Executive Summary

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4 Reserved for future updates.
5 Reserved for future updates.
6 Reserved for future updates.
7 Reserved for future updates.
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9 Reserved for future updates.
10 Reserved for future updates.
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"[t]he world has never been at more risk to [Weapons of Mass Destruction] use by regional powers hostile to American interests, or to the widespread effects of disease-causing pathogens."—2010 DoD Chemical Biological Defense Program Annual Report to Congress.

"It is clear that the offensive nature of the threat is proceeding at a pace that requires us to be prepared to defend our warfighter and our Nation from the inevitable emergency of a new threat from biological and chemical agents and that we move rapidly in response. . . . the likelihood of surprise from biological and chemical threats is inevitable"—Defense Threat Reduction Agency, Chemical & Biological Technologies Directorate, "DTRA R&D Enterprise Chemical-Biological Directorate Strategic Vision, 2012".

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available countermeasures suggest that any attempt to achieve defense in depth using microbe-by-microbe approaches to biodefense is impractical and ineffective."—Dr. Arturo Casadevall, Department of Microbiology and Immunology and Division of Infectious Diseases, Albert Einstein College of Medicine, NY, 2012.

"There's no question in our mind that organized terrorists could mount at least a small bioterrorist attack now."—Dr. Tara O'Toole, former director of Johns Hopkins Center for Civilian Biodefense Strategies, 2002.

"We conclude that, broadly stated, peaceful scientific advances, global statistics and demographics of GMOs suggest that the potential for corruption of biotechnology to catastrophic malevolent use is considerable. At a more detailed level, we find that there are tangible opportunities for many potential adversaries to acquire, modify, and then manufacture to scale a potential GMO pathogen."—Center for Technology and National Security Policy, National Defense University, "Analysis of the Threat of Genetically Modified Organisms for Biological Warfare," May 2011.

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- Air service to infected areas will shut down (with unions/employees refusing to fly, even if governments don't prohibit international flights).
- The pandemic would last 18 to 24 months (not less than a year like the mild H1N1 pandemic).
- Some political leaders will decide to close borders, at national, state, and city levels.
- "The food and fuel supply, those basic services, will be seriously affected . . . . this is the challenge we now face.".

The weakest link may be the physical distribution system, just-in-time delivery Source: Laurie Garrett, David Malpass, Yanzhong Huang, Council on Foreign relations Conference," The Global Threat of Pandemic Influenza, Session 5: What Would the World Look Like After a Pandemic?" Nov 16, 2005.

51 The lack of frankness, reality, and honesty in government guidance for pandemics is illustrated in this OSHA description of changes in shopping behavior in their pandemic flu guidance: "Change in patterns of commerce—During a pandemic, consumer demand for items related to infection control is likely to increase dramatically, while consumer interest in other goods may decline. Consumers may also change the ways in which they shop as a result of the pandemic. Consumers may try to shop at off-peak hours to reduce contact with other people, show increased interest in home delivery services, or prefer other options, such as drive-through service, to reduce person-to-person contact." Any prepper, or military veteran who served in Vietnam, Iraq or Afghanistan, or person who has watched the news over the past years, would laugh at such optimistic BS. Rather than this rational, calm behavior, we know from past experiences that there will be widespread panic buying, looting, and very likely home break ins and marauder killings.

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62 Stuart Laidlaw, "Truckers crucial in flu pandemic, study says," Toronto Star, Oct 8, 2008.
63 Feb 2006, National Planning Scenarios, p. 3–3.
64 Feb 2006, National Planning Scenarios, p. 3–9.
65 I have personally interviewed and asked dozens of military personnel about this issue, and most believe that with their families at great risk, many soldiers, especially those who are married, will go AWOL rather than jeopardize their families. You serve in the military to protect your family, not abandon them to marauders. Per a Sep 15, 2025 interview with Charles Manto, who organized and ran a civil defense exercise that included government, civilian and military officials, military officials expected that many (not specified) military personnel in the US would not leave their homes if their families were starving or threatened, but remain to protect and assist them. The exercise is documented in "Imagining the U.S. Without Power: A Dual-World EMP Exercise," February 12, 2025," Agriculture & Food Defense, Articles, CBRNE, Communication & Interoperability, Critical Infrastructure, Emergency Management, Feature, Military, Public Health, Terrorism, Transportation," Charles (Chuck) L. Manto, K. Luke Reiner, and Dave Hunt; Chicopee's Local Emergency Planning Committee (LEPC) Electromagnetic Pulse (EMP) Tabletop Exercise (TTX), After-Action Report/Improvement Plan, September 10, 2024, Updated 8 February 2025, https://domesticpreparedness.com/wp-content/uploads/2025/02/Westover-EMP-AAR-Updated-8Feb.pdf.
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Chapter Four

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Chapter Five

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11 At the risk of overwhelming readers with repetition, here is another example from Paul Cleveland, a Professor of Business Administration and Economics, and a member of yet another Institute working to try and reform our horrible state of government and stop the Perverted Triangle: Paul A. Cleveland, "Government: The Good, the Bad, and the Ugly," Independent Institute website, Sep 1, 1997, https://www.independent.org/publications/article.asp?id=1598 Excerpts: "Since the 1930s, however, for all practical purposes, the Constitution has been ignored and the national government has continued to grow virtually unchecked. As a result, there has been a proliferation of bad government which may very well turn

ugly. . . . Nevertheless, the vast majority of government programs in the twentieth century have been designed to redistribute income at the expense of protecting life, liberty, and property. This has been done through the proliferation of laws. In fact, the legal code has become so extensive and complex that most everyone, if not in fact everyone, is guilty of violating some portion of it. The recent ethical crises among political figures are evidence of this fact. The tax laws provide another example. The tax code has become so extensive and convoluted that there is no uniform agreement even among tax experts as to what it actually says or means. In this atmosphere the execution of law becomes arbitrary. When the legal code is expanded to this point, society is well on its way to the ugliest form of government because authorities can use the legal code for political ends rather than for the promotion of justice. Government authorities of this genre hide behind their legal position and use their power in all sorts of hideous ways.".

12 Charles Murray, By the People: Rebuilding Liberty Without Permission, Crown Forum, 2015.

13 Some books to read about lawyers regularly lying in Court and the Perverted Triangle's laws to promote hiring lawyers and lawsuits include The Bodyguards of Lies: Lawyers' Power and Professional Responsibility and Servants of the Damned: Giant Law firms, Donald Trump, and the Corruption of Justice. A prospective Franchisee reading their Franchise Disclosure Document does not know that every aspect of the document is dictated by federal law written to promote lawyers and lawsuits as its top goal, not protect Franchisees. Every aspect of the document is dictated by law written by attorneys and passed the Perverted Triangle. For example, the following statement, exactly as the Perverted Triangle lawyers wrote it into federal law, must be in every Franchise Disclosure Document: "The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read your contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or accountant." The law also is written to promote lawsuits, with ridiculous requirements on disclosing financial information. When I worked at ConAgra Inc, a Fortune 25 company under a fantastic CEO, Mike Harper, we had no General Counsel on staff because Harper knew attorneys generally provide really bad business advice, and understandably are inclined to recommend doing nothing as the best way to avoid lawsuits. Lawyers are generally not good advisors for a Franchisee to talk to. So this is what I put into the Fortitude Ranch Franchise Disclosure Document: "The law is written to help employ attorneys who profit by suing franchisors who dare to help prospective franchisee's estimate their likely financial results. We do have the best expertise on estimating your likely financial results, and otherwise would like to assist you, but this law and our legal system will screw us if we attempt to do so. DP LLC, the parent company of FR, has been profitable since 2020, but we cannot provide our financial data or assist you in estimating your likely financial returns due to bad regulations and worse lawyers. As any business operator with an IQ over 90 knows, the results of business are subject to great risks, uncertainty, and sometimes losses. If you don't have experience running a business, research starting up a business and consult with smart business persons you know. This regulation advises you to consult with lawyers for business advice (and requires

that we print this recommendation)—we think that is foolish. Work with people who have real business experience, and be conservative rather than optimistic in your estimates. Assume that things will go wrong, sales won't grow as fast as you anticipate, etc. Please do not ask us for any help estimating your financial results as a franchisee. We would like to help you, but cannot due to the high risk of lawsuits due to horrible regulations and our legal system." Franchisees would benefit from a disclosure and illustration of the range of expenses and earnings they may expect, subject to huge variations depending on hundreds, thousands of factors. A normal investment document would have this, but if you offer this guidance to a Franchisee you are inviting a lawsuit form attorneys who specialize in suing Franchisors, empowered by the Perverted Triangle's unconstitutional federal law on business franchise.

