figure 2. Screenshot of Organization Search as a standalone web application.

Flexible Project Management Course

This course will be self-paced and online, with written assignments for feedback. The course provides participants with new perspectives on managing projects and fostering empathy for themselves, their teams, and the individuals who rely on their team's work. The goal is to help participants avoid burnout and project-ending surprises while still delivering on their core mission.

The course will have about nine modules. Each module will include several quizzes to assess comprehension and a written assignment that applies the material to the participant's project. The capstone assignment will ask participants to sketch how they plan to work on the project, including which agile ceremonies, task-tracking methods, and prioritization strategies they believe are a good fit for their team.

As part of the rollout, we will offer an initial testing period during which we will provide the course at no cost, subject to participants' feedback on their experience.

After testing, we plan to charge $250 per participant, but we may waive the fee for individuals working at small non-profit organizations we wish to support. We will limit the course to 10-15 participants at a time.

Based on a review of available options, MemberPress is the best choice for managing memberships and course access. Some other WordPress plugins are cheaper but focus on a single feature and don't make it easy to manage access or discounts based on affiliation.

Strategic Planning Workshop

This workshop will be held in person and virtually for the Washington, DC, area. The first few will be in person while we work out any issues. It's easier to handle sticky notes and pens than to tackle technology issues while also determining whether we need to reorder the agenda. Once we are comfortable with the format and general flow of the workshop, we plan to offer virtual workshops using Zoom and Miro.

As local chapters form, we can train individuals to lead these workshops in their respective areas.

Fediverse Instance

We have set up https://charities.place/, a Mastodon instance for non-profit organizations similar to https://union.place/. We do not require organizations to fund the instance, but we encourage donations. For example, we recommend a $10, $20, or $40 annual donation for organizations with a small, medium, or large presence.

Promoting Social Cohesion

> To support practices that increase social cohesion while protecting individual identity and agency.

Decentralized Technologies

Decentralization and federation create redundancies that protect against failures.

Fediverse

We currently operate one open general-purpose Mastodon server. We only have a few accounts, so we will shut down the instance by the end of March 2026.

Current statistics: 19 accounts, three active users in 2025.

Instead of us operating a general-purpose instance, we will encourage local groups to run and moderate instances for their communities. We will provide general

guidelines, such as requiring approval for new accounts and materials, including poster templates.

We will also provide a centralized block-and-limit management service. This service will automate the blocking or limiting of bad instances based on what similar instances have already blocked or limited. Participation will be voluntary. The source code will be published.

Goblins

Goblins is a distributed technology framework developed by the Spritely Institute. As time allows, we are implementing parts of the Goblins software interfaces in Elixir to enable interoperability with the Lisp-based Spritely Institute stack. The initial library released is for serializing/deserializing Syrup,[1] the serialization format used by Goblins.

Google Summer of Code

Google Summer of Code (GSoC) is an effective way to introduce students to open-source software development. We can provide mentoring for students working on a range of projects that align with our general information technology approach.[2]

GSoC requires participating organizations to have existed for at least 18 months before applying, so the earliest we can apply is in early 2027. However, we can use 2026 to build out our portfolio of ideas and establish ourselves as contributors to open-source software in the fediverse and similar decentralized social projects.

GSoC provides organizations a small stipend. Given the likelihood of selection in 2027, we are not including any stipend estimate in our 2027 or 2028 forecasts.

Membership

Three Horizons is a framework for managing different scopes of change, from the near-term and local to the long-term and global.[3] This framework enables us to focus on a particular scope without neglecting the others. In the context of Empathy Forward, the different horizons allow us to assign responsibilities to various levels within the organization.

[1] The source code is managed in <https://codeberg.org/empathyforward/ex_syrup>.
[2] James participated in GSoC in 2013 as an organization administrator and mentor.
[3] See <https://en.wikipedia.org/wiki/Three_Horizons> for more information on the Three Horizons framework.

