...

The Components Of Mind Control ...

belong to something, or follow some line of thinking or belief. members to some degree. All of us ers. Which means all of us are cult defines a "Cult" as a group of follow-Webster's New World Dictionary

of confusion develops. But if one is a any one of three things may happen: If both are leaders, a state of war deleader and one a follower, a new cult relops. If both are followers, a state Where two are gathered together,

•

unduly concerned about And so, cults are nothing to be

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from Cambridge College, is the author of "Combatting Cult Mind tive. Hassan, who holds a master's degree in counseling psychology tion in this editorial is extracted from the Moonies. Much of the informa-Control", and a former member of minds, the cult is said to be destrucsult in control of their members' implementing components that resan, when cults develop and grow by But according to author Steve Has-

changing his beliefs to fit his action. The effect is usually not lasting, and Mind control is not brainwashing. Brainwashing is coercive. The vicsome type of oppression, and then compues only the hands of an enemy, and usually um knows from the start that he is in isappears once the threatening force justify the compliance by to gain relief from

devastating than brainwashing. and subtle. Victims are manipulated and deceived instead of being dicontrol is more permanent and more what is happening to them. Mind prescribed choices and never realize ectly threatened. They respond Mind control is more sophisticated 5

of thoughts, waterol of emptions, and nents in order rlassan: curiou of behavior, control control of information. All desure rents of Mind Control, according to ive cults employ these were con-There are four recognized compo-8 huying until he's trapped. If it were all

)

physical reality (control behavior), sometimes including where he lives, what he wears, when he sleeps, or thought is almost automatic. pening to him. Bingo ... control of to him is what is supposed to be hapwhat jobs he does... then that person begins to think that what is happening

a new language system and an abso-lute doctrine that allows no gray area, Thought control in most destructive cults is reinforced by the foundation of but develops a bipolar attitude about

perfect, and the doctrine is perfect, then any negative thought about them must be a defect in the follower. So, trying to be perfect, the cult member puts the thought out of his head. Beorganization. After all, if the leader is ore he starts feeling guilty about think-

n tional control. Since the leader is pery feet and the doctrine is perfect, a destructive cult member feels guilly if he
n doubts. And he fears that his doubts y
will become exposed and earn the y
wrath of the group. He also fears that s If he does allow a negative thought about the cult, he's sucked into the next level of Mind Control... emonext level of Mind Control... geyman the group has devised to punish such failure. pectauons, he will be the cause of their failure, and subject to whatever f he doesn't live up to the group's exģ the earth.

the cult itself is controlled from within. fect... so why bother with anything else? Often, even information about external information sources, because has no access to external information, be has nothing by which to judge his in the nuter circles. A destructive cult the inner circles are unknown to those The higher levels are confidential, situation. Many cult members shun brosbuct 4:0001 From the leader and the doctrine are per-Finally, if a destructive cult member

Once a leader can regulate a person's

reality. Everything is "in or out", "black or white", "us or them".

Thought-stopping rituals are employed by most destructive cults to block out negative thoughtsabout their

tive "front" organizations. new members, often through decepa Destructive cults actively recruit

unevaluable. are those which are unverifiable and absolute Truth. Their teachings are not (to them) mere theory or speculation. The most effective cult doctrines A Destructive cults claim to offer

against us." A Destructive cults reduce every-

group.

A Destructive cults lead their A Destructive cults generate some kind of external "petdevil" with which to threaten their members if they how superior to all other humans on members to believe they are someshould doubt, or fail, or ever leave the

simplistic games or rituals of some type designed to make the individual A Destructive cults put the will of the group above the will of the indi-vidual. This is often reinforced with subservient to the group. A Destructive cults teach that the

obedience to superiors and encourage end justifies the means.

