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**An Assessment of the Sister Cities International Program
as an International Public Relations Entity**

by
Laura A. Mitchell

A Thesis

**Submitted in partial fulfillment of the requirements of the
Master of Arts Degree in the Graduate Division
of Rowan University
06/30/97**

Approved by _____

Date Approved 6-25-97

ABSTRACT

Laura A. Mitchell

An Assessment of the Sister Cities International Program as an
International Public Relations Entity.

1997

Advisor: Dr. Don Bagin
Public Relations Graduate Program

Going global is the business perspective for the 21st century. Unfortunately, global perspective from American business and organization is limited. With the world shrinking at an astonishing pace organizations need to find their communication channels to their international publics.

The purpose of this study was to learn if the techniques used in the Sister Cities International Program are effective for international public relations. The findings of this study would prove helpful to international public relations professionals in planning their own programs based on the effectiveness of the Sister Cities Program.

Five cities were evaluated based on their activities, public relations techniques, promotion, planning, goals, objectives and evaluation procedures. Evaluation of the cities was done through research of news articles, brochures, reports and surveys. The five cities varied in economic, social, cultural and developed backgrounds. This was necessary to prove if the program worked on all levels of community development.

Based on the information found, Sister Cities International effectively uses public relations and publicity techniques to promote its organization and activities. Positive media coverage of programs and events were found in all five cities with high concentrations of commitment and sponsorship from the media in two of the five cities.

MINI-ABSTRACT

Laura A. Mitchell

An Assessment of the Sister Cities International Program as an
International Public Relations Entity.

1997

Advisor: Dr. Don Bagin

Public Relations Graduate Program

This study assesses the Sister Cities International program as an international public relations tool. Sister Cities International focuses on sending the message of peace throughout the world. This study evaluated the public relations techniques Sister Cities International uses to send its message of peace. Through research, surveys and evaluation the author determined the Sister Cities program is an effective tool for international public relations.

Acknowledgments

The completion of this thesis was not a labor of love. But the support and reassurances of those listed below was. I thank my family for their love, support and toleration of my thesis fits. My study group for their motivation and suggestions. My advisor, Dr. Bagin, for his suggestions, wisdom and humor. My co-workers for their understanding and flexibility during my thesis trauma. My former co-workers and friends at the pit for believing in and supporting me. My wonderful friends Noel Hartem, Christine Groatman, Dee McIntosh and Kim Scola for their constant concern, support and encouragement. My very special friend Donald Battin for his love, support and encouragement during these last two years.

I thank the Sister Cities International Program, especially David Potter, Irv Lindemuth, David Lisk, Pam Yenawine and Paula West for providing me with reference material, suggestions and help when needed. Without their help this thesis would not have been possible.

I dedicate this thesis to Alice Roosevelt Mitchell Matthews, my great-aunt, who taught me that education and a lifetime of learning are the most important things in life.

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Chapter 1

Statement of Problem

The Sister Cities International organization had, for the past forty years, developed a public relations campaign that focused on peace and goodwill for thousands of cities worldwide. This campaign, guided by President Dwight D. Eisenhower, was to bring peace to the world, "There is no more important work for all Americans than to bring peace to the world."¹ This message of peace developed into a humanitarian effort to provide financial, educational, medical, cultural, political, technological and environmental support to various countries through the years.

For its fortieth anniversary Sister Cities International developed seven areas of study to guide it through the twenty-first century: economic development, environment, health, telecommunications, municipal training, youth and diversity. Sister Cities International is evaluating its past to continue President Eisenhower's dream. Sister Cities International has made no formal studies or evaluations of its program.

"This should be the year that Sister Cities International, joined by its counterpart organizations, should come together to carry out a common goal of funding and supervising a long-term research study of the world program and to publish the results in one or more volumes to help future scholars and world leaders, and others, interested in understanding what the people and their communities during the last half of the 20th century have contributed to the world during that period. It would make a fascinating read

¹Dick Newheisel, "President's Message," *Sister Cities International Magazine*. (Alexandria, VA: Sister Cities International, 1996), p.8.

and should be one of the priorities for the fifth decade and the story yet to be written."²

This study is part of the goal set by Richard Oakland, editor of *Sister Cities International Magazine*.

Purpose of the Study

The purpose of this study was to evaluate Sister Cities International's public relations effectiveness and how public relations skills contribute to the Sister Cities International program and international public relations. According to Public Relations Society of America International Co-Chairs Nana L. Booker, APR., and Barbara M. Burns, APR., "international studies will be essential, especially the study of different cultures, international business and politics and language."³

Public relations professionals create messages for their clients. They must send those messages through the proper channels. With international channels the message can be harder to complete. "We have to understand how to carry messages across borders, says Bob Druckemiller, president of international public relations firm Porter/Novelli. Yet we have to tailor those messages for the idiosyncrasies of the individual countries."⁴ For corporations and industry this message can be crucial to their business. For political and

²Richard Oakland, "The Changing World: the Fourth Decade," *Sister Cities International Magazine*. (Alexandria, Virginia: Sister Cities International, 1996), p. 32.

³Deborah Hauss, "Career Pointers for Practitioners of the Future," *Public Relations Journal*. (New York: Public Relations Society of America, October 1995), p. 21.

⁴Keith Elliot Greenburg. (1995, September). Going Global: Clients Expand Overseas and Firms Follow. *PR Tactics* [On-line]. Available: <http://www.prsa.com>.

social groups the message can mean the difference between life and death or war and peace. "Increasing reliance is being placed on communications control. The heavy informational flow produced and supported by American companies overseas makes a powerful contribution to the domestic maintenance and global extension of the business system and its values."⁵

This study of the Sister Cities program is a reference point for international public relations. The study also shows how the Sister Cities program is useful in political, social, economical, and cultural means to promote harmony in the world using public relations objectives, strategies and tactics.

Hypothesis

Since 1961, Sister Cities International has grown from 200 affiliates to almost 2,000. This increase leads one to believe that Sister Cities International must be an effective program, but it shows an increase only in membership, not activity. The Sister Cities International program strives to nurture international relationships through culture, business, technology and education. To nurture these relationships a communications or public relations plan must be in place. Sister Cities International staff member John Donaldson says, "There are certain attitudes and strategies common to successful

⁵Herbert I. Schiller, "Madison Avenue Imperialism," Richard L. Merritt, Editor, *Communications in International Politics*, (Chicago, Illinois: University of Illinois Press), p.338.

'development cooperation' partnerships throughout the world."⁶ Attitudes and strategies are important in the public relations aspect of this study. The organization must know the attitudes of the public to develop, maintain and evaluate a public relations program. In an international program these attitudes and strategies vary from the home city to the foreign city. The author designed this study to assess and evaluate the activities and communications of the affiliated cities and how those topics relate to international public relations.

Importance of Study

In our shrinking world, the country that was inaccessible twenty years ago is seconds away on the Internet, minutes away by telecommunications and hours away by airplane. The media bombard the public with satellite feeds of war-torn countries, refugees, natural disaster, economic changes and many other visions of change in the world. Public relations professionals are the key decision makers in times of crisis and change. An understanding of international relations is essential in those instances. This study is a reference tool for international relations in times of change, creation and crisis.

A 1968 *Fortune* survey asked the top 500 largest industrial corporations about their foreign public relations programs. "The basic findings with respect to these firms were:

- The number of companies engaging in international public relations activities has

⁶ Sister Cities International, *Building Your Local Program, The Guide to Creating Successful Sister City Programs*. (Alexandria, VA: Sister Cities International, 1996), p.2.

increased markedly in recent years.

- ▶ These companies are carrying out public relations programs on every continent and in every major country.
- ▶ The programs are usually handled by staff members based in the overseas countries.
- ▶ Only one-third of the respondents use either a public relations firm or advertising agency to implement their overseas public relations programs.
- ▶ The principal activities are press releases, product publicity, exhibits and special events.”⁷

Though this survey is based on research findings from almost thirty years ago, the information is still relevant in today’s fast-paced global market. More recently a 1995 O’Dwyer report states, “the fifteen largest public relations organizations now generate more than forty percent of their fees outside the United States. The Rowland Co., a unit of Saatchi and Saatchi, now gets seventy percent or \$24.2 million, of its \$35 million in fees from abroad. Giant firms such as Burson-Marsteller, Hill and Knowlton and Shandwick, who muscled their way into international markets long ago, now earn about half their fees abroad. In today’s global marketplace, there isn’t any company that can afford not to think like an international player.”⁸

⁷ Herbert I. Schiller, “Madison Avenue Imperialism,” Richard L. Merritt, Editor, *Communications In International Politics*, (Chicago, Illinois: University of Illinois Press), p. 328.

⁸Keith Elliot Greenberg, (1995, September). Going Global: Clients Expand Overseas and Firms Follow. *PR Tactics* [On-line]. Available: <http://www.prsa.com>

The International Public Relations Association emphasizes the international scope of public relations. James Pritchett, 1992 president of IPRA, challenged US counselors to lead the way in developing public relations in the newly emerging democracies of the world. "Developed countries must recognize their responsibility to develop public relations in the new democracies of the world."⁹ More research is needed on international public relations and its effects on business, technology, society and culture.

Assumptions and Limitations

Reference material is limited about the Sister Cities organization. Most reference material available is through news stories and documents provided by the organization. In evaluating the program the author referred to evaluation techniques used by PRSA and as outlined in the text, *Public Relations Techniques*, by Todd Hunt and James E. Grunig. The Public Relations Society of America guidelines include, research, planning, execution, and evaluation. Gruning and Hunt's evaluation techniques use goals and objectives for evaluation.

Plan of Study

The author's plan of study began with a review of the Sister Cities International web-site, news magazines and annual report. From this information the author contacted the Executive Director of the organization for more information. The author received

⁹Susan L. Fry, "'92 IPRA President Tracks Global Public Relations," *Public Relations Journal*. March 1992, V48, n3, p25.

background information from the organization for further research. The author choose a random sample of member cities to study. The author designed a survey for the individual cities based on information from the organization, the sample cities, classroom discussion and text material. This study focused on specified sister-cities and the international organization. The study of these pairs reflects comparatively the overall activity of the organization as a whole. The author developed survey's targeted toward twinned cities' executives and volunteers. Information on the individual city programs, the international organization, public relations activities and effectiveness is the basis for this study.

Definition of Terms

Channel: The method an organization uses to convey its message or information to its publics.

Communication: Manipulation of symbols to stimulate meaning.

Evaluation: To determine the operations and effects of a specific program relative to the objectives it set out to reach in order to contribute to the decision making surrounding the program.

IPRA: International Public Relations Association, an international association for public relations practitioners in the international field.

Megagauss: An international conference on using high explosives and magnetic-flux compression to create ultra-high magnetic fields.

Message: The stimulus which the sender transmits to the receiver.

NIS-Newly Independent States: Denotes territories of the former Soviet Union which currently govern themselves.

PRSA: Public Relations Society of America, an association for public relations practitioners. It serves to inform and accredit public relations professionals.

Chapter 2

Literature about the Sister Cities International Program was found through various sources.

A search at the Rowan University Library in Glassboro, NJ., ABI database and on-line databases resulted in seventeen articles relating to the Sister Cities Programs. The on-line services America On-Line, Magellan, Electronic Library, Spynet, Lycos and Yahoo found four of the seven twinned cities the author examined for this study. The web-pages listed information on programs, events, membership, business, and development. The web-pages also gave E-mail and mail addresses and phone numbers for each program. The author used this information to contact each director of the selected city programs.

From the Sister Cities International headquarters, the author received the *40th Anniversary Sister Cities International Magazine*, in which two articles and one statistical analysis were found. *Inside Sister Cities International*, a publication used to update members on the programs from other cities, provided statistics and marketing plans for this research. *Building Your Local Program, Successful Programs and Partnerships, and Memorandum of Understanding*, all published by Sister Cities International, resulted in references to various programs and partnerships underway and evolving across the United States.

The author received many brochures, media clippings, technical journals, and newsletters from the various Sister Cities researched. The author gleaned material from the Los Alamos Monitor, Los Alamos National Laboratory Newsbulletin, Xwindows, The Independent, the Phoenix Sister Cities Commission brochures, the Roanoke Sister Cities

brochure, the Louisville Best Overall Program Award package, and the Sister City file of the New Sweden Corporation of Bridgeton, New Jersey. This information was important to this study due to the impact the local programs have on the communication and understanding between the twinned cities.

The author used reference material from her personal library such as, *Public Relations and Techniques* and *Managing Public Relations*, both by Todd Hunt and James E. Grunig. *Cultural Anthropology*, by William A. Haviland, provided information on various cultural and political forms of society useful in evaluating the twinned cities. *Communication in International Politics*, by Richard L. Merrit, provided the article, *Madison Avenue Imperialism*, by Herbert I. Schiller. This article examined the way advertising, public relations and marketing influence the world through the American public relations perspective.

Dr. Don Bagin provided an article by Deborah Hauss, "Career Pointers for Practitioners of the Future," from *Public Relations Journal*. A thesis by Patricia Walker entitled *A Study in Public Relations Evaluation*, also provided by Dr. Bagin, was useful in researching evaluation techniques for this study.

The author found the article "Going Global: Clients Expand Overseas and Firms Follow," from *PR Tactics* on the website <http://www.prsa.com>. This article examines the need for international public relations on a corporate level. The article goes on to explain how knowledge of and relationship with a foreign country or city is helpful in developing an overseas public relations plan.

Searches of the U.S. government web-pages, on the Lycos server, resulted in three references from the United States Information Agency. This agency grants funding to the Sister City program. The information from the web-page reviews evaluations used in approving grant money, program objectives and a review of the People-to-People conference held in May of 1997.