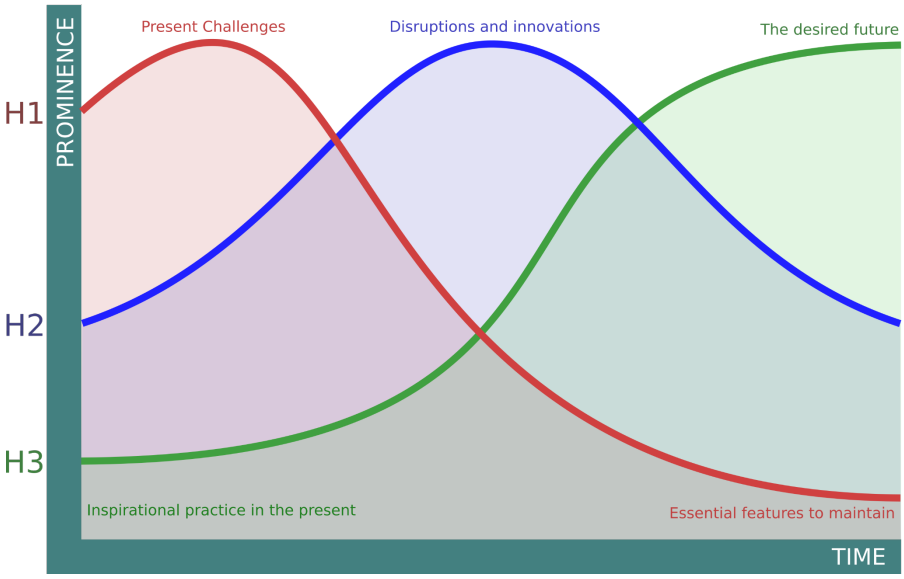


Figure 3. Different time horizons and their purposes.

At the national level, we are focused on Horizon 3 (H3): inspirational practice in the present, with an eye on the desired future.

We want local chapters focused on Horizon One (H1): addressing present challenges while maintaining essential features. The national office can provide inspiration aligned with the desired future to help local leaders select from their options.

The current challenges, as part of H1, inform decisions at the H2 mid-level: disruptions and innovations.

This layered organization enables a program around coordination through strategic planning, utilizing pace layers.

Local Chapters

Local chapters enable anyone to participate in activities that advance Empathy Forward's mission.

We do not yet have guidelines for chapters. We plan to iterate on the guidelines as we identify people interested in creating local chapters.

Initially, we expect a local chapter to require a minimum of three people to form. We do not expect local chapters to be separate incorporated entities unless business practices require it. For example, if the local chapter needs its own bank accounts, fundraising responsibilities, or our liability insurance won't cover the chapter's activities.

Membership in the local chapter will depend on membership in Empathy Forward. That is, Empathy Forward, Inc., tracks membership and collects member dues. A portion of membership dues is allocated to local chapter support.



Local chapters could provide services to local communities, such as operating a locally oriented Fediverse server. This can address items such as age verification, which can be done in person if everything is local.

District Associations

District associations can coordinate local chapters in high-population areas. Chapters should be small enough that everyone knows everyone else and can work together flexibly. Associations enable these chapters to collaborate on projects.

District associations are only necessary when regional conferences are not the appropriate scale for coordinating local chapters.

Regional Conferences

Regional conferences can coordinate strategy and information flows between the national office and local chapters, aggregate data across the region, and coordinate larger projects spanning multiple districts. Regional conferences can also help chapters collaborate on projects in less populated areas.

National Office

The national office, Empathy Forward, Inc., can provide a 501(c)3 group exemption for local chapters and mid-level hierarchical groupings that are not incorporated or are too small to manage their own nonprofit filings. The national office supports the other groups in their work, manages top-level finances, and oversees long-term strategic planning.

The national office can also aggregate data from regions. This could be a replacement for missing federal reports, such as the discontinued hunger survey.

Fundraising and Marketing

Fundraising

Most of our fundraising will come from a combination of substantial donations from a few large donors and many smaller donations from a wider community.

Note that some fundraising expenses are incurred through credit card swipe fees and Stripe processing fees.

Marketing and Community Outreach

Charities.Place

We have created Charities.Place, a Mastodon instance supporting charitable nonprofit organizations. As of year-end, we received interest in our service announcement from our organization account: 280 boosts and 132 likes.