A Destructive cults Destructive cults teach strict

the development of behavior patterns are similar to those of the leader. In the Destructive cults offer acceptance by the group for good perform. In ance, and conversely, withhold it for present the property of the present the conversely. poor performance,

or in destructive cults, fear is a.

n. major motivator. Guilt is a close seconic ond, and shame is third. Only the cult me leader is perfect, so everyone below is the fearful that those above will find out the constitution of the constitution

is necessary to the success of destruclaid out to start with, nobody would join. That's why information control

a vicum of "brainwashing." And he's right, nobody brainwashed him. But the results are the same, and they last will protest vehemently that he is not the quagmire of Mind Control and By this point, a recruit is deep into

be punished for it. are imperfect in some respect, and will

thing to a bi-polar attitude: "for us, or choose, the above 13 items will almost universally apply. No matter which destructive cult you

of them claims unique and absolute ownership of the "Truth." tology, The Peoples Temple, Unifica-tion Church, Hare Krishnas, House of Judah, Ramtha, Garbage Eaters, Rajneesh, ECK, Church Universal and Transcendental Meditation, Truth Stathe same techniques, even though each Triumphant, Elan Vital, Posse Comi-God, Temple of Set, Synanon, Scientatus, or any of the others.... they use tion, Nichiren Soshu (Soka Gakkai) Study the methods of est, LaRouche, Way International, Children of

cults are religious in nature. There are, arenas: Religious, of course, but also principles, the Political, Psychotherapy/Educational, and even Commercial. Still, the overmore faithfully they adhere to those become the same thirteen items above. riding principles of their success are You'll notice that not all destructive more successful they

mented with regard to our current problem in this area: niques of Mind Control are imple-See how completely the 13

Businessmen of America, Foundation orgs (Narconon, Criminon, Concerned ☆ Scientology has it's many front

or imagined shortcomings, and are ashamed that they haven't worked harder to get rid of them.

from emotional highs, to emotiona they last too long. erated, and result in more indoctrination, or even ejection from the group if lows regularly. Lows are not long tol-A Destructive cult members swing

present, and distort their future. Distechnique of all such cults. rupting time orientation is an honored their members' past, manipulate their The Destructive cults tend to re-write

☆ And, finally, there is never a legitimate reason for leaving a destructive cult. The only reason members leave a perfect system, is because they

an arrogance, a truculence about them that belies this training, and insulates bers that they are the most superior humans on the planet. Members have

throughout a member's career in Sci-Group TR's and similar repeated drills Group dependency is developed through the early training steps called and purpose of its existence is to "Clear the Planet." Everyone in Scientology is working for the goal of the group

furthers the ends of Scientology is an ins, frame-ups, harassment, and inlimidation confirms that anything that A Scientology's history of break-

fairs), Religious Technology Center, and others. A Scientology requires strict obe-

bers based on production. The more recruits, the more they get paid. Performance is rewarded, failure to per-A Scientology pays it's staff memcause Our Society campaign, among many, many others.) all recruiting for the for the Advancement of Science and Education, and most recently the Save

evaluable, often confusing inscruta-bility with wisdom. extraordinarily unverifiable and unlute truth to Scientologists. It is also A Scientology's doctrine is abso-

drug pushers.

Scientology tells it's members Persons opposed to their drug treatbi-polar "us against them" ment program are obviously (to them) ☆ Scientology reduces reality to the

Thetan (god) trapped in this parade of physical bodies throughout eternity. and without their training, persons are doomed to life after aberrated life with that it is the "Road to Total Freedom" no hope of freeing the Operating Scientology teaches its mem-

them from the reasonable world. Scientology teaches that the

side of Scientology as unbearable,

ones the same thing. Members view

their pre-Scientology life as unbe-

lievably bad, and see the future out-

all reinforced by continual

Office (now the Office of Special Afinsure compliance, such as the Ethics structure of enforcement agencies to bers, and has developed a complicated dience without question by all its mem-Office, Finance Police, Guardian's

form up to "stats" might result in a stint on the "Rehabilitation Project Force" doing laundry or chipping paint

nation without ever attaining "Total Freedom". To a believer, this is a out and facing an eternity of reincarworse fate than any offered by pected result, which fosters guilt and shame. They also fear being thrown only as their own failure to come up them if they can't produce the exthink there is something to expectations of the group. They from their superiors, but recognize it Scientologists fear reprisals

ades have come and gone, and the older ones are still telling the younger Planer" in this decade. But the dec-Scientology in the past 30 years has been told that with his or her help, scientology could "Clear The compares this process to post hypnouc suggestion were otherwise unable to perform for the group. Others are routinely RPF'd to menial tasks when they side" beliefs,