14 Philip K. Howard, "The Death of Common Sense," Random House, 1994, p. 50.

15 Philip K. Howard, "The Death of Common Sense," Random House, 1994, p. 53.

16 With Big Government and our perverted legal system, you can be fined or imprisoned for failing to obey an arbitrary government regulation you may never have heard of or even understand if you read it, violating your retained Natural Right to be left alone with unconstitutional, statutory, legislative laws promoted by lobbyists for their benefit, passed by politicians who accepted their campaign donations, and written by lawyers to generate legal work for their profit. The regulations on latching devices for storage bins in bakeries, how to run your workplace are hundreds of pages long. Charles Murray is right: "Punishment for failure to observe an arbitrary and capricious regulation is indistinguishable from punishment for failing to obey the arbitrary and capricious demands of an absolute ruler. It is a form of lawlessness."—Charles Murray, By the People: Rebuilding Liberty Without Permission, Crown Publishing, 2016, pp. 33–37 Our Founding Fathers understood that there can't be too many laws if we want to have liberty and pursue happiness. James Madison in Federalist #62: "It will be of little avail to the people, that the laws are made by men of their own choice, if the laws be so voluminous that they cannot be read, or so incoherent that they cannot be understood . . ." We are long past the point of too many incoherent, un-understandable laws, light years beyond the level of government abuse that led Colonial Americans to revolt against the British.

Strict, inefficient, often dead wrong government regulations also destroy US jobs. Businesses with fewer than 20 employees had to spend $5,500 per employee in 1992 just to comply with the regulations. In the same year, the per-employee cost of regulations for businesses with 500 or more employees was $3,000.—Yesim Yilmaz, "Private Regulation: A Real Alternative for Regulatory Reform, Cato Institute, Cato Policy Analysis No. April 20, 1998 A Cato Institute study cited estimates of at least 3 million US jobs lost due to regulatory burdens increasing costs of employees, mandated burdens like health insurance and paid family leave that force firms to reduce their workforces, regulatory burdens costs that force some firms out of business and prevents new businesses from launching, and government regulations that force businesses to close in the unconstitutional US while the product shifts to overseas production where the US government regulations

can be avoided.—Yesim Yilmaz, "Private Regulation: A Real Alternative for Regulatory Reform, Cato Institute, Cato Policy Analysis No. April 20, 1998.

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19 Heritage Foundation, Mandate for Leadership, The Conservative Promise, Project 2025, 2023.

20 The unconstitutional US national debt is way above the admitted $36 trillion. The reported government debt numbers ignore the $100 trillion plus in debt that the government owes for unfunded Medicare and social security payments, publicly held debt, and the massive pensions and retirement health care liabilities from politicians buying votes and campaign assistance from government employees by awarding them massive retirement benefits.—Truth in Accounting, https://www.truthinaccounting.org/news/detail/financial-state-of-the-union-2024. The five biggest debtor states were California, Massachusetts, Illinois, New Jersey, and Connecticut—all states dominated by the Democratic Party. New Jersey occasionally elects a GOP Governor, but Democrats have controlled both houses of the legislature, which controls spending, since 2004. The top 5 budget surplus states were all GOP dominated: North Dakota, Alaska, Wyoming, Utah and Tennessee.

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24 "America's largest cities have accumulated billions of dollars in debt by using accounting tricks like reporting borrowed money as income and delaying the payment of current bills until the start of the next fiscal year so they aren't included in the budget calculations. The most common accounting trick cities use is hiding a large portion of employee compensation from the budgeting process. Employee compensation packages include benefits such as health care, life insurance, and pensions. Unfortunately, some elected officials have used portions of the money owed to pension and OPEB funds to keep taxes low and pay for politically popular programs. This is similar to charging earned benefits to a credit card without having the money to pay off the debt. Instead of funding promised benefits now, they have been charged to future taxpayers."—Truth in Accounting, https://www.truthinaccounting.org/resources/page/city-reports.

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29 Tulsa City Mayor G.T Bynum, https://www.themarshallproject.org/2023/01/21/police-hiring-government-jobs-decline.

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Chapter Six

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3 Dr. Drew Miller, "The Age of Bioengineered Viral Pandemics and Collapse," Institute for Defense Analyses, IDA document: D-5335, October, 2014; https://www.ida.org/research-and-publications/publications/all/t/th/the-age-of-bioengineered-viral-pandemics-and-collapse.

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5 https://reason.com/2025/02/06/usaid-funded-pandemic-research-failed-to-spot-covid-or-ensure-chinese-transparency/?utm_medium=reason_email&utm_source=new_at_reason&utm_campaign=reason_brand&utm_content=Trump%20Is%20Flat-Out%20Lying%20About%20the%20%2760%20Minutes%27%20Interview%20With%20Harris&utm_term=&time=February%206th,%202025&mpid=64779&mpweb=2534–5678-64779.

6 Former CDC Director Robert Redfield, quoted in Laruen Irwin, "Former CDC director predict bird flu pandemic," The Hill, June 15, 2024.

7 The CDC does not admit these facts in its H5N1 warnings:—Emerging Infectious Diseases article, "Recent Changes in Patterns of Mammal Infection with Highly Pathogenic Avian Influenza A(H5N1) Virus Worldwide, March 2024.

- Mammals that used to catch H5N1 only from contact with infected birds, now are getting H5N1 from other mammals—the virus has mutated to spread in mammal populations.

- "H5N1 has affected several mammal species since 2003, thus raising concern because H5N1 mammalian adaptation could represent a risk not only for diverse wild mammals but also for human health.".
- "During 2003–2023, a total of 878 humans tested positive for the H5N1 virus, and 458 deaths were reported, indicating a lethality of ≈52%".
- "Mutations in the virus found in diverse mammal species, especially in the current panzootic, are of great concern. For instance, the T271A mutation reported in minks in Spain is also present in the H1N1 that produced a pandemic in 2009. . . . Moreover, some infected species, such as minks, may act as a mixing vessel for interspecies transmission between birds, mammals, and humans.".

Many biologists are warning that we face an inevitable H5N1 pandemic, that could start now. The Dec 2024 issue of Science magazine noted, "No clear human-to-human transmission of H5N1 has been documented yet, but 'this feels the closest to an H5 pandemic that I've seen,' says Louise Moncla, a virologist at the University of Pennsylvania. 'If H5 is ever going to be a pandemic, it's going to be now,' adds Seema Lakdawala, a flu researcher at Emory University."—https://www.science.org/content/article/why-hasn-t-bird-flu-pandemic-started.