We have more engagement on the Fediverse than on Facebook: 16 website referrals can be directly attributed to a Mastodon server, while 14 can be attributed to Facebook (as of 25 Dec). However, the likely referral count from Mastodon is an undercount, given that we saw a significant spike above our regular traffic after posting.

We will continue to engage with the Fediverse by posting our own original content, sharing articles from other sources aligned with our mission, and running community engagement posts, such as polls.

Social Media

While we don't support the long-term use of corporate social media, we recognize that it is where we can share our message with people who need to hear it. We can share events and content on corporate social media, but use federated social media to engage with the community that will advance our agenda.

Montgomery County, Maryland, Pride in the Plaza 2026

Pride in the Plaza is an annual pride festival held at the Veterans Plaza in Downtown Silver Spring (DTSS). It attracts a large number of vendors, exhibitors, and attendees. If we have a table, we need some signage, flyers, and swag.

Source of the Spring

The Source of the Spring is a hyperlocal news outlet dedicated to covering Downtown Silver Spring (DTSS) and its surrounding areas. We can submit news items about events or opportunities. For example, if we set up a Mastodon instance for the DTSS local community, we can work with the Source to help spread the word.

Merchandise

Merchandise is more about spreading our message than making money.

We have a Printful web store with a few items. This could be one way we create swag, such as stickers or other low-cost items that we can give away.

Financials

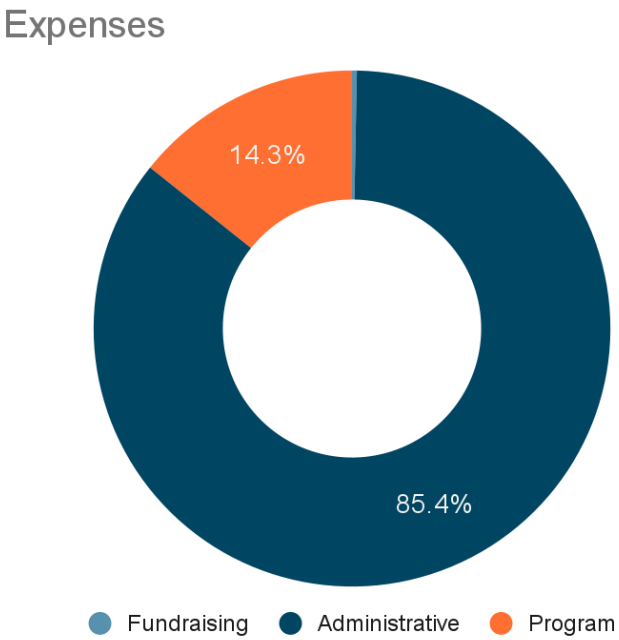
Filing Form 1023-EZ requires us to affirm that we do not expect our income to exceed $50,000 for the next three years. If this doesn't include the 2025 partial year, we should assume our income will remain below that limit through 2028. Our current 2028 revenue forecast is $22,870. This provides us with significant headroom for unexpected donations without risking an IRS red flag. A surplus also provides us with the flexibility to take on new programs if needed.

2025 Actuals

Income		**$1,201.12**
Donations	$1,201.12	
Fundraising Expenses		**($3.30)**
Stripe Fees	$0.35	
Swipe Fees	$2.95	
Administrative Expenses		**($930.76)**
Corporate Existence[4]	$796.99	
Online Services	$133.77	
Program Expenses		**($155.60)**
Fediverse Support	$155.60	
Net Profit (Loss)		**$111.46**

Assets		**$111.46**
Bluevine Checking	$43.82	
Bluevine Receivable	$0.00	
Bluevine Restricted	$0.00	
Bluevine Unrestricted	$42.64	
Stripe	$25.00	
Liabilities		**$0.00**
Accounts Payable	$0.00	
Net Assets		**$111.46**

[4] This is the filing fees for incorporation, first year of registered agent service, post office box rent, domain name registration, and the 1023-EZ filing fee.



Our administrative expenses account for a significant portion of our total expenses, primarily due to costs associated with incorporation and obtaining 501(c)3 status. Looking ahead at forecasts for 2026 through 2028, administrative costs are relatively constant, while program expenses increase as we ramp up our programs.