'A' Scientologists have been constant taken. Highs are reinforced through some kind of official sanction being tude is not tolerated for long without have an attitude problem. Low attidumped when they became ill wins" for the members. a Just about every recruit into auditing" to produce

who, they say, "causatively" left his body to go to a higher plane of exis-tence. "Causatively" means he was in charge of his body and deter-Scientology is to become "Totally Free" like founder L. Ron Hubbard, the only right way to

the cause of his own death. mined when he wanted it to die. In simpler terminology, he was

is at the end of the "Road to Total Can we assume, then, that suicide

Editorial Comment HAROLD'S JOURNAL

By RWL

Oklahoma is becoming the CULT-ural Center of the Country, it would appear.

With the announcement in last Friday's Daily Oklahoman that the Maharishi Mahesh Yogi plans to build a 640 acre "City of the Immortals" west of Tulsa, and Scientology already trying to set up shop on Chilocco Indian Land, maybe it's time our legislators looked into whatever it is that makes Oklahoma appear to be such fertile ground for every wierdo bunch that falls off a lotus leaf.

Yogi, in case you don't remember, is the guru of TM - Transcendental Meditation - to whom the Beatles once pledged allegiance. It's another authoritarian cult which relies on the four techniques of Mind Control. Yogi controls his followers physical environment, their thoughts, their emotions, and their sources of information. No different than our own problem up north.

Yogi has a sense of humor about him, however. He calls his followers by an endearing ancient Sanskrit term, which, when translated, means "Jackasses."

Like Scientology, TM has it's assortment of celebrities they parade about in public relations dog and pony shows. Some of them include Joe Namath, Carol Burnett, and the Rolling Stones.

Like Scientology, TM has a variety of front organizations, including Students International Meditation Society, World Plan Executive Council, American Foundation for Creative Intelligence, American Meditation Society, and the Institute for Fitness and Athletic Excellence, all designed to recruit new members.

Unlike Scientology, the leader of TM has a real college degree in physics. TM's purpose is to relieve tension and stress, increase productivity, heighten creativity and intelligence. Sound familiar?

The techniques include a few extensive and expensive lectures on the basic methods of meditation, and upon graduation, each student receives his own secret and personal mantra or chant syllable to be repeated privately for twenty minutes each morning and evening to "clear" his mind and relax his body.

Adherents find it astounding that if they become disillusioned with one TM teacher and quickly switch to another, the new teacher will quite often issue a second personal mantra that is identical to the first one issued. How insightful TM truly is!

The true insight is that there were only 16 mantras ever issued, based on the age of the seeker. A secret personal mantra will change only if the seeker has celebrated a particular birthday since the issuance of his last mantra. How simply deluding cults can be.

Graduation includes submission to the Puja ceremony, including repeated bowing and worship of a picture of Guru Dev, the Maharishi's main source of inspiration, who was an Indian Hindu religious leader who died in 1953.

TM is camouflaged Hinduism, and few TM devotees in the West realize they are paying for an ancient Eastern religion in a new package.

Hindus believe there are seven levels of growth from "sleep" up through "unity consciousness", where a student breaks free from the need of passing through reincarnations and reaches oneness with god.

Maharishi says that through his methods a person can learn to float or levitate and pass through walls.

We hope our legislators are successful in finding a way to make them pass through Oklahoma.

In the meantime, our Scientology friends from up north have re-emerged from obscurity and have spent every afternoon from last Wednesday to Saturday out "surveying" Newkirk citizens in front of the Post Office, at EZ Mart, and near the cafe. They don't tell you who they are unless you ask.

They want to know what you like and dislike about Newkirk; who you like and dislike in Newkirk; and what a "new group" would have to do to become "accepted" in Newkirk.

You, of course, have no obligation whatever to participate in this silly little exhibition... even if they run over and write down your license plate number. They are desperately trying to find someone in town who will support their activities...

For the most part, they are sincere, dedicated, albeit misguided low level
Scientologists who think they are saving the world. If you've read all I've
printed on the subject, you know more about Scientology than they do.

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA

THE PRICE OF LIBERTY IS ETERNAL VIGILANCE



It's Called The Church Of Spiritual Technology

The Church of Spiritual Technology, which owns some 3,000 acres in The Mattole, has a membership of 45 people; this, according to Michele Ouelette of "the Los Angeles area," who represents himself as a spokesman for the church.