The CDC is working to get early detection of H5N1 cases in humans in hospitals in hopes they can limit the spread of the virus; hence the January 2025 press release encouraging hospitals to expedite testing and reporting of H5N1 cases. The press release also mentioned CDC investments in a vaccine that would work for H5N1, though as H5N1continues to mutate, or is deliberately bioengineered, we cannot be certain if a vaccine would work (just as seasonal flu vaccines often do not work)—or whether or not it is safe, does not have serious bad side effects. In effect, the CDC admits that they are preparing for an H5N1 pandemic, but the CDC still continues it's big lie of calling H5N1 "low risk." The CDC knows that a H5N1 pandemic is coming, inevitable—but does not honestly admit this or warn the public. They continue to broadcast the lie that H5N1 is low risk.

8 https://collapsesurvivor.com/h5n1-virus-continues-its-steady-inevitable-mutation-to-human-to-human-transmissibility-will-be-worst-pandemic-in-history-with-very-bad-long-collapse/.

9 Former CDC Director Robert Redfield, quoted in Laruen Irwin, "Former CDC director predict bird flu pandemic," The Hill, June 15, 2024.

10 Bill Gates, quoted in Business Insider, Jan 2025, https://www.businessinsider.com/bill-gates-next-pandemic-covid-lessons-2025–1.

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12 https://www.cdc.gov/museum/timeline/covid19.html.

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14 R. James Woolsey and Vincent Pry, "How North Korea could kill 90 percent of Americans," The Hill, March 29, 2017, https://thehill.com/blogs/pundits-blog/defense/326094-how-north-korea-could-kill-up-to-90-percent-of-americans-at-any/.

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19 https://www.cbsnews.com/news/u-s-retaliates-against-china-hack-telecom-networks/; https://www.nbcnews.com/news/us-news/russian-hacking-why-u-s-isn-t-retaliating-n646461; https://www.cisa.gov/topics/cyber-threats-and-advisories/nation-state-cyber-actors/china.
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2024 02 07 Press Conference With Sheriff Richard K. Jones of Butler County, Ohio (youtube.com).

Center for Strategic International Studies, "Survey of Chinese Espionage in the United States Since 2000," https://www.csis.org/programs/strategic-technologies-program/survey-chinese-espionage-united-states-2000.

Julia Shapero, "Number of Russian spies in U.S. remains 'way too big,' says FBI director," The Hill, Sep 8, 2023, https://thehill.com/policy/national-security/4194044-fbi-wray-russian-spies-us/.

The FBI and intelligence officials have been providing limited warnings about the growing terrorist and other threats to the US, but usually prefer to avoid alarming the populace or making elected officials look bad, so they understate the risks. Former officials are giving far more detailed and honest threat warnings.

In recent years tens of thousands of illegal Chinese immigrants, many young males, entered the US illegally. Many are believed to be Chinese agents. Via other sources we know that the FBI has warned that China has safehouses for their agents in every state.

We can't know their numbers, but it is likely several thousand. Some evidence of their presence is the 224 reported instances of Chinese espionage in the United States since 2000—but this does not capture the likely far more numerous cases of undetected espionage or agents that are not risking discovery by engaging in espionage, but working in a "normal" job, waiting for future assignment.

A recent FBI Director called the number of Russian spies in the US "way too big" despite efforts to find them, but the FBI does not provide an estimate of their number.

There is an estimate of the number of ISIS members in the US: over 1,000, in all 50 states. Since 2014, more than 250 individuals have been charged with ISIS-related activities.

Sarah Adams, a former CIA counter-terrorism analyst, who continues to access vast open-source material, recently warned that Al Qaeda (now led by the late Osama Bin Ladens sons) is in the operational phase of a plan to attack the US, both our Embassies abroad and coordinated attacks inside the US itself. According to Adams, Al Qaeda has trained about 1,000 operatives to carry out attacks. A large portion of Al Qaeda agents infiltrated through our largely open northern and southern borders, but they also use legal methods of immigration.

More details are available by watching the Dec. 12th episode of the Shawn Ryan show:

https://www.youtube.com/watch?v=T50pRCNaQCA.

We don't have any reliable information on the number of Iranian and North Korean agents in the US, likely relatively few. Would they coordinate with Russia and Chinese agents? Unlikely due to security concerns, but if there is a major attack on the US by foreign agents that severely damages our electric grid (the likely target), they will probably tasked to take advantage of US disruption and widespread loss of law and order, to undertake attacks.

23 Reserved for future updates.

24 More details at https://collapsesurvivor.com/u-s-terrorist-attacks-from-chinese-iranian-al-qaeda-isis-agents-possibly-physical-attacks-ground-and-drones-to-take-down-the-electric-grid-likely-this-year/.

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85 BRICS is not just Brazil Russia, India, China, South Africa, it is now 9 countries and growing. The most populous nation in the world and 2nd largest economy, largest democracy in the world, largest nation in the world, the leading economy in South America, plus now Saudi Arabia, the world's largest oil producer. They are working to replace the US dollar as the global currency, both for international trade and for holding reserve currency. US allies have been behind the creation of the IMF special drawing rights, that uses a bundle of currencies, further diluting the value of the US dollar. In a recession the dollar will further collapse in value until eventually the majority of trade settlements will be conducted in currencies other than the US dollar. When that occurs, everything we import will explode in costs and US inflation will explode. At any time, some nation may decide to sell its dollar currency reserves due to fear of a pending US default on its debt—and start a panic sell off that quickly collapses the value of the dollar. The continued, irresponsible growth of US government debt has set the dollar up for a collapse that could be triggered in many ways, at any time.
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lawsuits as its top goal, not protect Franchisees. Every aspect of the document is dictated by law written by attorneys and passed the Perverted Triangle. For example, the following statement, exactly as the Perverted Triangle lawyers wrote it into federal law, must be in every Franchise Disclosure Document: "The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read your contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or accountant." The law also is written to promote lawsuits, with ridiculous requirements on disclosing financial information. When I worked at ConAgra Inc, a Fortune 25 company under a fantastic CEO, Mike Harper, we had no General Counsel on staff because Harper knew attorneys generally provide really bad business advice, and understandably are inclined to recommend doing nothing as the best way to avoid lawsuits. Lawyers are generally not good advisors for a Franchisee to talk to. So this is what I put into the Fortitude Ranch Franchise Disclosure Document: "The law is written to help employ attorneys who profit by suing franchisors who dare to help prospective franchisee's estimate their likely financial results. We do have the best expertise on estimating your likely financial results, and otherwise would like to assist you, but this law and our legal system will screw us if we attempt to do so. DP LLC, the parent company of FR, has been profitable since 2020, but we cannot provide our financial data or assist you in estimating your likely financial returns due to bad regulations and worse lawyers. As any business operator with an IQ over 90 knows, the results of business are subject to great risks, uncertainty, and sometimes losses. If you don't have experience running a business, research starting up a business and consult with smart business persons you know. This regulation advises you to consult with lawyers for business advice (and requires that we print this recommendation)—we think that is foolish. Work with people who have real business experience, and be conservative rather than optimistic in your estimates. Assume that things will go wrong, sales won't grow as fast as you anticipate, etc. Please do not ask us for any help estimating your financial results as a franchisee. We would like to help you, but cannot due to the high risk of lawsuits due to horrible regulations and our legal system." Franchisees would benefit from a disclosure and illustration of the range of expenses and earnings they may expect, subject to huge variations depending on hundreds, thousands of factors. A normal investment document would have this, but if you offer this guidance to a Franchisee you are inviting a lawsuit form attorneys who specialize in suing Franchisors, empowered by the Perverted Triangle's unconstitutional federal law on business franchise.

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Chapter Seven

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10 While CAP is under the Regular, active-duty Air Force, CGP would fit better under the Army National Guard, not the Regular Army.