The Sister Cities International website, <http://www.sister-cities.org>, provided links to many Sister Cities International members such as Phoenix, AZ., Louisville, KY., and Seattle, WA. These links provided the author an overview of the international organization and the programs in use by the local members. Many members link their home pages to the municipality they represent. Some municipalities represented provide web-sites for the local Sister City program. For example, the Office of the Mayor administers the Phoenix Sister Cities International Commission of Phoenix. The city manages its web-site.

The author received numerous press clippings, professional journals and brochures from the individual cities. From the Roanoke program, the author received a historical back-ground and promotional brochure. These items explained the purpose and time-line of the Roanoke program. The Phoenix program Director sent the author a media kit that included a special events calendar, newsletter, event brochures and a mission statement. From Los Alamos, the author received numerous media clippings and a professional journal from the Los Alamos National Laboratory. This material provided background information on the nature and beginnings of the Los Alamos program. Information detailing the scientific and cultural exchanges was also in the material. The Director of the Louisville program sent the author the Best Overall Program Award kit, which detailed

the activities, press coverage and history of the Louisville program. The following pages summarize the relevant findings.

Defining a Public Relations Program

Public Relations News defines public relations as “the management function that evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a program of action to earn public understanding and acceptance.”¹⁰ Grunig and Hunt define a public relations program as follows, “A program is put in place because of anticipated need for continued dissemination of information. The program is reviewed periodically to determine whether its objectives are being met. All or parts of it will be continued as long as there is a need for more communication with target publics.”¹¹ Sister Cities International declares itself a “community’s international salutation.”¹² This salutation is the first communication or message channel the organization has with a prospective city.

Evaluation of the Sister Cities program is done through setting objectives, defining those objectives and determining their outcome. Grunig and Hunt define objectives as “Creating and maintaining a level of support for an ongoing program (understanding).

¹⁰ James E. Grunig and Todd Hunt, *Managing Public Relations* (USA: Holt, Rinehart & Winston, Inc., 1984), p. 8.

¹¹ James E. Grunig and Todd Hunt, *Public Relations Techniques* (USA: Holt, Rinehart & Winston, Inc., 1994), p. 23.

¹² Sister Cities International. (1996). Building Your Local Program, The Guide to Creating Successful Sister Cities Programs. Alexandria, VA: Sister Cities International.

Opening and maintaining contact with other organizations that enable your organization to continue its functions (communication).”¹³

Public Relations Society of America uses four key points in awarding the Silver Anvil to a public relations program. Those key points are research, planning, execution and evaluation. PRSA gives the Silver Anvil Awards annually in recognition of an organization’s strategic use of public relations. Winning programs must meet the highest standards of the four components of public relations programming.

Its primary funding source, the United States Information Agency, and its own board of directors and state coordinators evaluate the Sister Cities International program annually.

Defining the Sister Cities International Program

Sister Cities International staff member John Donaldson says, “There are certain attitudes and strategies common to successful ‘development cooperation’ partnerships throughout the world.”¹² Attitudes and strategies are important in the public relations aspect of this study. The organization must know attitudes of the public to find out what strategies to use to develop, maintain and evaluate a public relations program. In an international program these attitudes and strategies vary from the home city to the foreign city. John Donaldson outlines the components of a successful program in *Successful*

¹³James E. Grunig and Todd Hunt, *Public Relations Techniques* (USA: Holt, Rinehart & Winston, Inc., 1994), p. 24.

¹² Sister Cities International, *Building Your Local Program, The Guide to Creating Successful Sister City Programs.* (Alexandria, VA: Sister Cities International, 1996), p.2.

Programs and Partnerships.

- “Most active sister city pairs engage in a wide variety of educational and cultural exchange projects of all sorts, including student and teacher exchanges, exchanges of performing and visual artists and simple tourism.
- Programs involve a wide range of people in each community in the program or project, including a variety of citizens and city officials.
- Make extensive use of networking with people in local, national and international organizations who have needed skills.
- Focus on empowering people toward a complex, long-term process of environmentally sustainable development, not charity,
- Reciprocity, each side can learn from the other.
- Develop a more global perspective toward complex international problems.
- Mutual involvement and ownership in all stages of the project
- Mutual respect for culture and in-depth knowledge of important information about the cities involved in the project.

The program's are long-term relationships based on mutual interest, trust, and respect, they involve a variety of city officials and other citizens. If properly managed, it results in a real partnership that benefits both sides.”¹³

The Department of State looks to the Sister Cities program as a way to improve

¹³John Donaldson, “ Successful Programs and Partnerships Involving U.S. Cities and their Sister Cities in the NIS, Eastern/Central Europe, Latin America, Asia, Africa and the Middle East,” (Alexandria, VA: Sister Cities International, 1996), p. 2-3

foreign affairs. "Isolationism is dead and the U.S. remains a global power with global interests." Noting that this is impossible without U.S. citizen support, Anthony W. Gambino declares, "Sister Cities programs to be one of the most important longstanding constituencies for foreign affairs."¹⁴

Ambassador Alan P. Larson also views the Sister Cities program as an important factor in business development. "Sister Cities International is a resource in implementing economic development programs in the neighborhoods of the global village."¹⁵

Defining Individual City Programs

The author studied five twinned cities. None of the five pairs of cities had the same backgrounds, history or culture but all had the same goal for strong international relations. "This is how we build the foundation of trust between the two nuclear powers," said Los Alamos physicist Steve Younger, organizer of the Los Alamos Side of the Project. "It's by people with common interests interacting with each other as equals."¹⁶ The Los Alamos/Arzamas-16 (renamed Sarov) program is based on nuclear science. Their relationship started by sharing information and technology to reduce and convert nuclear

¹⁴ Alexandra Price, "The Department of State welcomes Sister Cities", *Sister Cities News*. (Alexandria, VA: SISTER Cities International, 1996), p. 8

¹⁵ Alexandra Price, "The Department of State welcomes Sister Cities", *Sister Cities News*. (Alexandria, VA: SISTER Cities International, 1996), p. 8

¹⁶ "Arzamas-16", *Post-Soviet Nuclear Complex Monitor * Exchange Publications*. (Los Alamos, NM, May 17, 1993), p. 18.

science from war machines to a power source. The importance placed on international relations has an intrinsic value for this pair in their work and their lives. "In science as well as in economy, culture, ecology, there are problems, which a country no matter how rich, is not able to solve. Expenses may be too large- material, intellectual, time. So it is wise to join efforts. Thermonuclear synthesis is one of such problems."¹⁷

The Phoenix Sister Cities program focuses on culture, education and medicine. They devote their resources to celebrating their many sister cities, Chengdu, China; Ennis Ireland; Grenoble, France; Hermosillo, Mexico; Himeji, Japan; Prague, Czech. Republic and Taipei, Taiwan. The Phoenix Commission holds various events for each sister city in cooperation with corporate and individual sponsors. Some of their events include photo exhibits, children's art exhibits, dance troupes, marathons, business development, art workshops, culinary classes, film presentations, tour exchanges and wine tastings.

The Louisville program holds the Sister Cities International Conference and MasterCard International Sister Cities Cups, educational exchanges, simulcasting between Churchill Downs and La Plata and an International Medical Conference. "Through Sister Cities of Louisville's publicity efforts during this Conference, groups of medical professionals and social service agencies, private companies and medical institutions have gotten a chance to develop relationships among each other. This international project has been the 'human glue' that has united very different local entities to fill a common

¹⁷ Igor Mosin, "One Step to Thermonuclear Reaction," *Passport to the New World*. (Moscow, Russia, Special Issue), p. 123.

purpose."¹⁸

The Roanoke Commission designed the Roanoke Sister Cities program around medicine and culture. Roanoke has one of the oldest sister city relationships, dating from 1964. The Roanoke program has dedicated city landmarks to its sister cities, such as the Friendship Fountain in the City Market and the renaming of a downtown street to Wonju Street. Their Sister City has reciprocated with dedicating the Roanoke Star Plaza near a river in Wonju, Korea. Wonju also dedicated a Friendship tower in honor of the Mayor of Roanoke and they hold an annual Sister City festival. Their activities include education exchanges, medical conferences and cultural exchanges.

The Bridgeton Sister Cities Program, paired with Eskilstuna, Sweden, is geared to tourism, sports, cultural and business exchanges. Bridgeton and Eskilstuna have been members in Sister Cities International for about two years but they have had a relationship for almost fifteen years.

The Bridgeton program revolves around cultural, educational and athletic exchange with the Cohanzick Zoo, the New Sweden Farmstead Museum and the high-school athletic teams. Past activities include the construction and dedication of the New Sweden Farmstead Museum. A group of engineers and historians from Eskilstuna and board members of New Sweden Incorporated managed this project. The dedication, in 1988, included a special visit by the King and Queen of Sweden and the Governor of New Jersey. The high-school tennis and basketball teams have also traveled between the cities

¹⁸"The Sister Cities International Medical Conference," *Best Overall Program Award, Louisville Kentucky*. (Louisville, KY: Sister Cities of Louisville, 1996), p.102

for competition and partnership.

In the planning stages are a white tiger cub exhibit scheduled for September of 1997, travel exchanges with Swedish and Bridgeton-based travel agencies and an exchange team for the Bridgeton Invitational Semi-professional baseball tournament.

Impact on World Culture

"If humanity is to have a future, human cultures will have to find solutions to problems of population growth, food and other resource shortages, pollution, and a growing culture of discontent."¹⁹ Sister Cities International seems a solution to these problems. Nevertheless, public relations techniques must be a part of the program to ensure the program is meeting its goals through evaluation, research and progress.

¹⁹ William A. Haviland, *Cultural Anthropology* (Fort Worth, TX: Holt, Rinehart and Winston, 1990), p. 441

Chapter 3

Selection of the Sample

The sample group was selected randomly from the list of member cities in the Sister-City organization. These cities vary culturally, geographically and economically. The author felt it important to use varying cities to assess the effectiveness of the program in different settings.

Measuring Instruments

The data developed for this study came from web-sites, news articles appearing in periodicals, newspapers, newsletters and organization training books. The author used research services at the Rowan University Library under the ABI search, the ERIC search and Government Publications. These searches, using the keywords: international public relations, Sister Cities International, foreign relations, International Public Relations Association, community relations and Public Relations Society of America, resulted in sixteen usable articles.

On-line services used for research were the Electric Library, Yahoo, America On-Line, Lycos, Spynet and Magellan, the Library of Congress and the World Wide Web. Using the keywords noted above, this search produced thirty-six usable references.

A random sample survey of twinned cities was also used to gather information regarding the individual programs in the selected cities. The survey asked about topics like promotion, participation, membership, cultural exchange and awareness of the program. The purpose of the survey was to develop a pattern of public relations use in the Sister Cities program.

Procedures

The author contacted the executive director of the Sister Cities International program, Juanita Crabb. Ms. Crabb referred the author's request for information to David Potter, director of development for Sister Cities International. Mr. Potter, through E-mail and the US Postal Service, forwarded the author a media kit, membership kit, membership guidelines and a fortieth anniversary information package.

The author developed a program assessment survey based on the "Five General Objectives of Communication" and "Behavioral Molecule," outlined by Grunig and Hunt in *Public Relations Techniques*. The author also incorporated the judging model used by the PRSA *Silver Anvil Awards*. The results of the questionnaire outline the Sister City program and its use of public relations techniques.

For individual city information the author contacted the directors of the Bridgeton, NJ.; Los Alamos, NM.; Phoenix, AZ.; Louisville, KY.; Cincinnati, OH.; Asheville, NC.; and Roanoke, VA. programs. A letter of introduction requested information on their programs. After evaluating the information from the individual cities, the author then sent a questionnaire to the responding cities. Bridgeton, NJ., Los Alamos, NM., Phoenix, AZ., Louisville, KY., and Roanoke, VA., the only respondents to information and participation requests.

After reviewing the surveys, the author ran the information through a Quattro Pro Spreadsheet program to find results of program activities, use of public relations and publicity techniques, membership information and evaluation. (See graphs 3-5). A culmination of the results led the author to investigate the evaluation techniques used by

the Sister Cities International main office. After reviewing the techniques and comparing them with the local programs, the author found many similarities in the overall program and the individual programs. The results are found in graphs 1-5 in this study. The graphs outline the growth and activity of the international program and the use of public relations techniques or activities in the local programs.

The author searched for more information on international public relations to reinforce this study and its use for the Sister Cities International program. There is little information available on international public relations. Most information available focuses on governmental foreign relations. Little information was available on corporate and international public relations.

Analysis of Data

The author reviewed the data to establish a link between public relations and the Sister Cities program. The author reviewed the surveys, articles, web-pages and general information of the program. The information researched provided an overview of the public relations techniques in the Sister Cities Program. The news articles and technical journals provided the most useful information on the local programs and their success in publicity, productivity and awareness. The author describes the results of the findings in the following chapters.

Chapter 4

Findings

A survey was developed by the author to examine public relations techniques used by the five cities studied. The survey was based on information from the 1996 annual report of Sister Cities International. (See Graph 1-2). Information from those graphs and the individual surveys is discussed in this chapter.

The Sister Cities International program uses a basic evaluation technique. The organizations sets objectives and charts its progress. A progress evaluation is done to determine if the organization is meeting its objectives. This evaluation is done by asking the state coordinators and local programs if the member's needs are being met. Then, the information is compiled to modify the objectives as needed. The United States Information Agency evaluates the program annually.