Those associated with the church are reluctant to speak, giving rise to rumors, many of them.

The church is not L. Ron Hubbard's Church of Scientology, as many thought, according to Ouelette, nor is it the Church of Science and Technology, as reported in this newspaper June 12, 1986, when what was left of the Walker Mansion, the oldest building around Petrolia, was burned in a controlled fire on Mother's Day to make room for a new structure.

The county is widening the Old Mattole Road which leads into Sunset View Ranch, established in 1858, and on ranch grounds the road also is being widened and graded by the church.

The former home of Ben and Louise Walker, which sits on a knoll, has been remodeled and is now the residence of the caretaker, Jim, who would not give his last name, but said he is a member of the church.

Just below this home, a new house, close to the site of the Walker Mansion, is being built with huge cellars. Roger Safier, contractor, and a crew of 12, are building an 8,000-square foot house which may be the retreat early reports mentioned. Safier said it will be one story. Safier hires the subcontractors, he said.

Up hill, the barn has been remodeled to make it earthquake proof, its foundation braced by rocks.

Other sources said the top of Walker Mountain will be blasted off to make room for vast,

underground vaults to store church documents, but that work has been delayed until steel arrives. A new road into this area is being built and can be seen from Ocean House, it was pointed out.



Foundations for new home.

The Church of Spiritual Technology not only bought the Walker ranch in 1984, but, later, the Francis Cook ranch next to it, Ouelette said, and Bill Branstetter is running about 200 head of cattle on the land.

Ouelette said he will be here in January.



Former sign read 'Welcome'; now it's 'Road Work Ahead'.

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA
THE PRICE OF LIBERTY IS ETERNAL VIGILANCE

Price 25¢

No. 52 The Ferndale (California) Enterprise



Church of Spiritual Technology Began Buying Land in 1980

The Church of Spiritual Technology began buying land in The Mattole in 1980 and is paying taxes on the more than 3,000 acres it owns there, according to reports in the County Assessor's office.

The county apparently has given permission to the church to build its "quasi-public archival storage facility" for church documents and a new "primary residence" on the land on which two ranch houses already exist.

One, the former Ben Walker home, has been remodeled for the present caretaker. The new house, 400 feet away, is in the process of being constructed and has a deep basement, with a ramp big enough for a truck. It is supposed to be for "operation of the farm."

The Planning Department, according to a letter to the church, also looks favorably on the construction of a retreat, saying "...other similar recreational uses have in the past been determined to be compatible with these zones."

Zones referred to are Agricultural Exclusive and Timber Production. The letter was written by Thomas Conlon, planning director.

There are also reports of a paved, two lane road built, leading to the mountain top vault, and no record, thus far, of an Environmental Impact Report. An unpaved road was in place.

Neither Conlon nor Linda Evans, who was said to be in charge of the church file, nor Kirk Gothier, second to Conlon, was available for comment.

The church has given various addresses: 5265 Fountain Avenue, Hollywood; Leo Johnson, 314 West Fifth Street, San Bernardino; Michel Oullette, Box 183, Petrolia; and in care of R.H. Emmerson and Son, Box 90614, Redding, although unconfirmed reports say paychecks to construction crews are coming from Whittier. A.A. Emmerson, the son of R.H. Emmerson, is president of Sierra Pacific Industries.

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA THE PRICE OF LIBERTY IS ETERNAL VIGILANCE

Price 25¢

No. 1 The Ferndale (California) Enterprise



Church May Need Permit For Vault

The Church of Spiritual Technology may need a permit for its vault to store church documents. According to Thomas Conlon, county planning director, the church said state geologists have told it no permit is needed to excavate on Walker Mountain for the vault.

Conlon said the matter is now under review. Michel Oullette, spokesman, said earlier the church has 45 members and the vault was needed to store church records or documents. Unconfirmed reports say excavation has started and the vault will be lined with steel.

Conlon said a use permit was issued for the new 8,000-square foot home now being built

some 400 feet from the present caretaker's residence, but the church does not need a permit to build a paved road on its own property, nor is an Environmental Impact Report required.

No permit has yet been applied for or granted for the retreat home the Church of Spiritual Technology has mentioned.