11 Several Fortitude Ranch survival community members have told me that they have heard from people who already have a marauder group formed. They are not doing normal, good prepping, but planning to be marauders—stealing and capturing a good remote place to survive at the expense of the owners. *The Walking Dead* TV series definitely raised awareness of the marauder threat and unfortunately appears

to have convinced some not to prepare for survival in the proper way, but prepare to be marauders.

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"Did Americans before the 20th century lack compassion for the poor? Did they treat the poor with indifference or even cruelty? That is the impression given by most high school and college textbooks. Few students ever learn that government-funded welfare, not to mention generous private charity, has existed throughout American history.

James MacGregor Burns's Government by the People, a college textbook, says that "[c]ontemporary American liberalism has its roots in Franklin Roosevelt's New Deal programs, designed to aid the poor and to protect people against unemployment and bank failures."[1] He implies that the poor received no government aid or protection before the 1930s. Reinforcing this impression, Burns goes on to say that "American conservatism has its roots in the political thinking of John Adams, Alexander Hamilton, and many of their contemporaries. . . . Most conservatives opposed New Deal programs and the War on Poverty in the 1960s . . . . Human needs, they say, can and should be taken care of by charities."[2].

Larry Berman and Bruce Murphy's college textbook Approaching Democracy gives a similar slant: "While poverty has existed in the United States since the early colonial days, it first reached the public agenda in the early 1900s as a result of the writings of muckraking journalists."[3] If poverty "first reached the public agenda" only then, readers are likely to conclude that government did nothing about it before that time. Nothing in Berman and Murphy contradicts that conclusion. Most history textbooks present accounts that are the same as or similar to the accounts given by these political scientists.

These claims about the American past are either untrue or misleading. America has always had laws providing for the poor. The real difference between the Founders' welfare policies and today's is over how, not whether, government should help those in need. Neither approach has a monopoly on compassion. The question is: What policies help the poor, and what policies harm them?.

From the earliest colonial days, local governments took responsibility for their poor. However, able-bodied men and women generally were not supported by the taxpayers unless they worked. They would sometimes be placed in group homes that provided them with food and shelter in exchange for labor. Only those who were too young, old, weak, or sick and who had no friends or family to help them were taken care of in idleness.

The Founders had little to say about the topic of poor relief. Like the family, welfare was not a controversial topic. Two of their rare statements on the subject

occur in writings provoked by foreigners: Jefferson's Notes on the State of Virginia, written in answer to questions posed by a Frenchman, and an article criticizing the British welfare system written by Benjamin Franklin for the British press.

Jefferson explained the Virginia poor laws at the time of the Revolution:[8].

The poor, unable to support themselves, are maintained by an assessment on the tithable persons in their parish. This assessment is levied and administered by twelve persons in each parish, called vestrymen, originally chosen by the housekeepers of the parish. . . . These are usually the most discreet farmers, so distributed through their parish, that every part of it may be under the immediate eye of some one of them. They are well acquainted with the details and economy of private life, and they find sufficient inducements to execute their charge well, in their philanthropy, in the approbation of their neighbors, and the distinction which that gives them. The poor who have neither property, friends, nor strength to labor, are boarded in the houses of good farmers, to whom a stipulated sum is annually paid. To those who are able to help themselves a little, or have friends from whom they derive some succors, inadequate however to their full maintenance, supplementary aids are given, which enable them to live comfortably in their own houses, or in the houses of their friends. Vagabonds, without visible property or vocation, are placed in workhouses, where they are well clothed, fed, lodged, and made to labor. Nearly the same method of providing for the poor prevails through all our states; and from Savannah to Portsmouth you will seldom meet a beggar.

In his proposed Virginia "Bill for Support of the Poor," Jefferson explained that "vagabonds" are:

able-bodied persons not having wherewithal to maintain themselves, who shall waste their time in idle and dissolute courses, or shall loiter or wander abroad, refusing to work for reasonable wages, or to betake themselves to some honest and lawful calling, or who shall desert wives or children, without so providing for them as that they shall not become chargeable to a county.

In the poorhouse to which vagabonds are sent, there would be an overseer, a "discreet man . . . for the government, employment, and correction of the persons subject to him."[9].

In the Notes on the State of Virginia passage just quoted, Jefferson referred to "those without strength to labor." In his proposed bill, they were more precisely described as the "poor, lame, impotent [i.e., weak], blind and other inhabitants of the county as are not able to maintain themselves."[10].

The terms "tithable," "parish," and "vestrymen" in the passage above refer to the pre-Revolutionary Southern practice of assigning care of the poor to the local Anglican church. In keeping with the spirit of the Revolution, which separated church from state, Virginia transferred this task from church to county government in 1785, as Jefferson had proposed.

Poor children whose families could not provide for them, including orphans, were put out to suitable persons as apprentices so that they would learn "some art, trade, or business" while being of use to those who were training them.[11] However, this was not to be done, in Jefferson's plan, until they had attended public school for three years, if necessary at public expense.[12].

All the typical features of early American welfare policy can be seen in Jefferson's descriptions and proposals:.

The government of the community, not just private charity, assumes responsibility for its poor. This is far from the "throw them in the snow" attitude that is so often attributed to pre-1900 America.

Welfare is kept local so that the administrators of the program will know the actual situations of the persons who ask for help. This will prevent abuses and freeloading. The normal human ties of friendship and neighborliness will partly animate the relationship of givers and recipients.

A distinction between the deserving and undeserving poor is carefully observed. Able-bodied vagabonds get help, but they are required to work in institutions where they will be disciplined. Children and the disabled, on the other hand, are provided for, not lavishly but without public shame. The homeless and beggars will not be abandoned, but neither will they populate the streets. They will be treated with toughness or mercy according to their circumstances.

Jefferson's idea of self-reliance was in fact family reliance, based on the traditional division of labor between husband and wife. Husbands were legally required to be their families' providers; wives were not. Nonsupporting husbands were shamed and punished by being sent to the poorhouse.

Poor laws to support individual cases of urgent need were not intended to go beyond a minimal safety net. Benefit levels were low. The main remedy for poverty in a land of opportunity was marriage and work.

For Jefferson, the abolition of primogeniture and entail was a far more important anti-poverty measure than poor laws providing housing and food for people in need. As Jefferson boasted to John Adams, "These [anti-primogeniture] laws, drawn by myself, laid the axe to the root of the pseudo-aristocracy." Laws restricting the use and ownership of private property were remnants of feudalism, whereby the common people were kept in their place by discouraging property owners from making the most economical use of the property they had or by making it hard for the poor to acquire property of their own. In America, said Jefferson, "everyone may have land to labor for himself if he chooses; or, preferring the exercise of any other industry, may exact for it such compensation as not only to afford a comfortable subsistence, but wherewith to provide for a cessation of labor in old age."[13].

When Benjamin Franklin lived in England in the 1760s, he observed that the poverty problem was much worse in that country than in America. Britain did not limit its support of the poor to a safety net provided under conditions that prevented abuse. There, the poor were given enough that they could live in idleness. The result was to increase poverty by giving the poor a powerful incentive not to become self-supporting. Franklin wrote:[14].

I am for doing good to the poor, but I differ in opinion of the means. I think the best way of doing good to the poor, is not making them easy in poverty, but leading or driving them out of it. In my youth I travelled much, and I observed in different countries, that the more public provisions were made for the poor, the less they provided for themselves, and of course became poorer. And, on the contrary, the less was done for them, the more they did for themselves, and became

richer. There is no country in the world where so many provisions are established for them [as in England] . . . with a solemn general law made by the rich to subject their estates to a heavy tax for the support of the poor. . . . [Yet] there is no country in the world in which the poor are more idle, dissolute, drunken, and insolent. The day you [Englishmen] passed that act, you took away from before their eyes the greatest of all inducements to industry, frugality, and sobriety, by giving them a dependence on somewhat else than a careful accumulation during youth and health, for support in age and sickness. In short, you offered a premium for the encouragement of idleness, and you should not now wonder that it has had its effect in the increase of poverty.