The United States Information Agency funds many types of organizations focused on international exchange. The Office of Citizen Exchanges requires the following for funding:

- ▶ Programs that address long-term objectives of support of democratic institutions.
- ▶ The free-flow of information.
- ▶ Market-based economic development.
- ▶ International cultural exchange.
- ▶ Programs are to be based on competition, substantive rigor and cross-cultural sensitivity.

The primary program objectives of the Office of Citizen Exchange are:

- ▶ Development of institutional links which live beyond the duration of USIA funding support.
- ▶ Creation of consortia, associations and information networks which endure.
- ▶ Transfer of useful information overseas.
- ▶ Expansion of international awareness and programming among U.S. non-profit institutions.
- ▶ Stimulation of U.S. and foreign alternative funding sources to enhance and expand United States Information Agencies mandate through the private sector.
- ▶ Enhancement of knowledge of American cultural traditions and values.
- ▶ The introduction of ideas which may contribute to the solution of long-term international problems.

This agency is the program's major source of funding. USIA review is necessary to continue funding.

The board of directors and the state coordinators from each state meet three to four times a year to evaluate the international program. They also set the short and long-term goals for the organization at these meetings. The objectives set are regional. The group then follows the progress as outlined above.

The international program holds annual events for local programs. Cities vie to hold the annual conference of the international program. The annual conference provides the opportunity for the host city to promote itself to more than 1,280 people from more than thirty countries. Two of the cities researched, Phoenix and Louisville, have held the

conference. The international program sponsors youth art exhibits, student scholarships and internships. Sister Cities International publishes two guides important for individual cities to establish their programs. *Building Your Local Programs* and *Successful Programs and Partnerships* provide outlines for the individual cities to incorporate their program, develop their boards and committees, raise funds and plan a public relations and publicity program.

The international program prints a quarterly newsletter *Sister City News*. This publication is a source of internal communication for the international and local programs. It is an external communication source for prospective members. The newsletter lists cities interested in becoming members and cities who are new members. *Sister Cities News* also reviews events and plans from the local programs and international events. Member city officials and the publications' staff discuss tips on promoting the program, dealing with local governments and commentaries about the program.

Sister Cities International offers many programs and scholarships to promote Sister Cities International and provide a source of funding and education for its members. Those programs are the Eisenhower International Scholarship that allows foreign students to attend universities in their U.S. sister city and the Young Artist Awards Program that recognizes the achievements of young people from member cities who express the meaning of the sister-cities mission in their artwork. The Annual International Awards Program celebrates the member cities who have the most innovative and outstanding programs. The categories include cultural diversity, environment, trade, tourism, youth, arts and culture, best first-year project, best overall program and volunteer of the year.

Other programs, which are exchange programs, are the U.S.-Japan Volunteerism Internship, where paired cities send an intern to the sister city for a month to practice volunteerism. The U.S.-NIS Thematic Youth Exchange Program, funded by the United States Information Agency, supports five foreign and five local high-school age students to participate in planning sessions for the sister city. These planning sessions include environmental, health care, community service, business development, fine and performing arts programs. The students pick a project and plan a program. One-hundred fifty of these exchanges take place annually. The SCI-Tri-lateral Exchange Program, funded by a grant from the Japan Foundation's center for Global Partnerships, provides U.S.-Japan pairs to involve a third city in a developing country to partner with their union. The grant pays the travel expenses for an intern to coordinate with citizens and city officials in the third city to plan and promote a project or program. Projects could include environmental issues, city planning and education. The final program offered is the Russian PIN Program an exchange program for managers of independent Russian newspapers. Their U.S. counterparts offer the managers internships and training in management skills and techniques.

The programs offered by Sister Cities International play a part in the public relations and publicity of SCI. These programs offer SCI a channel to send their message of world peace. These channels also provide input or reaction from their public. Information from the public should include effectiveness of the program, member participation and changes needed to the program. Through these programs the recipient cities send their own messages. These programs are a way of finding the idiosyncracies of

the twinned foreign city.

The membership of the program has increased by 90% over the last thirty-five years. Most of the members are in California and Europe. (See Graph 1.) With the activities described above, this membership increase supports and even increases the number of programs available to members. The most popular activities by sister cities members are school affiliations, fine and performing arts exchanges, community development programs and business and trade delegations. (See Graph 2.)

Based on the findings from the web page, program guides, statistical analysis and news clippings, the Sister Cities International is an effective tool in international relations due to the many businesses, cultural, educational, scientific and technological exchanges that have taken place in the last forty years. The support Sister Cities International receives from its funding source, the United States Information Agency, and the State Department proves that the United States government relies on Sister Cities International as an international public relations source. Public relations professionals who need to plan international programs can look to Sister Cities International as a planning tool.

The Sister Cities International Program considers the Phoenix Sister Cities Commission an outstanding program, as a Winner of the Best Overall Program Award in 1996 and 1994. The Phoenix Commission also won the 1995 Special Achievement Award for Trade and Tourism, the 1993 Special Achievement for Cultural Exchange, the 1991 Special Achievement for Cultural Awareness and the 1989 Best Single Project award. The Phoenix Program has a core mission of promoting international relationships.

The Phoenix program uses ads, media coverage, special events, brochures, the Internet, other organizations and public relations counsel to plan and promote for its program. (See Graph 4.) Phoenix has seven sister city affiliations, including a Capital Cities agreement with Prague, Czech Republic. Phoenix has the highest number of affiliations of the five cities studied. (See Graphs 2 and 5.)

The Phoenix program evaluates itself through an internal organizational audit. As an extension of their city government the city does the audit. The Phoenix program promotes itself through a web-page, many brochures, newsletters and media kits. The author received one such kit for her research. The kit included an activity calendar, newsletter, several brochures and meeting planners. The activity calendar listed events, committee meetings, corporate sponsors and application due dates. The meeting planners gave news updates about the Phoenix Sister City Commission and its plans for the year. A newsletter reviewed events from each of the Phoenix sister cities. Like the *Sister City News* this publication is a channel for internal communication for the Phoenix Sister Cities Commission.

Brochures included in the kit were a membership brochure, *Chinese Week*, *Japan Week*, *French Week* and the *Twentieth Anniversary Phoenix-Himeji Celebration* booklet. Each of these brochures has a communications purpose. The membership brochure explains the purpose of Sister Cities International and the Phoenix Sister Cities Commission. It also explains how being a member can benefit business, culture and social situations.

The *Chinese, French and Japan Week* brochures are event brochures. Each lists the dates, times and events taking place to celebrate the sister city of that country. Each brochure lists corporate sponsors, special events, a mission statement, prices and a schedule of events. Each brochure has its own identity but also reflected the Phoenix Commission partnership. The *Twentieth Anniversary Celebration* booklet, is more of a program with historical content. It provides background material about the Himeji-Phoenix partnership and goes on to list contributors and sponsors. The Phoenix community affiliations include arts, business, civic, cultural, educational, families, government, medical, religious, scientific and technical.

The Phoenix program uses its public relations tools to the fullest. With a full-time staff of four, this is a reasonable task. Of the five cities studied the Phoenix program is the only one with a full-time staff to work on public relations.

The Los Alamos program, one of the youngest programs, has an in-depth program focusing on science, technology, education and medical exchanges. Developed through a scientific exchange with its true partners in Russia, this program is focused on support of its Russian counterparts.

Since it is a young program, the Los Alamos program does not have a full-time staff. But its public relations efforts through media relations are outstanding. The news articles available about the Los Alamos program were numerous. All of the articles the author researched had a positive perspective about the Los Alamos program. The scientific aspects of their program are extensively documented through Los Alamos National Laboratory internal communications records. They include but are not limited to

the *Russian-American Collaborations to Reduce the Nuclear Danger*, *Dateline Los Alamos*, *Newsbulletin* and *Xwindows*. Much of the information documented in these works is technical and geared to a science-oriented reader. The reader does learn the origins of the Los Alamos and Arzamas-16 (Sarov) pairing.

The Los Alamos sister city program is not run by the Los Alamos National Laboratory, but there is a definite connection. The Los Alamos program has sponsored student exchanges, raised funds for medical supplies for their Russian counterparts and lab exchanges where the scientists from Los Alamos and Arzamas-16 have traveled to both countries to test nuclear projects. The Los Alamos community affiliations include business, civic, educational, cultural, families, government, medical, scientific and technical.

Since the program is new, there is no formal evaluation process. The Los Alamos program evaluates itself through informal discussions. Its publicity and promotional efforts are through the media and professional journals previously listed. The Los Alamos program, through the media, urged its citizens to donate funds for medical supplies to Arzamas-16. Since the breakdown of the Soviet Union, funds, supplies, and even food is scarce in the Russian states. Through the media efforts, \$500,000 was raised for medical supplies for Arzamas-16. The Los Alamos program is very focused on its scientific efforts to collaborate with its Russian counterparts. The program places international relations high on its list of priorities as proved by this statement from Program Director, Irv Lindemuth, "prominent symbols of the cold war can now work and play side-by-side as

equals toward the goal of world peace."²⁰

The Louisville program is extensive. It has six sister cities, La Plata, Argentina, Mainz, Germany; Montpellier, France; Perm, Russia; Quito, Ecuador and Tamale, Ghana. Although extensive, the program does not have a full-time staff. Since the Louisville program does not have a full-time staff, they do not evaluate their program.

The Louisville program does use a variety of resources and events to publicize its program. Public relations and publicity techniques in use are media coverage, special events, brochures, the Internet and other organizations. Some of the events they sponsor or share with their sister cities are the Kentucky Derby, which is simulcast in La Plata, the MasterCard World Cup Soccer Tournament, which is open to other Sister Cities members and the Sister Cities International Medical Conference, which explores new developments in medical technology. The Louisville program also sponsors educational exchanges with local schools and universities.

On the La Plata side, the Argentinean city has a day's racing at La Plata, and a street in La Plata will be renamed Calle Louisville. The relationship with La Plata is Louisville's most in-depth program. Aside from simulcasting the races at Churchill Downs to La Plata, breeders in La Plata are negotiating with Louisville breeders to purchase Kentucky-bred horses. Trade missions for investment in Argentina and travel between the two cities have also been implemented.

Educational programs include adopting a rural school in La Plata by the Louisville Youth program and an exchange of fifteen students and one teacher from La Plata for a

²⁰ Irv Lindemuth. (1997) [Sister Cities Survey for Masters Thesis]. Unpublished raw data.

month in Louisville. The *La Plata Committee News* is a source of internal communications with briefs about workshops, meetings, conferences and planned exchanges.

Louisville's relationship with Perm is almost as extensive as its La Plata relationship. The Perm connection hosts middle and high school exchanges. These exchanges host Perm students from six months to a year in a Louisville home. University faculty have traveled for a semester of study at Perm University and the University of Louisville. Boy Scout troops, art galleries and performing artists have enjoyed the exchange of culture through the Sister Cities program.

The Louisville program, despite not having a full-time staff, has a very strategic program. Media coverage was tracked at 39.4 million impressions for the recent World Cup Soccer Tournament. The event boasted 46 local and national sponsors. Teams participated from seven countries and twelve American states.

The executive board of the Roanoke program evaluates its program. Its six sister cities are Kisumu, Kenya; Pskov, Russia; Wonju, Korea; Florianopolis, Brazil; Opole, Poland and Lijang, China. The Roanoke program uses the media, special events and brochures to promote its events. Its community affiliations include arts, business, civic, cultural, education, family, religious and medical organizations. Sponsored events have been art and artifact displays, murals, landscaping, tree plantings, festivals, and dedications of public areas. Roanoke and Wonju share a closer bond than most Sister Cities; they are topographically and demographically alike. They share the same seasons, plant-life, industries and businesses.

The Bridgeton program is administered by the Office of Public Affairs, Tourism and Recreation, the Bridgeton-Cumberland Tourist Center and New Sweden Incorporated. New Sweden Incorporated is a non-profit organization that manages the New Sweden Farmstead Museum. The Office of Public Affairs coordinates the programs, events and exchanges. New Sweden Incorporated supports these programs by providing housing, transportation and special events at the New Sweden Museum and Farmstead. Publicity and promotion for the events are undertaken by the Bridgeton-Cumberland Tourist Center.

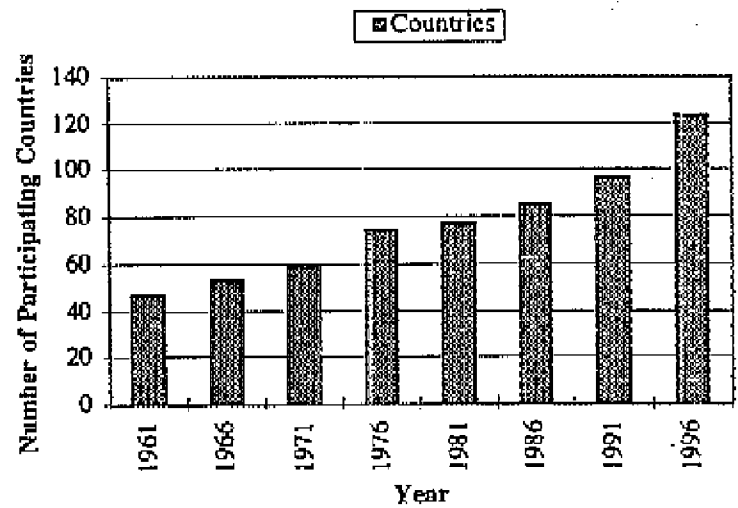
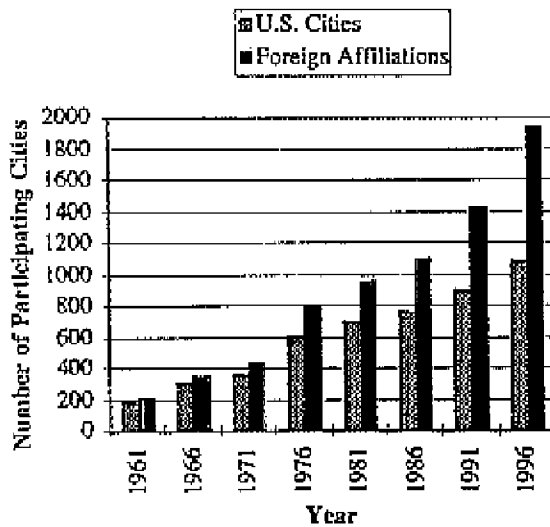
The Bridgeton program uses ads, media coverage, special events, brochures and the Internet to promote and publicize its activities. There is no formal evaluation system in use for the Bridgeton program. Staff involved with each event summarize the event afterward to list problems or suggestions for the next event, but the program as a whole is not evaluated.