At Public Works, Don Raffaelli, who is in charge of maintenance, said the Old Mattole Road was widened by the county, in conjunction with the church, at the bridge to permit trucks towing mobile homes to cross. Raffaelli also said a slip out near the bridge was repaired to save the county from liability.

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA THE PRICE OF LIBERTY IS ETERNAL VIGILANCE

Price 25¢

No. 2 The Ferndale (California) Enterprise



Church of Spiritual Technology To Preserve Hubbard's Writings

The storage facility on Sunset View Ranch, now owned by The Church of Spiritual Technology, will be used to preserve the religious and philosophic writings for generations to come of the late L. Ron Hubbard, founder of the Church of Scientology.

Michel Ouelette, 40, formerly of Montreal in French-speaking Quebec, Canada, who said he is manager of the 3,000-acre ranch, explained the purpose of the Church of Spiritual Technology over coffee in the handsomely remodeled former Ben Walker residence, now called by Ouelette "the bunkhouse."

Ouelette, who has a degree in agricultural engineering and is a part time cabinet maker, is responsible for much of the design and some of the furnishing in the home, where live Jim Meadors, the caretaker, and Ouelette on his trips to Petrolia from Los Angeles. It is also used for business conferences. There are five bedrooms and two baths as well as Ouelette's office.

"The Church of Spiritual Technology was formed in 1982 and is based in Los Angeles. Its purpose is the preservation of the religious and philosophical writings of L. Ron Hubbard [who died in 1986]," Ouelette said.

"We are not the Church of Scientology; however, we do share a common interest with it through our belief in the value and workability of Mr. Hubbard's writings in solving today's spiritual problems."

Ouelette said, in addition to Hubbard's writings, "other basic religious texts," religious wisdom and the Bible will be placed in the storage facility—not, Ouelette emphasized, to be called a vault.

Trench

The underground storage room will be about four twisting mountain miles from the bunk-house, residence (now being built) and remodeled barn at the end of a two-lane graveled and paved road, once a logging road, Ouelette said. It will be atop a knoll, a "shallow trench" about 20 feet wide.

Asked where the money is coming from, Ouelette replied, "donations."

Correcting unconfirmed reports that excavation had begun, Ouelette said it had not and that final plans for the facility might change.

Ouelette further said, "The church's activities include doing research into long-lasting archival materials, transferring written and spoken words onto such materials to preserve them, and storing them so they will be available for future generations. We will not be conducting religious services at the ranch. The purpose of the property is for the preservation of réligious wisdom."

Ouelette showed a Hubbard book, All About Radiation, printed on acidless paper processed from linen. He also brought out a stainless steel 8" by 11" shining plate on which the words of the Bible are being etched. The one exhibited by Ouelette had Holy Bible, King James version, on one half of the plate and the start of Genesis on the other, "In the beginning God created..."

Ouelette also showed a compact disc labeled "Ron's Journal."

Secure

"The church purchased the Sunset View Ranch at the end of 1983 (from Merle Richard Walker and Claire Ellen Lacy)," Ouelette said, "with the purpose of putting a document storage facility on the ranch. The function of this facility is to archive our religious documents in a quiet and secure location, away from the noise, grime and pollution of major cities. There is no intention of using blasting . . . Rather, we plan to dig a shallow trench which will then be covered over once the facility is in place. There has been no work started yet . . . and any work done will be in full cooperation with county planning . . ."

Ouelette said, "We will continue running livestock on the ranch. The new, three-bedroom ranch house being built on the site of the old

(continued on page 2)

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA
THE PRICE OF LIBERTY IS ETERNAL VIGILANCE

Price 25¢

No. 2 The Permisis (California) Enterprise



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Church

(continued from page 1)

Walker Mansion will be the home of a few church staff who will take care of the ranch.

Although a retreat house was mentioned in correspondence between County Planner Thomas Conlon and Leo Johnson, 72, who Ouelette said is a curator, Ouelette this week said flatly there will be no retreat house.

Ouelette mentioned that whenever possible the church has bought materials from Valley Lumber in Ferndale and other merchants, employed Roger Safier as contractor and other local labor.