2026 Budget

We assume $3,200 in large donations and $1,560 in small donations ($10/month from 24 individuals, with two individuals starting to give each month).

Program fees are paid by participants enrolled in the Flexible Project Management course and the Strategic Planning Workshop. This assumes 10 paying students for FY2026 at $250 per student. We assume that half of the participants in each workshop make the suggested $25 donation (10 out of 20).

Membership dues assume we create three chapters with three members each ($120/member/year).

Merchandise is a rough estimate based on an average profit of about $8 per t-shirt (for example) and about 12 t-shirts sold in the year.

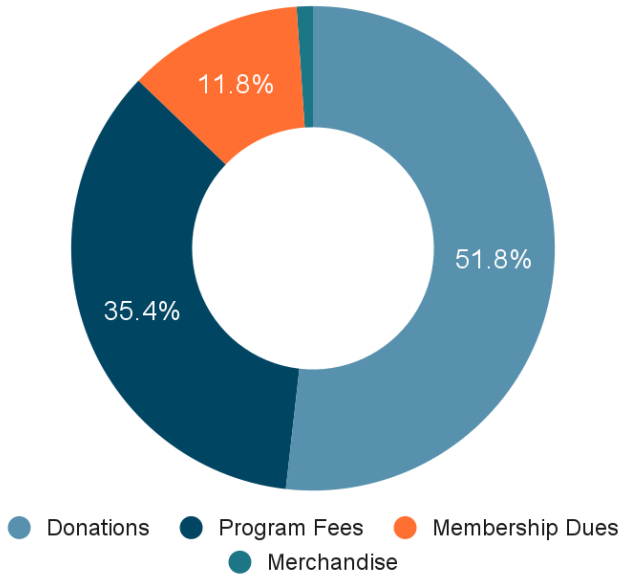
We include a row for grants as an acknowledgement of their existence, even though we don't expect to apply for, qualify for, or get awarded any grants.

Our advertising budget includes the fees for participating in the Montgomery County, Maryland, Pride in the Plaza event, as well as the cost of promotional materials. We are also adding $50 per design for four t-shirt designs to compensate the artists.

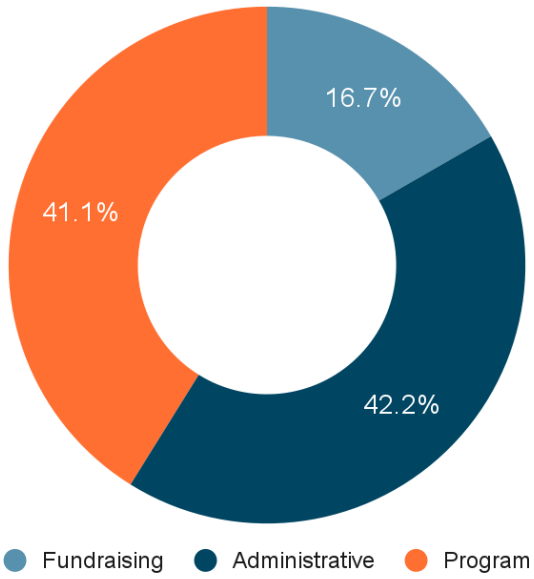
Swipe fees are based on the costs of processing the minimum donation ($10) for approximately 40 donors over the course of a year. Stripe charges $0.66 for a $10 donation by credit card. Benevity may also deduct costs from donations, but such deductions may vary by the company through which the donation is made. For example, donations by Google employees are not subject to such deductions and are paid in full to the nonprofit organization.

Specific work, such as commissioning t-shirt designs and multiple strategic planning workshops, will depend on cash flow. We have $3,200 in pledged income, which we are apportioning equally across the months. This is enough to keep the organization's core functions running, but not enough to complete all the work we plan to do in 2026.