Graph 1

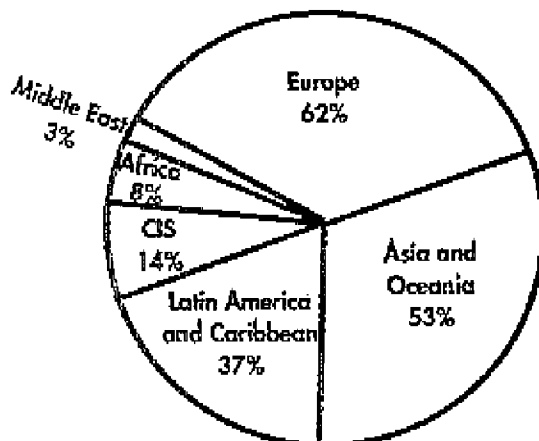
This graph, compiled by Sister Cities International, shows the growth of the Sister Cities program. The author used this information to compare the growth of the five cities studied. This graph also shows the breakdown of the foreign communities they pair the United States cities with and the states with the highest percentage of participation.

A Statistical Analysis – 1996

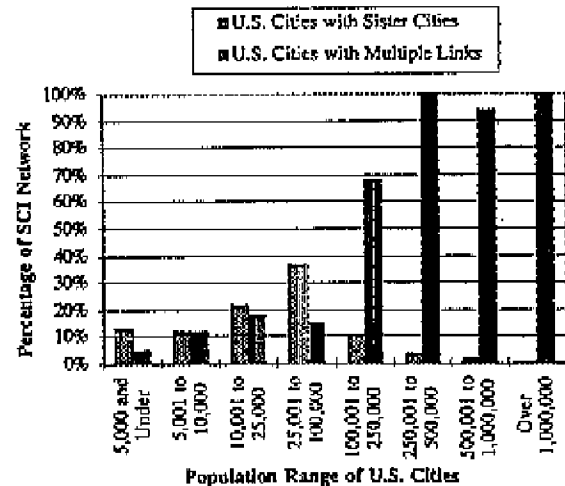
Growth of U.S. Sister Cities Program 1956-96



Distribution of U.S. Sister Cities by World Region and by Population



Due to multiple links, figures total more than 100 percent.



Top U.S. States in the Sister City Program

State	No. of Affiliations	% of Total
California	209	19%
Michigan	61	6%
Texas	55	5%
Florida	51	4.6%
Illinois	46	4.2%
Ohio	40	3.6%
Total	462	42.6%

Note: The analysis was done using the U.S. cities listed in the 1996 Directory of Sister Cities. SCI included a number of cities in its final figure of 1,087 cities in the program that were not actually affiliated. These cities are members of SCI and actively seeking a sister city. Therefore, the base used for this analysis was 959 U.S. cities, with the balance of 128 not included for the above reason, as well as city/county overlap.

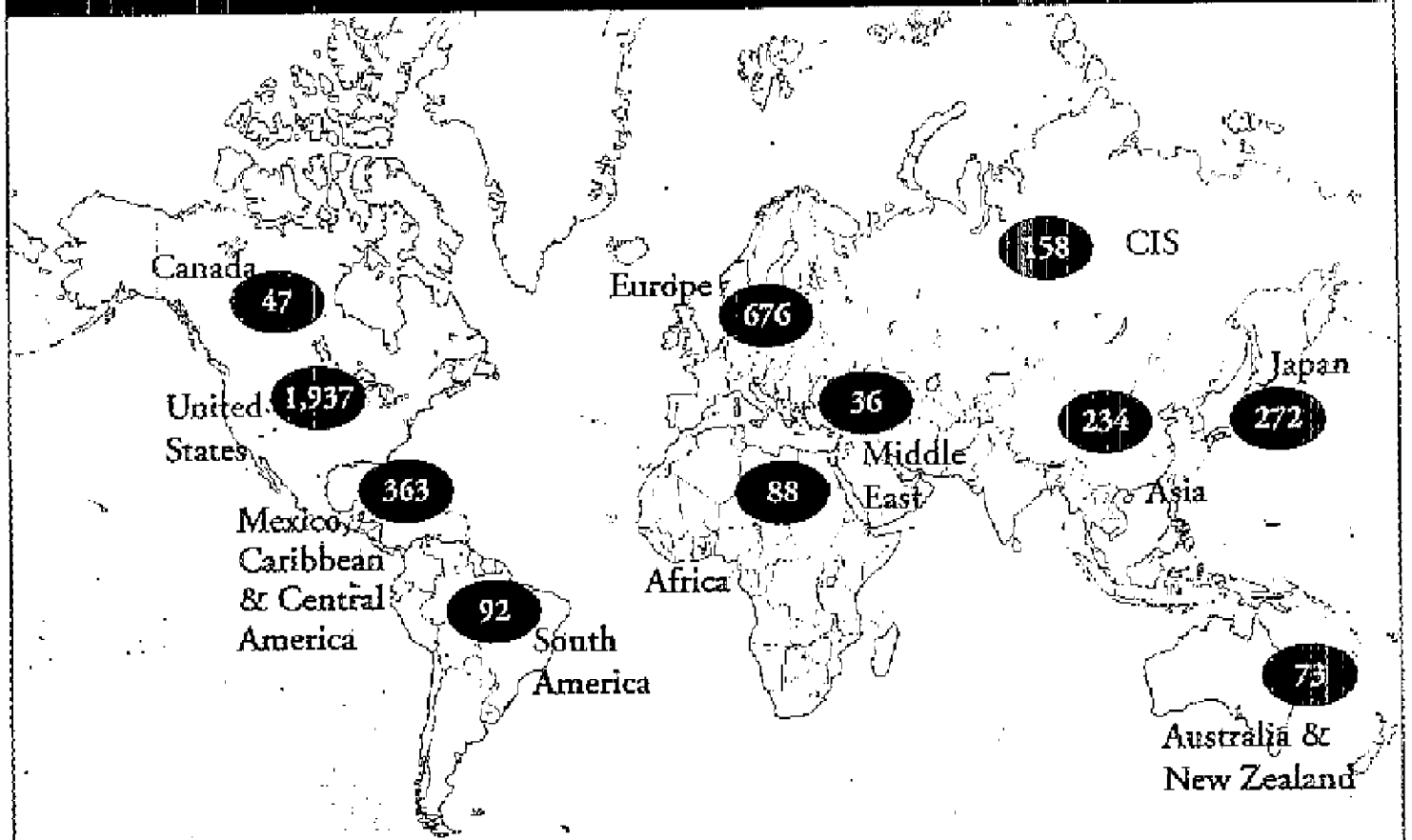
Information compiled by Richard Oakland, S.D. State Coordinator, Rapid City, S.D.

Graph 2

This graph shows the number of participating cities by continent. A breakdown of activities, organizational involvement and local institutions is also listed. The author used this breakdown in comparing with the activities of the five cities studied. The cities paired with the five cities studied are:

Phoenix:	Chengdu, China
	Ennis, Ireland
	Grenoble, France
	Hermosillo, Mexico
	Himeji, Japan
	Taipei Municipality, China
	Prague, Czech Republic
Louisville:	La Plata, Argentina
	Mainz, Germany
	Montpellier, France
	Perm, Russia
	Quito, Ecuador
	Tamale, Ghana
Roanoke:	Kisumu, Kenya
	Pskov, Russia
	Wonju, Korea
	Florianopolis, Brazil
	Opole, Poland
	Lijang, China
Bridgeton:	Eskilstuna, Sweden
Los Alamos:	Arzamas-16 (renamed Sarov), Russia

Sister Cities Affiliations Around the World



U.S. Sister Cities activities and Community Partnerships

Most popular sister cities activities:

- | | |
|---|----------------------------------|
| [1] School Affiliations | [6] Club or Organizational Links |
| [2] Performing/Visual Art Exchanges | [7] Newspaper Column Exchanges |
| [3] Community Development Programs
<i>Health, Environment, Humanitarian Assistance</i> | [8] TV Station Links |
| [4] Business/Trade Delegations | [9] Video Exchanges |
| [5] Foreign Language Instruction | [10] Community Service Project |
| | [11] Museum Exchanges |
| | [12] Radio Station Links |

Local organizations involved in sister cities activities:

- | | |
|-----------------------------------|---|
| [1] Chamber of Commerce 69% | [9] Veterans' Organizations 10% |
| [2] Newspaper 67% | [10] Soroptimist Club 5% |
| [3] TV Station 41% | [11] YMCA 2% |
| [4] Rotary Club 36% | [12] YWCA 2% |
| [5] Radio Station 31% | [13] Ethnic Groups 2% |
| [6] Boy & Girl Scouts 19% | [14] City Departments (police, etc.) ... 2% |
| [7] Lions Club 19% | [15] Hobby Groups 2% |
| [8] Kiwanis Club 17% | |

Local institutions involved in sister cities activities:

- | | |
|----------------------------------|---------------------------------------|
| [1] Secondary Schools 93% | [7] Religious 24% |
| [2] Elementary Schools 67% | [8] Orchestras 24% |
| [3] Universities 55% | [9] Trade Schools 22% |
| [4] Hospitals/Clinics 41% | [10] Environmental 22% |
| [5] Museums 41% | [11] Cultural Organizations 12% |
| [6] Junior Colleges 24% | [12] Zoological Parks 7% |

Graph 3

This graph shows the participation, membership, activities and length of time for each city studied. The author compared this with activities, members and affiliations of the international program data.

Membership Information

50

40

30

20

10

0

Years

Affiliations

Members

Activities



Bridgeton



Louisville



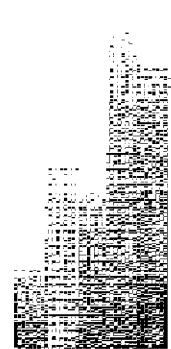
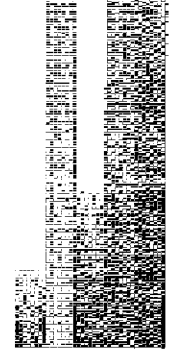
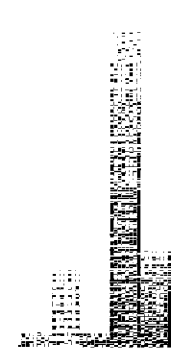
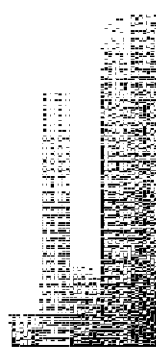
Los Alamos



Phoenix



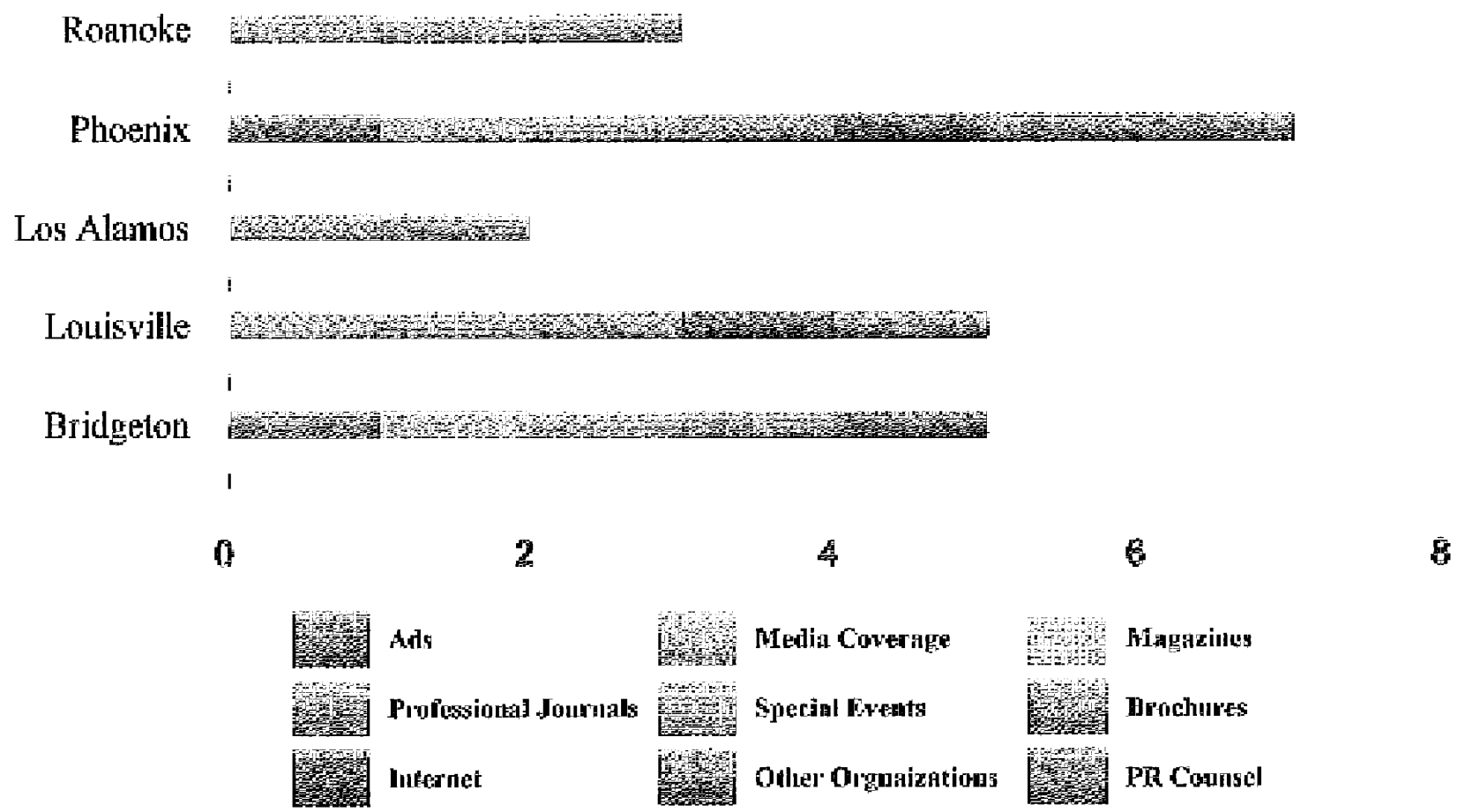
Roanoke



Graph 4

This graph shows the use of public relations and publicity techniques used by the five cities studied. This data can be compared with the data in Graph 2.