We see in Franklin's diagnosis a striking anticipation of today's welfare state, in which, as we will see, poverty has remained stagnant as the welfare system has swelled since the 1960s. Franklin's understanding of the welfare paradox—that aid to the poor must be managed carefully lest it promote indolence and therefore poverty—was shared by most Americans who wrote about and administered poverty programs until the end of the 19th century.

These were the Founders' practical proposals and views on poor relief. Their policies were intended to help the poor in ways that did not violate the rights of taxpayers or promote irresponsible behavior.

From Jefferson's standpoint, poverty programs that help people who choose not to work are unjust. Far from being compassionate, compelling workers to support shirkers makes some men masters and other men slaves: Workers are enslaved to nonworkers. That violates a fundamental principle of the Declaration of Independence.

Jefferson's whole career was devoted to the establishment of a government that would secure the rights of ordinary people against "pseudo-aristocrats" who would oppress them. To say that all men are born with a right to liberty means that no man has the right to rob another of the fruits of his labor. That principle goes for any person or group in society, whether it be European aristocrats, slaveholders, or those today who despise "dead-end jobs" and "chump change."[15] (In a 2007 survey, only 5 percent of jobless poor adults blamed their unemployment on "inability to find a job."[16]).

Jefferson affirmed his principled opposition to government redistribution of income from the rich to the poor in this statement:[17].

To take from one, because it is thought his own industry and that of his fathers has acquired too much, in order to spare to others, who, or whose fathers, have not exercised equal industry and skill, is to violate arbitrarily the first principle of association, the guarantee to everyone the free exercise of his industry and the fruits acquired by it.

The "first principle of association" is the right to liberty, including the right to the free exercise of one's industry and its fruits.

According to the Declaration of Independence, we have an unalienable or natural right only to those things that we possess by nature. We are born alive and free, so life and liberty are natural rights, but no one has a natural right to a decent income or free medical care.

Jefferson's and Franklin's views were shared by most Americans during and

after the Founding era. Burns suggested in the quotation cited on the first page of this paper that "conservatives" like Adams and Hamilton opposed government support of the poor. He cites no evidence to support that insinuation because there is none.

As noted, Trattner's From Poor Law to Welfare State: A History of Social Welfare in America criticizes early American welfare policy, yet his book presents a mostly accurate picture of what was done. Trattner shows that the earlier policies have much to recommend them: "Most communities [in colonial America] attacked the problem of poverty with a high degree of civic responsibility."[21] The same is true, in his telling, of the Founding era and after. A historian of Founding-era welfare in New York State agrees: "Local communities attempted as best they could to assist their destitute neighbors, balancing compassion with economy, benevolence with discipline."[22].

In colonial times, some communities supported the poor in their own homes or in the homes of others. As the poor population grew, many concluded that "outdoor relief" was leading people to look on welfare as an entitlement and creating a class of permanent dependents. Consequently, the emphasis soon shifted to "indoor relief"—almshouses and workhouses. Now, writes Trattner:[23].

Public assistance would be confined to institutional care, mainly for the "worthy" or hard-core poor, the permanently disabled, and others who clearly could not care for themselves. Also, the able-bodied or "unworthy" poor who sought public aid would be institutionalized in workhouses where their behavior not only could be controlled but where, removed from society and its tempting vices, they presumably would acquire habits of industry and labor.

For most people such institutions were not places of permanent, or even long-term, residence. . . . They were . . . temporary shelters for the jobless during times of depression and widespread unemployment; maternity homes for young, unmarried pregnant women; and places of last resort for orphans and sick, helpless, and childless elderly persons . . . . [A]lthough they generally were dreaded, poorhouses often served as key life supports amidst the harshness and uncertainty of existence in early industrial America.

Because public aid was so limited, there was wide scope for individual acts of generosity and liberality. Today's conservatives are right to point to private charities as an important source of poor relief in the old days. Even before the Revolution, writes Trattner:[25].

Private philanthropy complemented public aid; both were part of the American response to poverty. While, from the outset, the public was responsible for providing aid to the needy . . . as soon as they could afford to, private citizens and a host of voluntary associations also gave generously to those in distress.

After the Revolution and throughout the 19th century, hospitals for the poor, educational institutions, YMCAs, and Salvation Army branches were established in growing numbers all over America by public-spirited citizens. Like the public workhouses, these private charities distinguished between deserving and undeserving poor. Good character, it was thought, would enable most people to become self-sufficient. These agencies tried to build the character of their recipients through education, moral suasion, religious instruction, and work.[26].

Marvin Olasky shows in detail in The Tragedy of American Compassion how 18th and 19th century Americans combined Franklin's hardheaded realism about the ill effects of indiscriminate generosity with a warmhearted sympathy for those who fell into need through no fault of their own. Private welfare was often given by religious groups, and recipients were expected to pray, worship, and repent of the unindustrious habits and self-indulgence (such as excessive drinking) that often led them to seek assistance in the first place. Americans of that day believed that God himself set the proper example: His mercy is infinite—but only to the repentant who strive to mend their ways.[27].

However, if poverty and welfare policies are judged by their effectiveness in providing for the minimal needs of the poor while dramatically reducing poverty in a society over time, then America before 1965 could be said to have had the most successful welfare policy in world history. By the same benchmark, post-1965 poverty programs have failed.

Two centuries ago, most Americans—at least 90 percent—were desperately poor by today's standards. Most houses were small, ill-constructed, and poorly heated and insulated. Based on federal family income estimates, 59 percent of Americans lived in poverty as late as 1929, before the Great Depression.[28] In 1947, the government reported that 32 percent of Americans were poor.[29] By 1969, that figure had declined to 12 percent, where it remained for 10 years.[30] Since then, the percentage of poor Americans has fluctuated but has remained near the same level. As of 2013, the poverty rate was 14.5 percent.

In other words, before the huge growth in government spending on poverty programs, poverty was declining rapidly in America. After the new programs were fully implemented, the poverty rate stopped declining.

The recipe for America's enormously successful pre-1960s antipoverty program was:.

Establish free markets and protect property rights. Keep taxes and regulation at a minimum to encourage the poor to provide for themselves through their own work and entrepreneurship.

Provide strong government support for lifelong marriage and for a morality of self-controlled self-assertion (a morality combining industriousness, self-restraint, and basic decency with the vigilant spirit that says "Don't tread on me"). The self-reliant family was to be the nation's main poverty program.

As the poverty program of last resort, provide minimal, safety-net public and private support in local communities for the poor whose families were unable or unwilling to provide for them.

In the older America, most poor people were free to work or go into business without asking permission from government. Low taxes and minimal regulation allowed them to keep most of the fruits of their labor. The stability of marriage encouraged men to meet their family obligations. Government officials, teachers, and writers praised the dignity of responsible self-support and condemned irresponsible dependence on government handouts.

In the Middle Ages, a serf might have worked hard all his life, but much of what he produced went into the hands of a wealthy landowner. In most countries of the world, including America today, government regulation and licensing

requirements often prevent the poor from entering and competing freely in the market. Besides, much of what the working poor earn through their own efforts is taxed away to support those who do not work.

In the 19th century, a few American intellectuals, typically influenced by European thinkers opposed to the Founders' idea of property rights, questioned the idea of individual responsibility. By 1900, many intellectuals were turning away from the traditional American view that in a free country, frugal and industrious conduct usually leads to an adequate living.

Christopher Jencks explains how different was the original congressional conception of ADC (later renamed AFDC, Aid to Families with Dependent Children) from today's welfare:[32].