2026 Income



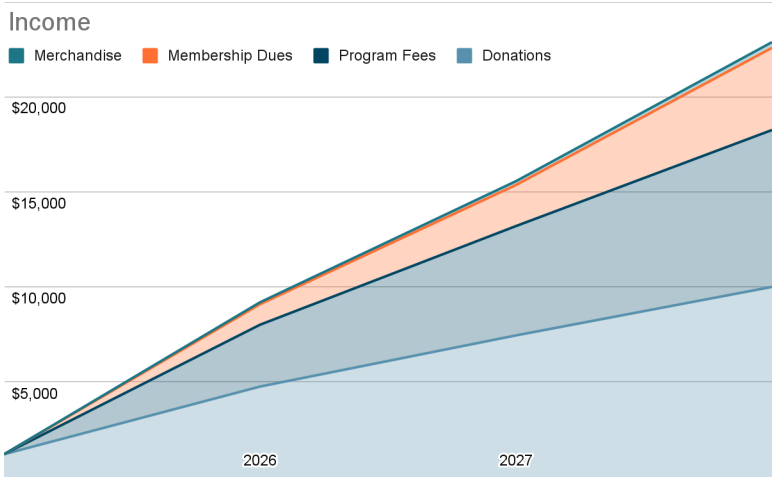
2026 Expenses

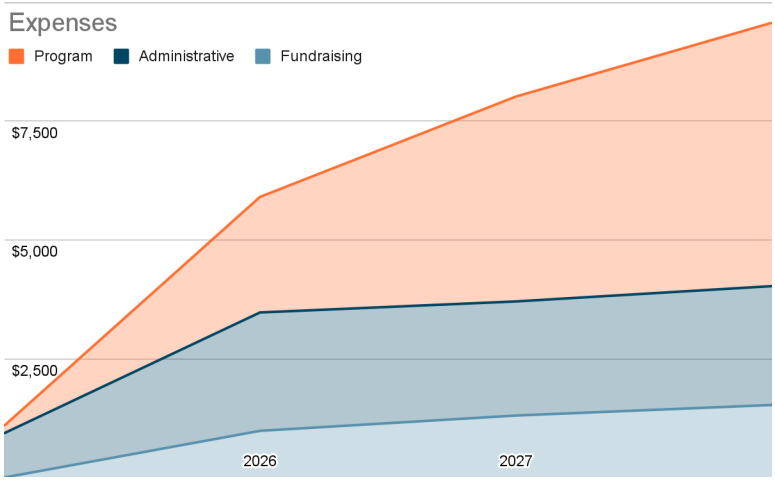


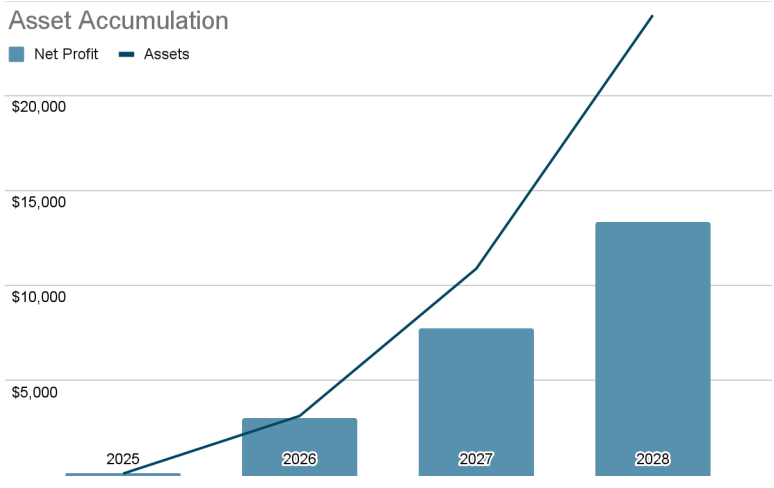
Income		**$8,940**
Donations	$4,760	
Program Fees	$3,000	
Chapter Membership Dues	$1,080	
Merchandise	$100	
Grants	-	
Fundraising Expenses		**($986)**
Advertising	$810	
Stripe Fees	$26	
Swipe Fees	$150	
Administrative Expenses		**($2,490)**
Corporate Existence[5]	$1,550	
Miscellaneous	$100	
Online Services	$400	
Printing and Reproduction	$100	
Professional Memberships	$150	
Website Support[6]	$190	
Program Expenses		**($2,430)**
Supporting a Secular Ministry	$50	
Lifting Up Other Organizations	$1,715	
Promoting Social Cohesion	$665	
Net Profit (Loss)		**$3,034**

[5] This includes an estimate of $100/month for director & officer and general liability insurance.
[6] Website support consists of software subscriptions (e.g., Wordpress plugins) that help operate the website and are not for programs. This does not include hosting costs.