Public Relations & Publicity Techniques Used

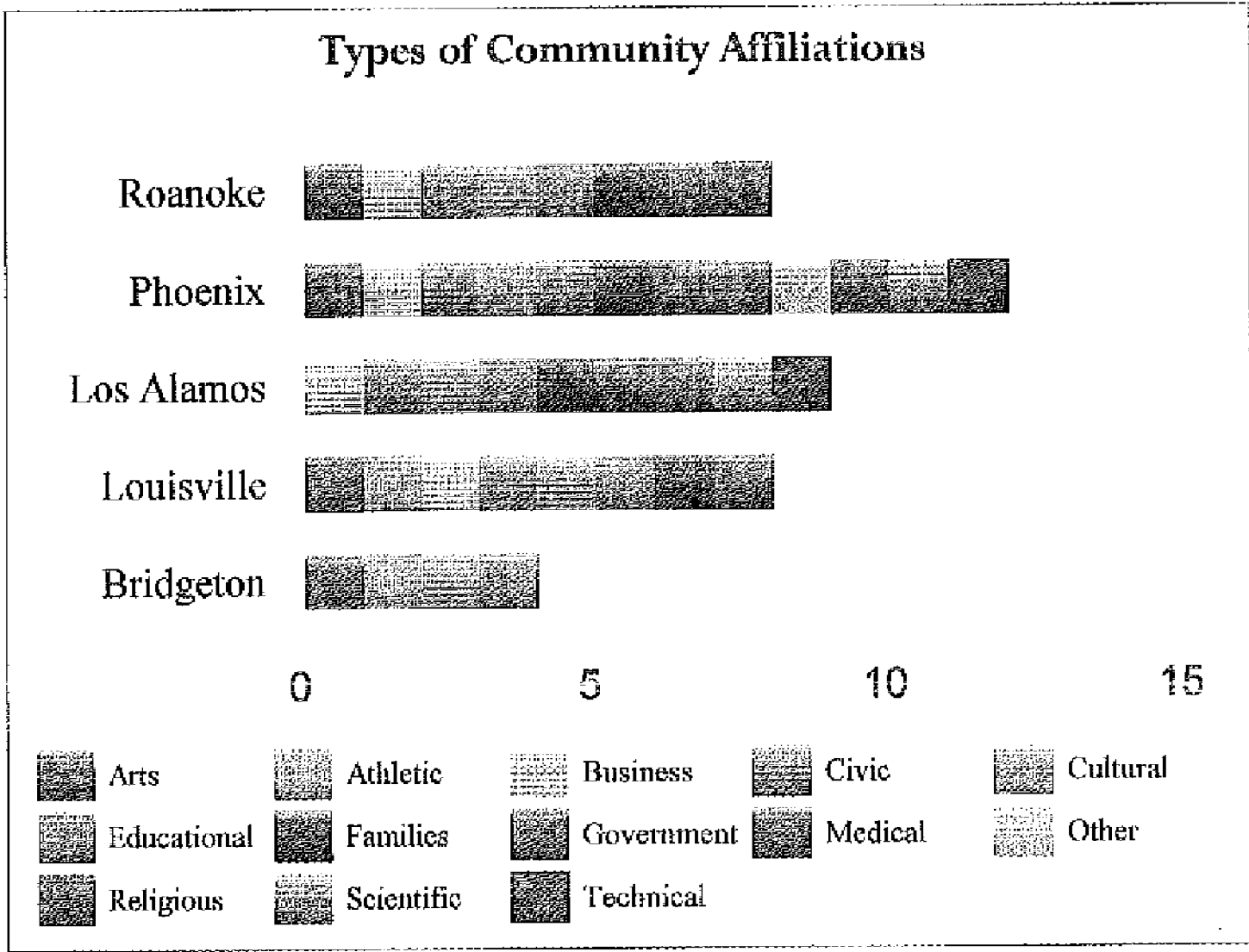


Graph 4

Graph 5

This graph lists the types of affiliations and/or members of the researched cities.
This graph can be compared with Graph 2.

Types of Community Affiliations



Graph 5

Chapter 5

Summary, Conclusions and Recommendations

The author's research of the five twinned cities mentioned provided a variety of information on Sister Cities International. The research also gave a glimpse of numerous cultures and communities from around the world. Starting at the source, the Sister Cities International headquarters, the author received information to find five unique, interesting and important cities in the program. By contacting the directors of the five programs more information on the particular cities role in Sister Cities International was received.

The survey, hypothesis and findings were based on information from the national program and the five local programs. Articles on international public relations were helpful in proving the importance and need for Sister Cities International as an international public relations tool.

From this study the author found:

- Of the five cities studied only three use more than half of the public relations techniques available to them.
- Only one of the cities formally evaluates its program, that same city is also the only one that has a full-time public relations staff.
- Two cities do informal evaluations through discussion by the board of directors.
- Four of the five cities have community affiliations from eight or more types of organizations.
- All five cities are comparable to the organization as a whole on membership, activities and participation. (See Graphs 1-5).

- ▶ All five cities place international relations as a priority in their organization and as part of their mission.
- ▶ Three of the five cities have six or more sister cities and two have only one.
- ▶ From the limited studies done by Sister Cities International, the comparative results for the five cities studied revealed all five share the same top four activities as the most popular activities for the program as a whole.
- ▶ To coordinate the events, publicity and planning that each Sister Cities program needs, public relations techniques are key in making the program work.
- ▶ To meet the goals and objectives set by the Sister Cities program, internationally and locally, a public relations plan with objectives, strategies, tactics and evaluation must be in place. Only three of the cities surveyed have an evaluation plan in effect.
- ▶ Despite not having a public relations staff, the five cities studied showed enormous capability in getting media coverage, as shown by the Louisville and Los Alamos programs. The media coverage for the Los Alamos program consisted of local, national, international publications and government documentation. The Louisville program consisted of local, national and international publications and local radio and television coverage of their numerous events.
- ▶ The five cities studied have used their Sister City program to enhance the international relations with cities that are similar to them in heritage, climate, resources and culture.

- ▶ Through these exchanges the cities have experienced growth in business development, cultural awareness and diversity, medical, technological and scientific breakthroughs and a commonality as a global community with the goal of peace in the world.

From the requirements listed by the United States Information Agency, through the Office of Citizen Exchanges, Sister Cities International meets all of the requirements for funding.

- ▶ The local programs develop links to the community that subsist long after initial funding is received from USIA.
- ▶ Each local program is required to develop a board of directors with links to various sections of the community to further the local program.
- ▶ With every exchange made each program disseminates useful information overseas. For example, the nuclear technology in Los Alamos to transfer nuclear power from warheads to a non-threatening source of energy.
- ▶ Each local program is incorporated as a non-profit agency to promote international awareness and acceptance in the peace process worldwide.
- ▶ Each local program develops funding through corporate sponsors, memberships and special events. This deters future need for USIA funding.
- ▶ Each local program expands their knowledge of American culture while promoting it to its sister city.
- ▶ Each program successfully develops channels to combat international problems.

For the corporate world this study has great impact in learning the message, channel and understanding of international publics.

Conclusions

This study was meant to assess the public relations techniques used by Sister Cities International and how those techniques can be used by public relations professionals.

Based on the research the author concludes the following:

- ▶ Sister Cities International meets all of the requirements for funding by the United States Information Agency.
- ▶ By meeting the USIA requirements, Sister Cities International is meeting its goals and objectives.
- ▶ Goals and objectives set by Sister Cities International are adaptive to the local and national program needs.
- ▶ Sister Cities International is an effective international public relations program based on the efforts of its international communication goal of "peace in the world."
- ▶ Sister Cities International adequately uses the techniques of research, planning, execution and evaluation. The individual programs do need help, through manpower and planning, to evaluate their local programs.
- ▶ The activities implemented by the individual cities promote the program and are covered adequately by the news media.
- ▶ The activities of the five cities studied is parallel to the overall organization.

- ▶ International public relations is a minimally researched topic.
- ▶ Corporations are increasingly relying on overseas markets for their business.

It is the author's feeling that public relations professionals can learn many things regarding international relations from the Sister Cities International program. Though the individual cities do not have formal planning and evaluation programs, many public relations professionals should use their mission and core beliefs of a global community to enhance their own international public relations efforts.

Recommendations

Based on the information revealed in this study the author recommends the following:

- ▶ Sister Cities International should develop an evaluation technique for the local programs. This evaluation format should include objectives, research, planning and execution. The objectives used should incorporate some of the objectives used by the United States Information Agency. This evaluation procedure can be distributed through the state coordinators.
- ▶ Sister Cities International should develop a guidebook examining the international relations techniques, activities and programs in use by the local programs. This guidebook should include all facets of public relations used by the local organizations.
- ▶ The *Successful Programs* guidebook should have a more detailed communications and public relations plan. This plan should encompass all the techniques public

relations professionals use for successful programs.

- A guidebook examining the local programs should be made available to public relations organizations. This guidebook should include the various international aspects used by the local and international program to approach, match and nurture sister cities.
- Sister Cities International should evaluate its use of public relations techniques as an organization and refine them to meet its objectives.
- Sister Cities International should be studied in detail regarding the seven goals discussed in chapter one. Those goals are economic development, environment, health, telecommunications, municipal training, youth and diversity.
- A thorough study of Sister Cities International would provide public relations and communication techniques in business, medicine, technology, culture, community development and education to the international public relations scholar.
- Corporations and organizations should join with Sister Cities International to develop communication and public relations techniques aimed at international publics.

“Worldwide there is a great thirst for public relations knowledge... Public relations is at a crossroads in this decade. The practice is maturing into a major management tool that emphasizes strategies over techniques. I am convinced that the 1990's will be the age of maturity for public relations.”²¹ If the 1990's was the decade of maturity for public

²¹ Susan L. Fry, “IPRA President Tracks Global Public Relations,” *Public Relations Journal*, March 1992, V48, n3, p25.

relations, the 21st century needs to be the cultivation of international public relations and all of its rewards. The strategies of Sister Cities International can be the basis of its success.

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Appendix

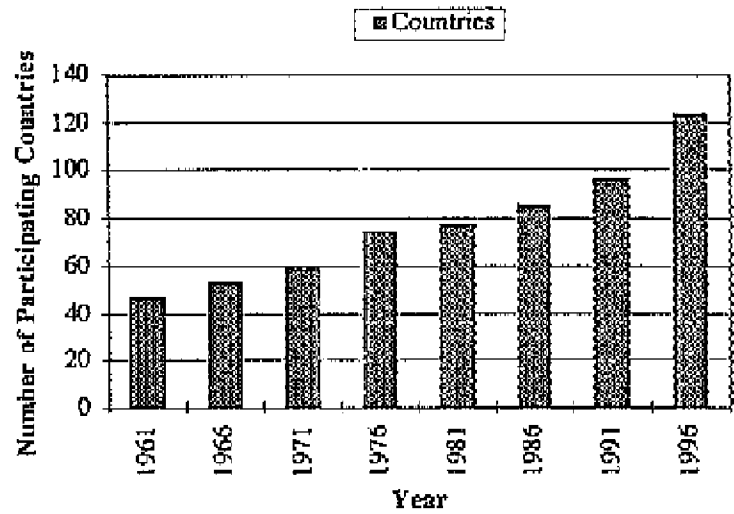
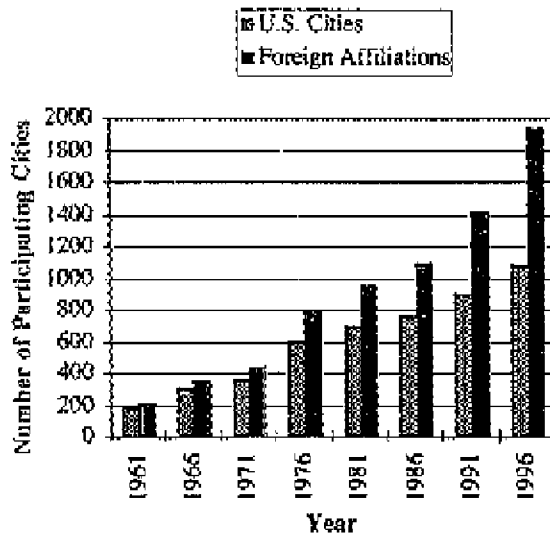
- I. Graphs
- II. Survey
- III. Letters of inquiry

Graph 1

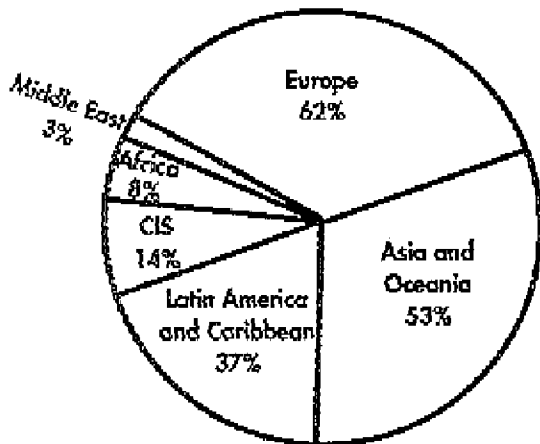
This graph, compiled by Sister Cities International, shows the growth of the Sister Cities program. The author used this information to compare the growth of the five cities studied. This graph also shows the breakdown of the foreign communities they pair the United States cities with and the states with the highest percentage of participation.