Ouelette added: "The church has great concern that the natural beauty of the ranch be maintained and has taken all possible precautions, including paying for an in-depth Environmental Impact study prior to construction. The intention, once the initial phase of construction and renovation is over, is that our religious documents will remain undisturbed for ages to come."

Ouelette gave the present address of the Church of Spiritual Technology as 419 North Larchmont, Suite 86, Los Angeles, 90004. It is where the "roughly 45 members" gather, he said. He said there is a board of directors and the president, Mr. Russ Bellin, is in charge. The church membership is diverse; one is a former teacher, another a former nurse, another a former engineer—they all work for the Church of Spiritual Technology now.

Ouelette said there are no members in Ferndale and, when asked about Ferndale members in the Church of Scientology, he said, "I don't know."

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA THE PRICE OF LIBERTY IS ETERNAL VIGILANCE

Price 25¢

No. 3 The Ferndale (California) Enterprise



Ranch Plan One of Many Church Projects

The Church of Spiritual Technology's projected storage space on Sunset View Ranch, Petrolia, to preserve for the ages the late L. Ron Hubbard's writings, is but one of several planned.

Incorporation papers filed in Sacramento in 1982 said the purpose of the Church of Spiritual Technology is "to protect and preserve the religion of Scientology through establishment of religious scholarship funds, museums, libraries and such other institutions which will ensure the benefits of Scientology to future generations."

Michel Ouelette, who is both ranch manager and Church of Spiritual Technology spokesman in Los Angeles, said last week that centuries of religious wisdom, such as the Bible, also will be stored in the underground facility.

Article three of the incorporation papers said the Church of Spiritual Technology's aim is "to propagate" the religion of Scientology ... "to serve as a means of promulgating, preserving and administering the religious faith of Scientology throughout the world ..."

In addition, the Church of Spiritual Technology is to "regulate and conduct religious services, including services for its parishioners; and to conduct religious and educational activities of various kinds; and to foster and enhance the spiritual welfare of its followers, which shall be deemed to be Scientologists throughout the world."

Article six said the corporation itself shall have no members. (Apparently the "roughly 45" members mentioned by Ouelette in last week's interview are employees. Ouelette did say there would be no religious services at the ranch.)

An amendment filed in 1986, and also released by the California Department of State, said upon dissolution of the incorporation of

(continued on page 2)

Church

(continued from page 1)

the Church of Spiritual Technology, "remaining assets shall be distributed among one or more organizations ... which are organized exclusively for purposes of the religion of Scientology founded by L. Ron Hubbard." The amendment was signed by the Reverend Lyman D. Spurlock, president; and the Reverend Leo Johnson, secretary.

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA
THE PRICE OF LIBERTY IS ETERNAL VIGILANCE

Price 25¢

No. 11 The Ferndale (California) Enterprise



No. 11 The Ferndale (California) Enterprise

March 15, 1990

Explanation:

- 1 vestibule
- 2 foyer
- 3 household storage
- 4 laundry room
- 5 sewing room
- 6 study
- 7 recreation room
- 8 exercise room
- 9 bath and sauna
- 10 ranch office
- 11 storage, mechanical
- 12 entry, hall, stairs
- 13 storage
- 14 office
- 15 reading room
- 16 master bedroom, dressing room, bath
- 17 living room
- 18 dining room
- 19 breakfast nook
- 20 kitchen, pantry, serving
- 21 storage
- 22 bath
- 23 storage

- 24 storage
- 25 bath
- 26 bedroom
- 27 bedroom
- 28 stairs

Above is a more or less accurate plan of the 8,122 square foot ranch house being built by the Church of Spiritual Technology (a branch of the Church of Scientology) on Sunset View Ranch, Petrolia.

The Church of Spiritual Technology is mentioned in Brent Corydon's book on L. Ron Hubbard, who died Jan. 24, 1986. On page 378 he writes:

"There are firsthand witnesses to the paper traffic regarding the mausoleum Hubbard planned to build for \$35 million, complete with his writings etched in stainless steel..."

Mr. Hubbard's ashes were scattered at sea, according to Michel Ouelette, ranch manager and spokesman, who also works out of Los Angeles.

The facility to store Mr. Hubbard's writings and other religious wisdom will be built by International Ground Support Systems, Denver, with an office in New Mexico.