2027/2028 Forecast







	2027		2028	
Income		**$15,560**		**$22,870**
Donations	$7,450		$10,000	
Program Fees	$5,750		$8,250	
Local Chapter Membership Dues	$2,160		$4,320	
Merchandise	$200		$300	
Grants	-		-	
Fundraising Expenses		**($1,308)**		**($1,530)**
Advertising	$930		$1,030	
Swipe Fees	$378		$500	
Administrative Expenses		**($2,400)**		**($2,500)**
Corporate Existence	$1,500		$1,500	
Website Support	$150		$150	
Online Services	$400		$500	
Professional Memberships	$150		$150	
Printing and Reproduction	$100		$100	
Miscellaneous	$100		$100	
Program Expenses		**($4,310)**		**($5,540)**
Supporting a Secular Ministry	$100		$150	
Lifting Up Other Organizations	$2,980		$3,980	
Promoting Social Cohesion	$1,230		$1,410	
Net Profit (Loss)		**$7,742**		**$13,330**

Roadmap

What We've Done

Formation and Government Filings

We incorporated on 25 July, 2025, and received our 501(c)3 determination letter on 29 August, 2025. We will file our first 990-N in mid-January. The remaining filings are the state of Maryland's sales and income tax exemptions.

Software as a Service

We received a free Canva account on 23 September. Google Workspace for Nonprofits was activated on 29 September. Monday.com was activated on 2 October. Donation matching through Benevity is working as expected.

Fundraising and Marketing

We have shared information about Empathy Forward in several forums. While everyone is optimistic about the effort, no one is sufficiently committed to the mission to contribute $10 a month.

The lack of commitment may be due to the message or the belief that real support should be for grand interventions or interventions already proven to work. We are at a disadvantage here because we are focused on helping local organizations and people solve local problems. This is based, in part, on Bill English's observation that, "We don't need a 100% solution. We need 100 1% solutions." We believe interventions should be tailored to local-level problems rather than mandated at the national or international level.

Merchandise

We operate a merchandise store through Printful.com, a print marketplace that matches orders with print shops worldwide. Printful does not require print shops to be unionized, but participating shops must not hinder union formation, regardless of local laws or regulations that would otherwise allow such hindrance.

We created two t-shirt designs around the slogan "Empowered people empower people." Going forward, given our limited budget, we plan to commission artists via platforms such as Upwork or Fiverr to create t-shirt designs. We are budgeting $50 per design. We may also accept volunteer work.

Directors and Advisors

Our focus has been on getting the organization up and running rather than on finding additional directors or advisors. That will change in 2026 with the goal of finding 2-3 new directors (for a total of 3-5 directors) and three advisors.

The focus will be on identifying directors and advisors who can complement our skills by providing expertise in social media, fundraising, and outreach.

What We're Planning

For 2025, we have "actual / goal" for numeric goals. Goals that have been met are in bold.

Goal	2025	2026	2027
Fundraising			
Small donors	0/6	24	40
Merchandise	**2/2 t-shirt designs**	6 t-shirt designs	10 t-shirt designs
Administration			
Board of Directors		2-3 new directors (3-5 directors total)	5 directors
Board of Advisors		3 advisors	5 advisors
Secular Ministry			
Recipes	**27/27 recipes published**	131 recipes published Adjustable servings	287 recipes published Nutrition facts
Lifting Up Other Organizations			
Strategic Planning Workshops	2/3 hosting locations; **1/1 in-person scheduled**	3 hosting locations 2 in-person 2 virtual	4 hosting locations 4 in-person 4 virtual
Flexible Project Management Course	Content written; **Plugin selected**	Course written in Q1 Course tested in Q2 Course open for enrollment in Q3 10 paying students	20 paying students
Mastodon	**Mastodon server for NPOs;** **Block management service in development**	Sunset benehomini.social in Q1; Block management service released in Q2	
Organization Search	140/150 organizations approved;	250 organizations approved	400 organizations approved

	Service deployed to VPS	Service deployed to VPS	
Promoting Social Cohesion			
Local Chapters	Guidelines drafted	Guidelines drafted with partner chapter; 3 chapters	6 chapters
Mastodon	Community server kit[7]	Community server kit	

Table 2: Two-year roadmap.