A Statistical Analysis – 1996

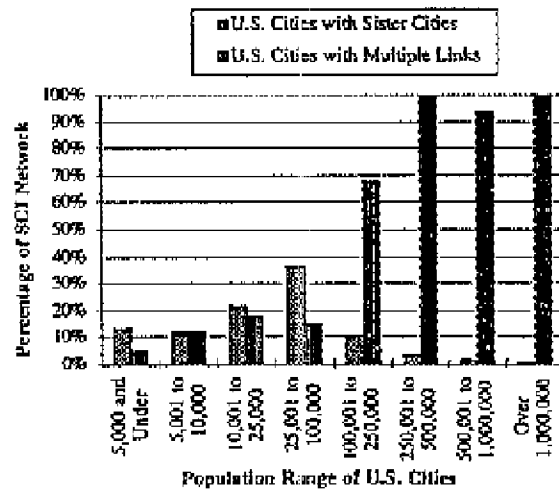
Growth of U.S. Sister Cities Program 1956-96



Distribution of U.S. Sister Cities by World Region and by Population



Due to multiple links, figures total more than 100 percent.



Top U.S. States in the Sister City Program

State	No. of Affiliations	% of Total
California	209	19%
Michigan	61	6%
Texas	55	5%
Florida	51	4.6%
Illinois	46	4.2%
Ohio	40	3.6%
Total	462	42.6%

Note: The analysis was done using the U.S. cities listed in the 1996 Directory of Sister Cities. SCI included a number of cities in its final figure of 1,087 cities in the program that were not actually affiliated. These cities are members of SCI and actively seeking a sister city. Therefore, the base used for this analysis was 959 U.S. cities, with the balance of 128 not included for the above reason, as well as city/county overlap.

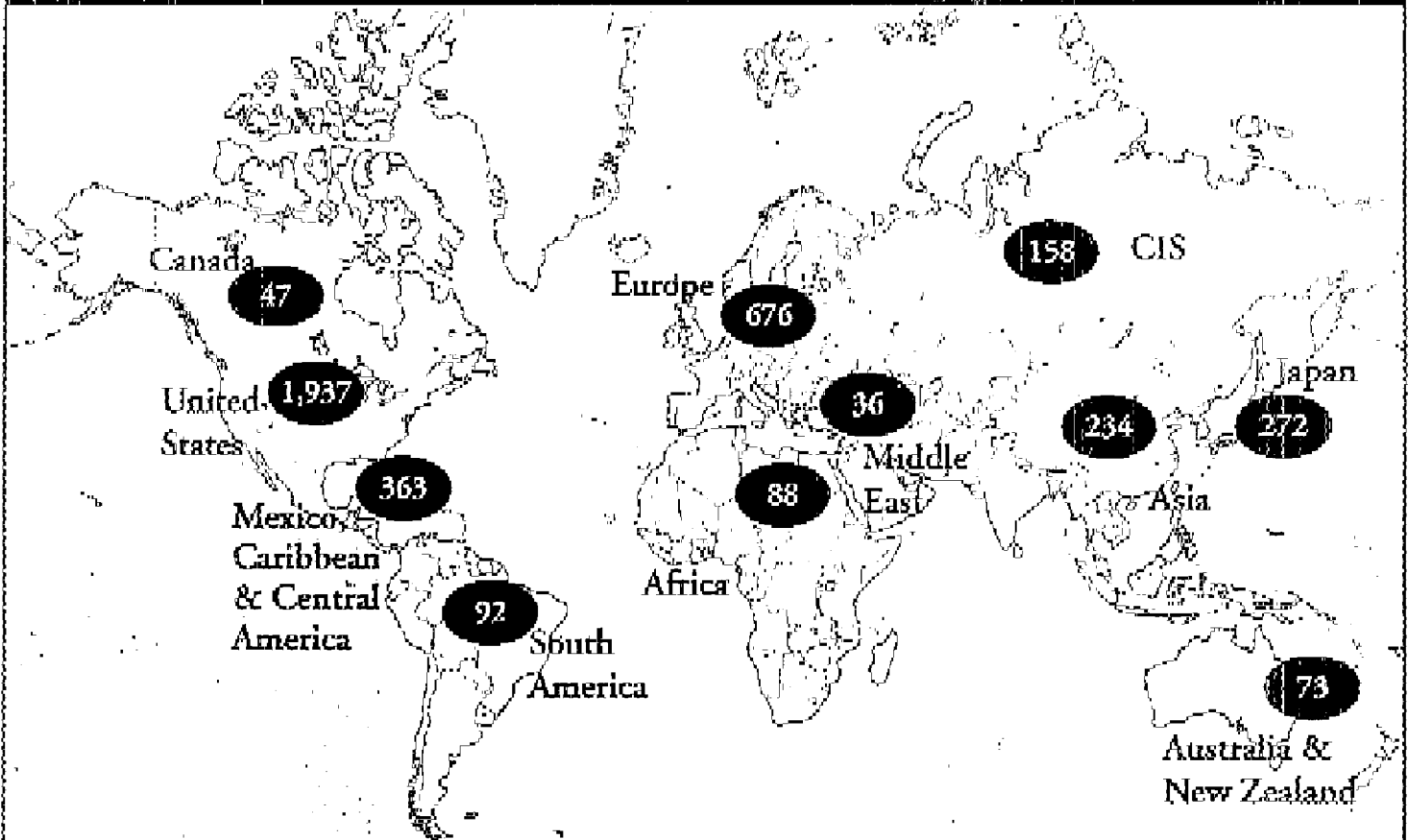
Information compiled by Richard Oakland, S.D. State Coordinator, Rapid City, S.D.

Graph 2

This graph shows the number of participating cities by continent. A breakdown of activities, organizational involvement and local institutions is also listed. The author used this breakdown in comparing with the activities of the five cities studied. The cities paired with the five cities studied are:

Phoenix:	Chengdu, China
	Ennis, Ireland
	Grenoble, France
	Hermosillo, Mexico
	Himeji, Japan
	Taipei Municipality, China
	Prague, Czech Republic
Louisville:	La Plata, Argentina
	Mainz, Germany
	Montpellier, France
	Perm, Russia
	Quito, Ecuador
	Tanale, Ghana
Roanoke:	Kisumu, Kenya
	Pskov, Russia
	Wonju, Korea
	Florianopolis, Brazil
	Opole, Poland
	Ujjang, China
Bridgeton:	Eskilstuna, Sweden
Los Alamos:	Arzamas-16 (renamed Sarov), Russia

Sister Cities Affiliations Around the World



U.S. Sister Cities activities and Community Partnerships

Most popular sister cities activities:

- | | |
|---|----------------------------------|
| [1] School Affiliations | [6] Club or Organizational Links |
| [2] Performing/Visual Art Exchanges | [7] Newspaper Column Exchanges |
| [3] Community Development Programs
<i>Health, Environment, Humanitarian Assistance</i> | [8] TV Station Links |
| <i>Tourism, Economic Development</i> | [9] Video Exchanges |
| <i>Telecommunications</i> | [10] Community Service Projects |
| [4] Business/Trade Delegations | [11] Museum Exchanges |
| [5] Foreign Language Instruction | [12] Radio Station Links |

Local organizations involved in sister cities activities:

- | | |
|-----------------------------------|---|
| [1] Chamber of Commerce 69% | [9] Veterans' Organizations 10% |
| [2] Newspaper 67% | [10] Soroptomist Club 5% |
| [3] TV Station 41% | [11] YMCA 2% |
| [4] Rotary Club 36% | [12] YWCA 2% |
| [5] Radio Station 31% | [13] Ethnic Groups 2% |
| [6] Boy & Girl Scouts 19% | [14] City Departments (police, etc.) ... 2% |
| [7] Lions Club 19% | [15] Hobby Groups 2% |
| [8] Kiwanis Club 17% | |

Local institutions involved in sister cities activities:

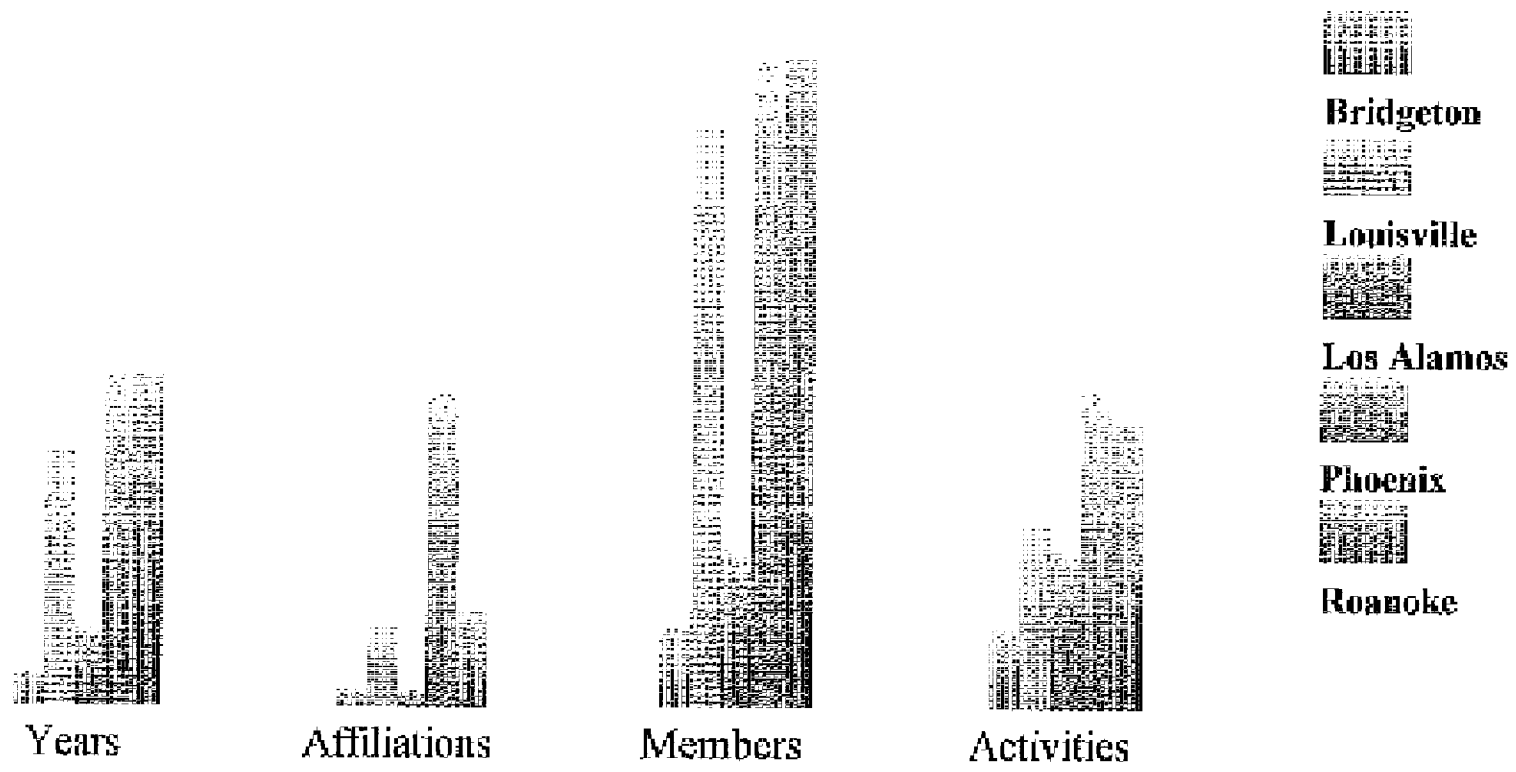
- | | |
|----------------------------------|---------------------------------------|
| [1] Secondary Schools 93% | [7] Religious 24% |
| [2] Elementary Schools 67% | [8] Orchestras 24% |
| [3] Universities 55% | [9] Trade Schools 22% |
| [4] Hospitals/Clinics 41% | [10] Environmental 22% |
| [5] Museums 41% | [11] Cultural Organizations 12% |
| [6] Junior Colleges 24% | [12] Zoological Parks 7% |

Graph 3

This graph shows the participation, membership, activities and length of time for each city studied. The author compared this with activities, members and affiliations of the international program data.