When Congress established ADC in 1935, it thought it was subsidizing a set of state programs known as "mothers' pensions." These programs had been established to ensure that indigent widows of good character did not have to place their children in orphanages. Not all states explicitly restricted benefits to widows, but most states did limit benefits to mothers who could provide their children with a "suitable" home. Local officials usually interpreted this requirement as excluding unwed, separated, and divorced mothers, on the grounds that such women set a poor moral example for their children.

However, the 1935 law had been based on a report written by bureaucrats in the Children's Bureau who made sure that the language of the law would permit (although not require) states to give aid to divorced women and single mothers. Looking back on the episode, Frances Perkins, FDR's liberal Secretary of Labor, said that:[33].

[She] felt that the Children's Bureau had let her down. . . . She said it never occurred to her, in view of the fact that she'd been active in drives for homes that took care of mothers with illegitimate children, that these mothers would be [eligible for aid]. She blamed the huge illegitimacy rates among Black people on aid to mothers with dependent children.

Perkins, like most other Americans at that time, accepted the older distinction between the deserving and undeserving poor, a distinction based on moral conduct.

State governments gradually loosened welfare eligibility standards and increased benefit levels during the 1940s and 1950s, but it was not until the mid-1960s that welfare was officially conceived as a right that could be demanded by anyone in need, regardless of conduct or circumstances.

Before 1965, most Americans believed that property rights and the marriage-based family were the most effective means to get people out of poverty. After 1965, government policy and elite opinion turned against the older view.

In order to help the poor, government raised taxes on the working poor. In the name of safety and environmentalism, it set up licensing requirements and regulations that make it harder for the poor to go into business building houses, repairing air conditioners, exterminating insects, fixing cars, or running a store or restaurant. Local governments set up building codes that were meant to guarantee safe dwellings and businesses but which deprive the poor of inexpensive housing. Code requirements drive up the costs of new houses by tens of thousands of dollars.

Moreover, government routinely tears down poor people's houses that are not "up to code" for defects as minor as peeling paint. The city of Dallas, Texas, demolished over a thousand private homes between 1992 and 1995, most of them in low-income and minority areas, sending previous residents onto the welfare rolls or into the streets as homeless.[34].

The most destructive feature of the post-1965 approach has been its unintentional promotion of family breakdown, which is a recipe for the neglect and abuse of children, the widespread crime that such abuse fosters, the impoverishment of women and children, and the loneliness and anguish of everyone involved.

Among the reasons that people get married and stay married (or used to) are happiness, mutual usefulness, a sense of moral obligation, and the penalty of shame and the law for those who misbehave. Post-1965 policies and ideas have ravaged all four of these supports of marriage.

Recent welfare policies have particularly undermined the usefulness of marriage for many women, at least in the short-term horizon in which people sometimes make such decisions. Marriage makes possible an efficient division of labor for raising children and providing for the care and livelihood of people of all ages. In the usual arrangement, the husband is the principal provider and protector, and the wife bears and tends the children when they are young.

George Gilder has explained better than anyone else the role of welfare in family breakdown. Most women have a natural superiority to men in affairs of love and the heart, including especially the bearing and nurturing of children. What, then, can a man offer a woman? To put it bluntly, money and honor. Women rarely marry men who make less money than they do or whose social rank is below their own (unless the men have a good career in prospect), and women frequently divorce men who make less. Men and women often lose romantic interest in each other when one of the partners cannot offer an equalizing contribution.

When increasingly generous government support became widely available to women in the 1960s, illegitimacy and divorce grew dramatically. As Gilder writes, "Female jobs and welfare payments usurped the man's role as provider, leaving fatherless families." Welfare destroys the incipient families of the poor by making the struggling male breadwinner superfluous and thereby emasculating him emotionally. His response is predictable. He turns to the supermasculine world of the street: drinking, drugs, male companionship, and crime.[35].

The incentive structure of the modern welfare state is similar to the one that Franklin condemned in old England, except that ours is more generous and more tolerant of single motherhood. Since 1965, when President Lyndon Johnson inaugurated the modern War on Poverty, total annual government welfare spending has grown from less than $9 billion (1.3 percent of gross domestic product) to $324 billion (5 percent of GDP) in 1993 to $927 billion (6 percent of GDP) in 2011.[36] Between 1965 and 2013, the government spent $22 trillion (adjusted for inflation) on means-tested welfare programs—more than three times the costs of all military wars in the history of the United States.[37].

In 2013, there were roughly 80 different federal means-tested welfare programs.[38] Just counting seven large federal programs (Temporary Assistance for Needy Families; Supplemental Nutrition Assistance; public housing; Medicaid;

utilities; Women, Infants, and Children assistance; and emergency food assistance), a single mother of two was eligible in 2013 for benefits that were the equivalent of a job paying $16.96 per hour in California, $18.27 in New York, and $20.44 in Massachusetts ($35,287, $38,000, $42,515, respectively, per year). In California, the value of this package of welfare benefits was only 8 percent below the median salary in the state; in New York and Massachusetts, the value was less than 5 percent below the respective median salaries. Minimum-wage jobs do not even come close to competing with welfare in most states.

These figures do not take into account state, county, and municipal benefits. Nor do they take into account the massive use of Social Security Disability as a de facto welfare program (as of 2005, 4.1 percent of Americans between the ages of 25 and 64 were enrolled).[39] In Hawaii, the equivalent in taxable income for the total value of these seven federal benefits was $60,590.[40].

From the point of view of the usefulness of marriage, the choice of the poor to forgo work is, as Charles Murray writes, "the behavior of people responding to the reality of the world around them and making the decisions—the legal, approved, and even encouraged decisions—that maximize their quality of life."[41] As Robert Rector and William Lauber have explained:[42].

The current welfare system may be conceptualized best as a system which offers each single mother . . . a "paycheck." . . . She will continue to receive her "paycheck" as long as she fulfills two conditions: (1) she must not work; and (2) she must not marry an employed male. . . . [Welfare] has converted the low-income working husband from a necessary breadwinner into a net financial handicap. It has transformed marriage from a legal institution designed to protect and nurture children into an institution that financially penalizes nearly all low-income parents who enter into it.

Requiring able-bodied adults to work in exchange for welfare makes welfare more burdensome, but it does not remove its attractiveness altogether. The government-guaranteed jobs and day care that such schemes often require simply make the money less convenient. The basic problem—that government makes it affordable for women to bear and raise children without husbands while living independently in households of their own—is still there. If a society really believes that marriage is the best arrangement for the well-being of men, women, and children, then its laws and customs must reflect that belief seriously, consistently, and effectively.

High benefit levels and irresponsible attitudes toward sex and marriage create a world in which many children have few or no ties to their fathers; in which mothers, increasingly unmarried, are more often abused and exploited; and in which many men join gangs and take up crime as a way of life. This is a world not only of financial poverty, but also of emotional chaos and physical danger. It is not Hobbes's state of nature, but life is increasingly "nasty" and "brutish.".

The contemporary outlook on welfare has both propelled the family's disintegration and promoted vast dependence.

Many today fail to note that antipoverty programs can easily have a corrupting effect if they are not set up in a way that promotes rather than breaks down the morality of self-restraint and self-assertion that is a necessary foundation of what

Jefferson called "temperate liberty."[44] Both Jefferson and Franklin supported laws that encourage responsibility toward family and community, self-sufficiency, and industriousness. They understood that political liberty rests on the moral character of a people.".

17 Willis Krumholz, "Family Breakdown and America's Welfare System," Institute for Family Studies, Oct 7, 2019; https://ifstudies.org/blog/family-breakdown-and-americas-welfare-system.