Through 2027, we are laying the groundwork for a national office to support local chapters and regional conferences. Starting in 2028, we can pursue significant donations to support hiring. We should have a track record of successful programs that could benefit from more support.

In the first part of 2030, we will need to file Form 8734 (Support Schedule for Advanced Ruling Period for Publicly Supported Entities) with the IRS. This will document our public support from 2025 through 2029. However, corporate matching programs through Benevity appear to be donations from a 501(c)3, which bypass the 2% limit when calculating public support. While we will seek small donors, they are not critical to meeting the public support test.

We are creating an Every.org profile that will allow donors to contribute non-cash assets, such as stock transfers. Every.org will liquidate the non-cash items and remit the proceeds to us.

Longevity Roadmap

There are twelve indicators of longevity based on research into long-lived organizations.[8] This lens helps us understand how our activities can contribute to the organization's long-term survival (see Table 3 on page 24). Italicized items are potential programs or initiatives that we could do.

Risks

Political

The federal government could make life difficult for progressive groups by selectively prosecuting them for imagined offences. We need to be careful about how we work with other groups. We can mitigate this by being as transparent as

[7] We have a post outlining a case for local servers, but we don't have a program page that gives a step-by-step guide.
[8] See <https://journals.sagepub.com/doi/pdf/10.1177/2053019619886670>.

possible about our actions. While we might prioritize our outreach to certain groups, we will not gatekeep against any groups in our programs.

The federal government could pressure technology companies to deplatform progressive groups. We can mitigate this risk by hosting our online presence outside the US. Our website is hosted in the US under a prepaid three-year term. We can move it to new hosting before the three-year term expires if we outgrow the plan or if we believe the risk is too high to remain in a US data center. MastoHost hosts our Mastodon server in a data center in France.

Financial

We may not be able to raise the amount we projected. We can guard against this by being conservative with our spending and maintaining one or two years' worth of expenses in liquid accounts.

James might not be able to secure sufficient contract work to support his work with Empathy Forward. James allocates about half of his time to Empathy Forward and the other half to contract work. To mitigate this, James is liquidating some of his assets. James will also seek other contract work in late spring or early summer.

Category	Indicator	Tentative design principles	Program or Strategic Initiative
Situatedness	Location	Place the organization in a safe area while ensuring its societal embeddedness.	Prefer computing hosted outside the US
	Purpose	Link the organization's purpose to a public purpose.	Local community resilience
	Members	Ensure continuous support of (democratically legitimized) elites from the foundation outward.	Board of Directors Board of Advisors
Relations	Involvement opportunities	Involve those whom you need to fulfill your purpose.	Local chapter membership
	Networks connected to	Connect to the state and ensure its support in times of crisis.	501(c)3 status *Endowment*
	Places of outreach	Do not diversify; instead, identify core places of outreach and cherish them.	Organization search
Management	Organigram	Prominently involve the public in the management	Governance Transparency Local chapters *Regional conferences*
	Decision-making procedures	Create ownership and responsibility for the public in decision-making.	Board of Directors Board of Advisors Local chapters *Regional conferences*
	Reaction to external events	Outlive external events by declaring change to your core business, incorporating change evolutionarily in the organization, or being recognized as system-relevant.	*Strategic planning through pace layers*
Dissemination	Issues	Distribute a basic human need or a transcendental good.	*Local social networking* Strategic planning workshops
	Ways of dissemination	Become a benevolent monopolist with direct lines of dissemination that are socio-culturally embedded.	Local chapters
	Feedback on delivery	Make the people recognize the organization as a prototype that delivers real-world change or stability, from which they gain individual benefits.	Local chapters

Table 3: Indicators of longevity with associated program or strategic initiatives.