Membership Information

50
40
30
20
10
0



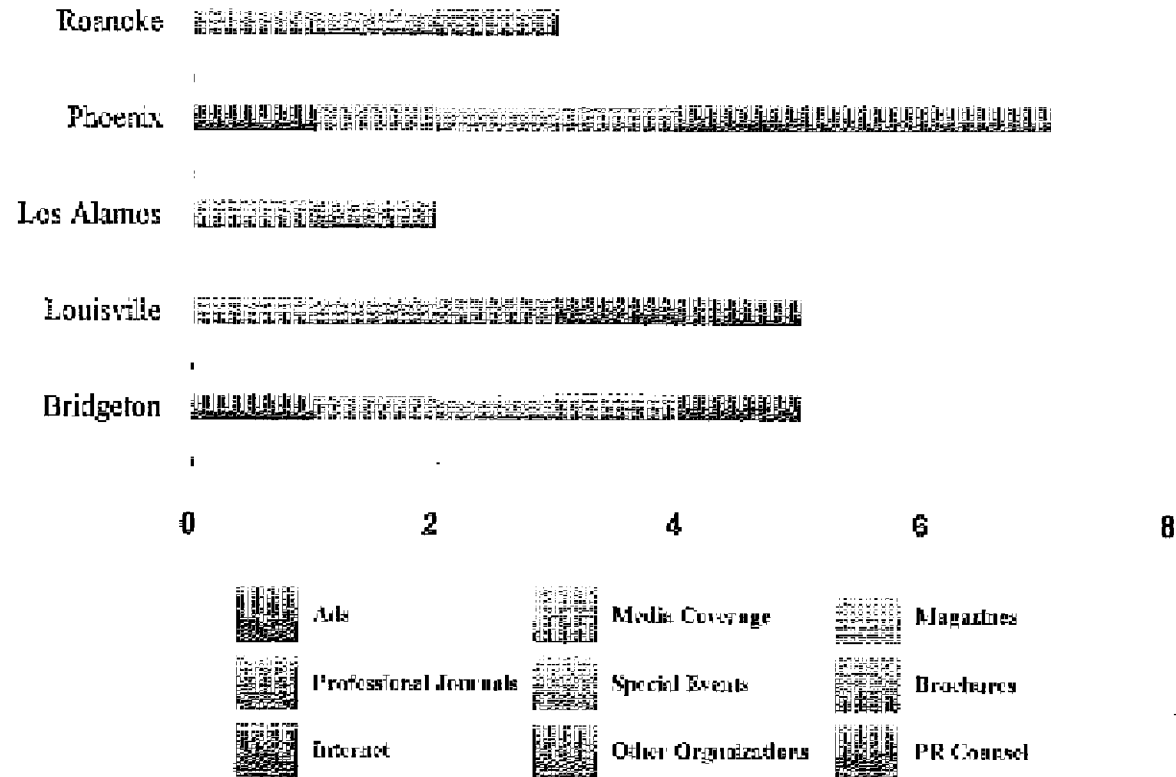
Graph 3

Graph 4

This graph shows the use of public relations and publicity techniques used by the five cities studied. This data can be compared with the data in Graph 2.

Public Relations & Publicity

Techniques Used



Graph 5

This graph lists the types of affiliations and/or members of the researched cities.
This graph can be compared with Graph 2.

Sister City Survey for Public Relations Evaluation

- 1) How long has your Sister City program existed?
 0-5 years 6-10 years 11-15 years 16-20 years 21 or more years
- 2) How many Sister City affiliations do you have?
 1-2 3-4 5-6 7 or more
- 3) How many activities do you hold per year?
 0-3 4-10 11-20 20 or more
- 4) How does your program promote its activities? (Check all that apply)
 Ads (Radio, TV, Print) Media Coverage Magazines Internet
 Professional Journals Special Events Brochures Other Organizations
- 5) What types of activities do you hold? (Check all that apply)
 Artistic Civic Cultural Educational Religious
 Business Community Economic Political Scientific
 Other (be specific) _____
- 6) How many members do you have in the organization?
 1-10 11-20 21-30 31-40 41 or more
- 7) What part of the community do they come from? (Check all that apply)
 Arts Cultural Education Religious Technical
 Business Civic Families Scientific Other (be specific)

- 8) Do you have a Public Relations person on staff or serving as counsel for your program?
 Yes No
- 9) If no, why not?

- 10) If yes, what is the extent of their involvement in the program?

- 11) Do you have a mission statement or goal for your Sister City program?
 Yes No
- 12) If so, please enclose.

13) Do you evaluate your Sister Cities program?

Yes No

14) If yes, how do you evaluate it?

15) How important is international relations to your organization?

High Moderately High Average Below Average Low

16) What do you feel is the most important contribution your organization has made to international relations?

Thank-you for completing this survey. Please return it in the enclosed envelope or fax it to 609 825-1010 by May 10, 1997. If the envelope is missing, mail it to:

Laura Mitchell
608 Dove Drive
Millville, NJ 08332

THANK-YOU!

Laura Mitchell
608 Dove Drive
Millville, NJ 08332
609 327-0376
609 825-1010(fax)
E-mail: badequate@aol.com

Juanita M. Crabb
Executive Director
Sister Cities International
120 South Payne Street
Alexandria, VA 22314
Fax: 703 836-4815

September 20, 1996

Dear Ms. Crabb,

I am a graduate student in the Public Relations program at Rowan College of New Jersey. I am working on my Masters' Thesis and would like to focus on your organization. I am familiar with some aspects of the Sister-Cities program. For my thesis I want to review the Sister-Cities program focusing on public relations themes of promotions, grants, fundraising, special events or the effectiveness of the program.

If there are topics or situation that warrant research please contact me at the above address. I appreciate your time considering my request.

Sincerely,

Laura Mitchell

Laura Mitchell
608 Dove Drive
Milville, NJ 08332
609 327-0376
609 825-1010(fax)
E-mail: badequate@aol.com

January 26, 1997

Ms. Kate Ross
Phoenix Sister City Commission
12 South 2nd Ave
4th Floor
Phoenix, AZ 85003

Dear Ms. Ross,

I am a graduate student in the Public Relations program at Rowan College of New Jersey. For my graduate thesis I am doing a study on the Sister Cities International program as an effective public relations program.

I would appreciate it if you could send me information on your program and how it has affected public relations in your community. If you could send this to me by February 10, 1997 I would appreciate it. Thank-you for your help.

Sincerely,

Laura Mitchell
Graduate Student, Public Relations
Rowan College of New Jersey

Laura Mitchell
608 Dove Drive
Millville, NJ 08332
609 327-0376
609 825-1010(fax)
E-mail: badequate@aol.com

Dr. Irv Lindemuth
Los Alamos-Sarov Sister Cities
937 Capulin Road
Los Alamos, NM 87544

January 26, 1997

Dear Dr. Lindemuth

I am a graduate student in the Public Relations program at Rowan College of New Jersey. For my graduate thesis I am doing a study on the Sister Cities International program as an effective public relations program.

I would appreciate it if you could send me information on your program and how it has affected public relations in your community. If you could send this to me by February 10, 1997 I would appreciate it. Thank-you for your help.

Sincerely,

Laura Mitchell
Graduate Student, Public Relations
Rowan College of New Jersey

Laura Mitchell
608 Dove Drive
Millville, NJ 08332
609 327-0376
609 825-1010(fax)
E-mail: badequate@aol.com

Ms. Florine Postell
Cincinnati Sister Cities
441 Vine Street
Suite 2011
Cincinnati, OH 45202

January 26, 1997

Dear Ms. Postell,

I am a graduate student in the Public Relations program at Rowan College of New Jersey. For my graduate thesis I am doing a study on the Sister Cities International program as an effective public relations program.

I would appreciate it if you could send me information on your program and how it has affected public relations in your community. If you could send this to me by February 10, 1997 I would appreciate it. Thank-you for your help.

Sincerely,

Laura Mitchell
Graduate Student, Public Relations
Rowan College of New Jersey

Laura Mitchell
608 Dove Drive
Millville, NJ 08332
609 327-0376
609 825-1010(fax)
E-mail: badequate@aol.com

Ms. Pam Yenawine
President, Louisville Sister Cities
851 South Fourth Street
Louisville, KY 40203

January 26, 1997

Dear Ms. Yenawine,

I am a graduate student in the Public Relations program at Rowan College of New Jersey. For my graduate thesis I am doing a study on the Sister Cities International program as an effective public relations program.

I would appreciate it if you could send me information on your program and how it has affected public relations in your community. If you could send this to me by February 10, 1997 I would appreciate it. Thank-you for your help.

Sincerely,

Laura Mitchell
Graduate Student, Public Relations
Rowan College of New Jersey

Laura Mitchell
608 Dove Drive
Millville, NJ 08332
609 327-0376
609 825-1010(fax)
E-mail: badequate@aol.com

Mr. Dennis Hodgson
Asheville Sister Cities
107 Evelyn Place
Asheville, NC 28801

January 26, 1997

Dear Mr. Hodgson,

I am a graduate student in the Public Relations program at Rowan College of New Jersey. For my graduate thesis I am doing a study on the Sister Cities International program as an effective public relations program.

I would appreciate it if you could send me information on your program and how it has affected public relations in your community. If you could send this to me by February 10, 1997 I would appreciate it. Thank-you for your help.

Sincerely,

Laura Mitchell
Graduate Student, Public Relations
Rowan College of New Jersey

Los Alamos

Los Alamos National Laboratory
Los Alamos, New Mexico 87545

DATE: February 4, 1997
IN REPLY REFER TO: XPA(IRL)2/97-3
MAIL STOP: B259
TELEPHONE: (505) 667-7844
FAX: (505) 665-7725
E-MAIL: irl@lanl.gov

Ms. Laura Mitchell
608 Dove Drive
Millville NJ 08332

Dear Ms. Mitchell:

Thank you for your letter of January 26 concerning the Sister Cities relationship between Sarov, Russia, and Los Alamos.

Not quite knowing how to respond to your inquiry, I have enclosed copies of my far-from-complete collection of US and Russian newspaper articles that cover two unprecedented relationships: (a) the scientific collaboration between the Los Alamos National Laboratory and the All-Russian Scientific Research Institute of Experimental Physics at Sarov (formerly known as Arzamas-16); (b) the Sister Cities partnership. I have also enclosed a recent issue of Los Alamos Science entitled "Russian-American Collaborations to Reduce the Nuclear Danger," which covers the two evolving relationships.

Six years ago, although much of the global tensions of the Cold War had subsided, we could never have predicted that the two institutes that developed the first nuclear weapons of the US and the Soviet Union would work "side-by-side" as equals. Not could we have predicted that the two communities who understand nuclear weapons perhaps more than anyone else in the world, and who feared the use of nuclear weapons in warfare perhaps more than anyone else, would join together to express so emphatically their never-ending desire for peace throughout the world.

Sister Cities is certainly an effective international relations program. Perhaps this is illustrated most succinctly by the comment made by the Sarov Courier newspaper concerning the May 1995 visitors from Los Alamos: "if all Americans are like the citizens that visited Arzamas-16, then you and I shall not perish on this fragile planet."

Please do not hesitate to contact me if I can provide additional information.

Very sincerely,



Irvin R. Lindemuth, Project Leader for
International Collaboration in
Pulsed Power Applications

P.S. Be sure to send me a copy of your thesis.



City of Phoenix
PHOENIX SISTER CITIES COMMISSION, INC

MEMO

To: Laura Mitchell
From: Paula West -Executive Director
Subject: Phoenix Sister Cities Commission
Date: January 24, 1997

Thank you for your interest in the Phoenix Sister Cities Program. I am forwarding information regarding Phoenix Sister Cities Commission. I hope that this information will be beneficial to you in the completion of your graduate thesis.

Subj: Sister Cities International/Master's Thesis
Date: 96-09-25 13:45:35 EDT
From: dgpotter@sister-cities.org (David G. Potter)
To: badequate@aol.com

Dear Laura Mitchell,

Thank you very much for your letter which Juanita Crabb forwarded to me. It is very exciting to hear of your plans to focus your research on the Sister Cities program. Recently, I assisted a graduate student in California who just finished her Master's thesis about the Sister Cities program. There are now several important academic papers about the program, I wish to encourage you to add to this collection.

Let me get you started by sending you a packet of information about SCI. Also, I will send you the name and number of two recent graduates who researched the Sister Cities program.

Feel free to send me e-mail with any questions you might have after you have perused the materials.

Thanks,

David

David Potter, Program Officer for Development
Sister Cities International <<http://www.sister-cities.org/>>
120 South Payne St. tel (703) 836-3535
Alexandria, VA 22314 fax (703) 836-4815

----- Headers -----

From dgpotter@sister-cities.org Wed Sep 25 12:06:58 1996
Return-Path: dgpotter@sister-cities.org
Received: from public.sister-cities.org ([206.151.70.2]) by emin02.mail.aol.com (8.6.12/8.6.12) with ESMTP id MAA23785 for <badequate@aol.com>; Wed, 25 Sep 1996 12:06:57 -0400
Received: from [206.151.71.23] (david.sister-cities.org [206.151.71.23]) by public.sister-cities.org (8.6.10/8.6.9) with ESMTP id MAA32068 for <badequate@aol.com>; Wed, 25 Sep 1996 12:00:33 -0400
Message-Id: <v03007802ae6f165f6c8e@[206.151.71.23]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Date: Wed, 25 Sep 1996 12:10:51 -0500
To: badequate@aol.com
From: "David G. Potter" <dgpotter@sister-cities.org>
Subject: Sister Cities International/Master's Thesis

Subj: Re: Thesis Topic
Date: 96-10-17 17:42:35 EDT
From: dgpotter@sister-cities.org (David G. Potter)
To: Badequate@aol.com

Hi Laura,

Your thesis topic sounds good. I am concerned that some of the programs you have chosen to study are not very active and will not have much to offer you in terms of research/data.