18 Dr. Martin Olasky, The Tragedy of American Compassion.

19 Lawrence Mead, Beyond Entitlement.

20 Charles Murray, By the People: Rebuilding Liberty Without Permission, Crown Publishing, 2016, p. 258.

21 As a University of Nebraska Regent, I voted against need-based aid in favor of merit scholarships, arguing that we should reward hard working, high achieving students. Despite its noble intentions, needs based aid rather than merit scholarships sends individuals less well prepared and less likely to succeed in college. The worst effect of needs-based aid is the welfare entitlement mentality it promotes and the subversive effect it has on work ethic when children who worked hard to succeed in high school get no merit scholarships while classmates who partied through high school and performed poorly can nonetheless get undeserved taxpayer funds to attend college based on their parent's income. Merit scholarships promote the proper work ethic and individual responsibility that is the foundation of a strong society. Needs-based aid, presented as yet another program you are "entitled to" simply by being born American, provides no incentive to work hard in high school.

Powerful evidence that a student's work ethic, not parental income, drives school performance comes from Asian American families. Low income, often first-generation Asian Americans enforce strong study and work by their children and stress the critical importance of education. We should promote public policies that increase incentives to work hard, not entitlement programs that undermine the work ethic, responsibility, and offer false excuses for failure.

Non-profit, private groups should be the only ones providing welfare assistance to people in a manner that is compassionate, tailored to their situation, and given as charity—not an entitlement that breeds irresponsibility and dependence. One of the foremost business consultants ever, Dr. Peter Drucker, assessed the Salvation Army as "the most effective organization in the U.S. . . . No one even comes close . . . in respect to clarity of mission, ability to innovate, measurable results, dedication, and putting money to maximum use."—Robert A. Watson and Ben Brown, "The Most Effective Organization in the U.S." Leadership Secrets of the Salvation Army, NY: Crown Business, 2001, pp. 2, 16.

22 Reserved for future updates.

23 Thomas Sowell, quoted in https://www.texaspolicy.com/harris-county-is-creating-a-culture-of-dependency/ and https://www.aei.org/carpe-diem/thomas-sowell-quotations-on-the-political-left/.

24 https://www.census.gov/content/dam/Census/library/publications/2023/demo/p60–280.pdf.

25 https://www.heritage.org/poverty-and-inequality/report/the-war-poverty-after-50-years.
26 Reserved for future use.
27 Reserved for future use.
28 Economist Thomas D. Hopkins of the Rochester Institute of Technology, cited in Yesim Yilmaz, "Private Regulation, A Real Alternative for Regulatory Reform," Cato Institute, Cato Policy Analysis No. 303 April 20, 1998, p. 7.
29 This is not an official term, but one the author invented. The idea of "Citizen Advisory Associations" is for people to choose an association they trust and support to give them advice on products and services, public issues, etc—not government officials or agencies or regulations. Based on successful operations like Underwriters Laboratories, Consumer Reports, many other private associations, let independent, private groups advise citizens and let citizens choose both what groups they want to listen to and support, and what they choose to do. Government action and regulation must be limited to strictly Constitutional, only in cases of dire external threats people can't deal with on their own.
30 Today Underwriters Laboratories is now called UL enterprise.
31 Yesim Yilmaz, "Private Regulation: A Real Alternative for Regulatory Reform, Cato Institute, Cato Policy Analysis No. April 20, 1998.
32 From Investopedia, "An externality is a cost or benefit caused by a producer that is not financially incurred or received by that producer. An externality can be both positive or negative and can stem from either the production or consumption of a good or service." For example, pollution you generate that harms someone else is a negative externality.
33 If you think "millions" is an exaggeration, look at the numbers. There are 3 million federal government employees. This does not count the almost 2 million federal military personnel, including reservists. Now, add 20 million state and local government employees to the count!!! This does not include the millions of people working for defense contractors or companies serving government. The Perverted Triangle exists and grows to serve itself, and the more government jobs they add, the stronger they are. Their goal is to reach a point where they have a majority of Americans either working directly in the Perverted Triangle, or dependent on them for jobs or welfare programs. At that point there is no way to ever control or limit them.
34 With standards developed and enforced by voluntary groups like UL and endorsed by Consumer Advisory Associations rather than government regulations, we can shift to decentralized, secure blockchain databases that do not require a government middleman. Top CAAs can run nodes in permissioned, private blockchains using platforms like Hyperledger, or public blockchains like Ethereum.
35 Reserved for future use.
36 Reserved for future use.
37 Tammany Hall was a powerful, corrupt Democratic Party organization that gave services to immigrants to buy their votes for the Democratic Party. It dominated both New York City and NY state politics from the late 1700s to the mid-20th century. While Tammany Hall is gone, the Democratic Party continues to favor open borders and oppose immigration controls to attract poor voters who tend

to vote for Democrats in exchange for welfare and social programs the party promotes.

38 Dr. Thomas West, "Poverty and Welfare in the American Founding," Heritage Foundation, May 19, 2015, https://www.heritage.org/poverty-and-inequality/report/poverty-and-welfare-the-american-founding.

39 I experienced this bull shit requirement in a relatively small government, a Republican dominated city. But everywhere the Perverted Triangle takes bribes, rewards supporters, passes laws to grow the power and size of government, and work for attorneys. I had to spend money, then go testify to get a variance to have less glass in my patio (which is still covered with windows) than the city code requirement. Most codes have no legitimate basis for public safety; they are there because of some company or party's self-interest, or to make it more difficult for do it yourselfers, or other unjust reasons.

40 Reserved for future use.

41 Alex Horowitz & Tushar Kansal, "Survey Finds Large Majorities Favor Policies to Enable More Housing, Simplifying permitting, allowing more apartments are especially popular," Pew Charitable Trust survey, Nov 30, 2023.

42 https://www.goodreads.com/quotes/44731-everything-that-is-really-great-and-inspiring-is-created-by.

43 Reserved for future updates.

44 Building codes and government inspections can be used to shut down and destroy a business and raise costs or prevent building a property for collapse survival. Health and safety concerns are overblown and often absolute lies—these regulations are largely about jobs for more government workers, lawsuits for more lawyer income, votes from the government workers and lawyers, donations from the providers of the services/products that you must buy to comply.

45 Chris Edwards, "Entrepreneurs and Regulations: Removing State and Local Barriers to New Businesses," Cato Institute, Policy Analysis No 916, May 5, 2021.

46 Reserved for future updates.

47 https://www.bls.gov/ooh/construction-and-extraction/construction-and-building-inspectors.htm.

48 William R. Burns and Drew Miller, "Improving DoD Adaptability and Capability to Survive Black Swan Events," Joint Forces Quarterly, 1 Quarter 2014; https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-72/jfq-72_31–38_Burns-Miller.pdf?ver=2014–03-13–152408-657.

49 Samuel P. Huntington, "Strategic Planning and the Political Process" Foreign Affairs, January 1960.

50 Reserved for future use.

51 https://www.archives.gov/milestone-documents/president-dwight-d-eisenhowers-farewell-address.

52 Douglas J. Feith, "How Bush Sold The War," Wall Street Journal, May 27, 2008, p.21.

53 Models 1–4 were covered earlier in this book, see Figure ___.

54 Congressional Research Service, "Conventional Prompt Global Strike and Long-Range Ballistic Missiles: Background and Issues, July 16, 2021, p. 1.

55 Congressional Research Service, "Conventional Prompt Global Strike and Long-Range Ballistic Missiles: Background and Issues, July 16, 2021, p. 5.

56 Anti-nuclear opponents worry about nuclear fallout and environmental devastation of nuclear strikes in one area of the world ruining the entire planet. What about the devastation of biological weapons use? A new bioengineered virus? New WMD developed with AI that individuals and terrorists can release? US nuclear capability and the strategy/resolve to use nuclear weapons to destroy WMD threats, including preemptive attacks, is the best way to preclude these more likely and deadly sources of disaster.