Bridgeton, NJ, I work in their Public Affairs, Tourism and Recreation Departments in public relations, Eskilstuna Sweden;

Bozeman, MT and Turrialba, Costa Rica
Call the Mayor's office and ask for the contact person.

St. Petersburg, FL and Takamatsu, Japan
Call Carol Lowe, Florida State Coordinator for info:
954-561-3213

Charleston, SC and Spoleto, Italy
Try James Budds/Barbara Vaughn
803-724-3746
(You might have to call the city for further info)

Roanoke is a good program, ✓ Dr. Bob Roth 540-721-6200
Call Pearl Fu 540-342-7739 for general information or
Greta Evans: 703-989-4187 (Kisumu, Kenya)
Natasha Peterson: 540-343-5793 (Pskov, Russia)
Beth Poff: 540-343-3241 (Wonju)

Brisbane CA and Brisbane, Australia.
Try Lee Parza 415-468-3821

Good Luck.

If you have trouble, I can give you the names of active programs which can help you.

~~~~~  
David Potter, Program Officer for Development  
Sister Cities International <<http://www.sister-cities.org/>>  
120 South Payne St. tel (703) 836-3535

Alexandria, VA 22314 fax (703) 836-4815

AAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA

---

Headers

From: dgpotter@sister-cities.org Thu Oct 17 17:41:53 1996  
Return-Path: dgpotter@sister-cities.org  
Received: from public.sister-cities.org ([206.151.70.2]) by emin21.mail.aol.com (8.6.12/8.6.12) with ESMTP id RAA05022 for <Badequate@aol.com>; Thu, 17 Oct 1996 17:41:43 -0400  
Received: from [206.151.71.23] (david.sister-cities.org [206.151.71.23]) by public.sister-cities.org (8.6.10/8.6.9) with ESMTP id RAA31367 for <Badequate@aol.com>; Thu, 17 Oct 1996 17:33:32 -0400  
Date: Thu, 17 Oct 1996 17:33:32 -0400  
Message-Id: <v03007801ae8c1c7cfdd1@[206.151.71.23]>  
In-Reply-To: <961014144003\_210544533@emout01.mail.aol.com>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"  
To: Badequate@aol.com  
From: "David G. Potter" <dgpotter@sister-cities.org>  
Subject: Re: Thesis Topic

Subj: Re: Thesis Topic (Laura Mitchell)  
Date: 96-10-22 10:00:52 EDT  
From: dgpotter@sister-cities.org (David G. Potter)  
To: Badequate@aol.com

Hi Laura,

Here is a list of some active programs. Let me know which ones you are interested in.

Cincinnati, Chicago, Jacksonville, Louisville, Phoenix, Philadelphia, San Francisco, San Diego, and St. Louis have excellent programs for large cities.

Toledo, Kettering (Ohio), Charlotte, NC are also excellent.

... Battle Creek, MI-Takasaki, Japan-Santo Andre, Brazil: Theme: Environmental Issues;  
... New Brunswick, NJ-Tsuruoka, Japan-Debrecen, Hungary: Theme: Health Care;  
... Fort Wayne, IN-Takaoka, Japan-Plock, Poland: Theme: Cross-cultural Economic Development;  
... Duluth, MN-Ohara, Japan-Petrozavodsk, Russia: Theme: Environmental Policy and Practice;  
... Stillwater, OK-Kameoka, Japan-Jandira, Brazil: Theme: Life-long Learning;  
... Rice Lake, WI-Miharu-machi, Japan-Zamberk, Czech Republic: Theme: Volunteerism;  
... Portland, OR-Sapporo, Japan-Mutare, Zimbabwe: Theme: E-Mail / Telecommunications Development, Environmental Education ;  
... Chicago, IL-Osaka, Japan-Shenyang, China: Theme: Environment and Waste Management; and  
... Modesto, CA-Kurume, Japan-Vijayawada, India: Theme: Establishing E-Mail Links/Student Exchange through Telecommunications;

Another Center for Global Partnership funded program, U.S.-Japan Volunteerism Internships Program, assists U.S.-Japan sister city partners to send one intern to their sister city to study the concept and practice of volunteerism for up to one month. Participants study community development issues such as internationalization, working with the elderly, and innovative approaches to private and public sector cooperation. Grantees this year include: Corpus Christi, TX-Yokosuka, Japan; Lakeland, FL-Imabari, Japan; and Clearwater, FL-Nagano, Japan.

The Internews/USAID funded program, Russian-American Partnerships For Independent Newspapers (PIN), features exchanges and internships for U.S. Russian sister city newspaper managers. The program assists non-governmental Russian press for developing management skills and

techniques. Current sister city newspaper pairs include:

- ... Montclair of Oakland, Calif.-Zolotoy Rog (The Golden Horn) of Vladivostok in conjunction with the city of Nakhodka;
- ... The Florida Times-Union of Jacksonville, Fla.-Polyarnaya Pravda (The Polar Truth) of Murmansk;
- ... The Mercury News of San Jose, Calif.-Uralsky Rabochy (The Ural Worker) of Ekaterinburg;
- ... Hendersonville Times-News in conjunction with the city of Asheville, N.C.-Ekran-Vestnik Kavkaza (The Monitor-Herald of the Caucasus) of Vladikavkaz;
- ... The Chapel Hill News of Chapel Hill, N.C.-Novy Stil (The New Style) of Saratov;
- ... The Durham Herald-Sun of Durham, N.C.-Kostromskie Vedomosti (Kostroma News) of Kostroma;
- ... The Plano Star Courier of Plano, Texas-Budny 2 (The Daily) of Ivanovo
- ... The Iowa Falls Times Citizen of Iowa Falls, Iowa-Gubernskie Vedomosti (Regional News) of Stavropol;
- ... The Peninsula Clarion of Kenai, Alaska-Sovetski Sakhalin (The Soviet Sakhalin) in conjunction with the city of Okha; and
- ... Anacortes American of Anacortes, Wash.-Kirishi Fakel (The Kirishi Torch) in conjunction with the city of Lomonosov.

In 1996, SCI concluded the third year of the Thematic Youth Exchange Program, a USIA-funded grant program designed to promote highly interactive youth exchange projects between U.S. and NIS sister cities. The youth exchanges are short-term reciprocal high school exchanges, which are funded through seed grants. The goals of the TYE Program are: 1) to increase interaction between U.S. and NIS youth; 2) to strengthen local sister city programs by involving local organizations, individuals, businesses and schools in the project; 3) to strengthen U.S.-NIS sister city relationships by increasing interaction between the cities through joint project planning and implementation; 4) to increase youth involvement in sister city programs. Thematic Youth Exchange Grant Recipients for 1996 included:

- ... Albuquerque, NM/Ashgabat, Turkmenistan. Theme: Community Environmental Challenges;
- ... Asheville, NC/Karakol, Kyrgyzstan. Theme: Tourism and the Environment;
- ... Corvallis, Ore./Uzhgorod, Ukraine. Theme: Community Service;
- ... Davis, Calif./Uman, Ukraine. Theme: Agriculture;
- ... Flint, Mich./Togliatti, Russia. Theme: Social, Political, and Economic Issues;
- ... La Crosse, Wis./Dubna, Russia. Theme: The Ecology of Big Waters;
- ... Long Beach, Calif./Sochi, Russia. Theme: Environmental Issues;
- ... Los Alamos, NM/Sarov, Russia. Theme: Culture, Conservation and the Environment;
- ... Osage, Iowa/Lermontov, Russia. Theme: Historical Roots;
- ... Sebastopol, Calif./Chihirin, Ukraine. Theme: Environmental Action;
- ... South Lake Tahoe, Calif./Baikalsk, Russia. Theme: Environmental Conservation;

... Tulsa, Okla./Zelenograd, Russia: Theme: Youth Leadership Development; and  
... Waukesha, Wis./Kokshetau, Kazakstan: Theme: Environmental Study and  
Conservation.

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David Potter, Program Officer for Development  
Sister Cities International <<http://www.sister-cities.org/>>  
120 South Payne St tel (703) 836-3535  
Alexandria, VA 22314 fax (703) 836-4815

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----- Headers -----

From: [dgpoller@sister-cities.org](mailto:dgpoller@sister-cities.org) Tue Oct 22 10:00:16 1996  
Return-Path: [dgpoller@sister-cities.org](mailto:dgpoller@sister-cities.org)  
Received: from public.sister-cities.org (public.sister-cities.org [206.151.70.2]) by emin21.mail.aol.com  
(8.6.12/8.6.12) with ESMTP id KAA10975 for <[Badequate@aol.com](mailto:Badequate@aol.com)>; Tue, 22 Oct 1996 10:00:16 -0400  
Received: from [206.151.71.23] (david.sister-cities.org [206.151.71.23]) by public.sister-cities.org  
(8.6.10/8.6.9) with ESMTP id JAA01262 for <[Badequate@aol.com](mailto:Badequate@aol.com)>; Tue, 22 Oct 1996 09:54:45 -0400  
Date: Tue, 22 Oct 1996 09:54:45 -0400  
Message-Id: <[v03007802ae924b5dc93c@\[206.151.71.23\]](mailto:v03007802ae924b5dc93c@[206.151.71.23])>  
In-Reply-To: <[961022093503\\_216026839@emout11.mail.aol.com](mailto:961022093503_216026839@emout11.mail.aol.com)>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="iso-8859-1"  
Content-Transfer-Encoding: quoted-printable  
To: [Badequate@aol.com](mailto:Badequate@aol.com)  
From: "David G. Potter" <[dgpoller@sister-cities.org](mailto:dgpoller@sister-cities.org)>  
Subject: Re: Thesis Topic (Laura Mitchell)

Subj: Re: Thesis  
Date: Fri, Jan 10, 1997 4:59 PM EDT  
From: dgpotter@sister-cities.org  
X-From: dgpotter@sister-cities.org (David G. Potter)  
To: Badequate@aol.com

Hi Laura,

Sorry about the delay in response, I have been in California. Hope this helps.

David

Cincinnati:  
Ms. Florine Postell  
Cincinnati Sister Cities  
441 Vine St Ste 2011  
Cincinnati, OH 45202

Louisville: -  
Ms. Pam Yenawine  
President, Louisville Sister Cities  
851 South Fourth St.  
Louisville, KY 40203

Los Alamos: -  
Dr. Irv Lindemuth  
Los Alamos-Sarov Sister Cities  
937 Capulin Road  
Los Alamos, NM 87544

Asheville:  
Mr. Dennis Hodgson  
Asheville Sister Cities  
107 Evelyn Place  
Asheville, NC 28801

Phoenix:

Ms. Kate Ross  
Phoenix Sister City Commission  
12 South 2nd Ave. , 4th Floor  
Phoenix, AZ 85003

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~  
Mr. David G. Potter, Program Officer for Development  
Program Manager, U.S.-NIS Sister Schools Initiative  
Program Manager, U.S.-NIS Thematic Youth Exchange Program  
Sister Cities International <<http://www.sister-cities.org/>>  
120 South Payne St. tel (703) 836-3535  
Alexandria, VA 22314 fax (703) 836-4815 Happy Holidays!  
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From [dgpotter@sister-cities.org](mailto:dgpotter@sister-cities.org) Fri Jan 10 15:58:34 1997  
Return-Path: [dgpotter@sister-cities.org](mailto:dgpotter@sister-cities.org)  
Received: from [geronimo.sister-cities.org](mailto:geronimo.sister-cities.org) ([geronimo.sister-cities.org](mailto:geronimo.sister-cities.org)  
[206.151.71.2]) by [emin08.mail.aol.com](mailto:emin08.mail.aol.com) (8.6.12/8.6.12) with ESMTP id  
PAA19632 for <[Badequate@aol.com](mailto:Badequate@aol.com)>; Fri, 10 Jan 1997 15:58:32 -0500  
Received: from [206.151.71.23] ([david.sister-cities.org](mailto:david.sister-cities.org) [206.151.71.23]) by  
[geronimo.sister-cities.org](mailto:geronimo.sister-cities.org) (8.7.6/8.7.3) with ESMTP id PAA06670 for  
<[Badequate@aol.com](mailto:Badequate@aol.com)>; Fri, 10 Jan 1997 15:01:28 -0500  
Date: Fri, 10 Jan 1997 15:01:28 -0500  
X-Sender: [dgpotter@geronimo.sister-cities.org](mailto:dgpotter@geronimo.sister-cities.org)  
Message-Id: <[v03007803aefc12e6f6d8@\[206.151.71.23\]](mailto:v03007803aefc12e6f6d8@[206.151.71.23])>  
In-Reply-To: <[961223214048\\_1322978786@emout19.mail.aol.com](mailto:961223214048_1322978786@emout19.mail.aol.com)>  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"  
To: [Badequate@aol.com](mailto:Badequate@aol.com)  
From: "David G. Potter" <[dgpotter@sister-cities.org](mailto:dgpotter@sister-cities.org)>  
Subject: Re: Thesis