57 Ted Lieu—Wikipedia as of May 17, 2025.

58 Reserved for future use.

59 Reserved for future use.

60 Drew Miller, Harvard PhD Dissertation, "Fortifications and Underground Nuclear Defense Shelters for NATO Troops," 1985, https://www.osti.gov/biblio/5947295.

61 Reserved for future use.

62 Col Drew Miller, "Improving Cost Effectiveness in the Department of Defense," Air & Space Power Journal, Spring 2010, https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-24_Issue-1–4/2010_Vol24_No1.pdf.

63 Anthony Cordesman, quoted in Col Drew Miller, "Improving Cost Effectiveness in the Department of Defense," Air & Space Power Journal, Spring 2010, https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-24_Issue-1–4 2010_Vol24_No1.pdf.

64 This was a several years long program trying to modernize and clean up the tremendously duplicative, costly, ineffective thousands of Department of Defense business programs, software, systems. It ran for decades under a variety of names, always failing, relaunched and renamed to help conceal the failures. The goals of a common Human Resources system, audible financial statements, cost savings from modern, streamlined, consolidated business systems remain a failure for reasons listed later in this chapter. I was at the Institute for Defense Analyses, the top DoD Federally Funded R&D Center (think tank) before and after serving a year in this program in a Senior Executive Service position. A fantastic opportunity to see how the system operated from the inside, but disappointing and unpleasant because the system is such a disaster.

65 https://www.hudson.org/national-security-defense/oversight-accountability-subcommittee-national-security-border-foreign-bryan-clark.

66 https://www.taxpayer.net/budget-appropriations-tax/why-cant-the-pentagon-pass-an-audit/.

67 As another example of how confusing/conflicting DoD bureaucracy is, ask someone in Congress who deals with the DoD if the Marines are a separate military service, or part of, underneath the Navy. I'm not sure our current Secretary of Defense would answer correctly. Here is the complicated/conflicting answer: The Marine Corps and the Navy are distinct branches (another name for "services"—to add another note of confusion) under the Department of the Navy, led by the Secretary of the Navy. The Marine Corp is usually counted as a separate service however. But unlike the Army, Air Force, Navy, Space Force—the Marines do not have a Secretary of the Marines. There is not a Department of the Marine

Corps or Secretary of the Marines in the DoD, unlike the Army with a Secretary of the Army. And both the Navy and Marine Corps fall under the control of the Department of the Navy. While both services report to the secretary of the Navy, they operate under separate chains of command. The commandant of the Marine Corps and the chief of naval operations are the highest-ranking officers within their respective branches, but one does not report to the other. The Marines may or may not be part of the Navy, there is no definitive answer. They do have a shared service secretary. So are they really a separate service. I'm counting them here, and most Marines probably prefer that.

68 This list is probably missing several, but here are 50: Defense Advanced Research Projects Agency (DARPA), Defense Commissary Agency (DeCA), Defense Contract Audit Agency(DCAA), Defense Contract Management Agency (DCMA), Defense Counterintelligence and Security Agency (DCSA), Defense Finance and Accounting Service (DFAS), Defense Health Agency (DHA), Defense Human Resources Activity (DHRA), Defense Information Systems Agency (DISA), Defense Intelligence Agency (DIA), Defense Legal Services Agency (DLSA), Defense Logistics Agency (DLA), Defense Media Activity (DMA), Defense POW/MIA Accounting Agency (DPAA), Defense Security Cooperation Agency (DSCA), Defense Technical Information Center (DTIC).

Defense Technology Security Administration (DTSA), Defense Threat Reduction Agency (DTRA), Department of Defense Education Activity (DoD EA), Department of Defense Test Resource Management Center (DoD TRMC), Missile Defense Agency (MDA), National Geospatial-Intelligence Agency (NGA), National Reconnaissance Office (NRO), National Security Agency/Central Security Service (NSA/CSS), Office of Local Defense Community Cooperation (OLDCC), Pentagon Force Protection Agency (PFPA), Washington Headquarters Services (WHS), Armed Services Board of Contract Appeals, Army and Air Force Exchange Service, Defense Acquisition University (DAU), Defense Criminal Investigative Service (DCIS), Joint Personnel Recovery Agency, Military Postal Service Agency, National Assessment Group (NAG), National Defense University (NDU), National Guard Bureau (NGB).

Army National Guard (ARNG), Air National Guard (ANG), National Intelligence University (NIU), Organization of the Joint Chiefs of Staff, Uniformed Services University of the Health Sciences (USUHS), United States Court of Appeals for the Armed Forces, United States Military Entrance Processing Command (USMEPCOM), Electromagnetic Spectrum Operations Cross Functional Team (EMSO CFT), Close Combat Lethality Task Force (CCLTF), Protecting Critical Technology Task Force (PCTTF).

69 It took five years just to agree to the design of the first phase of personnel and pay functions, 2004. Another five years of big spending, but little progress ensured, with the first phase of implementation delayed year after year, until finally the US Army in 2009, over a decade after the start, was scheduled to start first using the new DoD ERP personnel system.

70 Ibid.

71 Government Accountability Office, letter to Honorable Robert M. Gates, Secretary of Defense, September 8, 2008, "Subject: DoD Systems Modernization:

Maintaining Effective Communication Is Needed to Help Ensure the Army's Successful Deployment of the Defense Integrated Military Human Resources System," https://www.gao.gov/assets/gao-08–927r.pdf; Wikipedia, https://en.wikipedia.org/wiki/Defense_Integrated_Military_Human_Resources_System; My experience with the program while serving as a Program Manager, Senior Executive Service, in the DoD Business Management Modernization Program both directly with this program, and with similar ERP system efforts.

72 The "Augean stables" in Greek mythology were used by 3,000 oxen, and had not been cleaned for 30 years. Hercules was given the impossible task of cleaning them, which he wisely did by diverting two rivers to flood the stables to clean out the shit.

73 The sheer size and maze of government bureaucracies, webs of rules and regulations, makes it very hard to be sure that something like a personnel cutback really occurs. For example, when Strategic Air Command was ordered to cut back its HQ staff, they simply moved intelligence staff from a HQ assignment to an "Intelligence Wing." Squadron and Wings are normally operational units. I served in the 544th "Strategic Intelligence Wing"—but I worked in the Strategic Air Command HQ building, doing HQ work, briefing HQ staff. We did some work supporting Strategic Air Command units, but we our work was overwhelmingly HQ work.

74 William R. Burns and Drew Miller, "Improving DoD Adaptability and Capability to Survive Black Swan Events," Joint Forces Quarterly, 1 Quarter 2014; https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-72/jfq-72_31–38_Burns-Miller.pdf?ver=2014–03-13–152408-657.

75 Nick Bostrom, director of the Future of Humanity Institute at Oxford University, also argues against the common practice of assigning low probabilities to or ignoring unpredictable, has-never-happened-before threats. Dr. Bostrom argues that when we consider the many potential sources of existential, black swan risks, there is substantial likelihood of some great disaster: "The balance of evidence is such that it would appear unreasonable not to assign a substantial probability to the hypothesis that an existential disaster will do us in. My subjective opinion is that setting this probability lower than 25% would be misguided, and the best estimate may be considerably higher." quoted in William R. Burns and Drew Miller, "Improving DoD Adaptability and Capability to Survive Black Swan Events," Joint Forces Quarterly, 1st Quarter 2014; https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-72/jfq-72_31–38_Burns-Miller.pdf?ver=2014–03-13–152408-657.

76 Nassim Taleb, quoted in William R. Burns and Drew Miller, "Improving DoD Adaptability and Capability to Survive Black Swan Events," Joint Forces Quarterly, 1 Quarter 2014; https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-72/jfq-72_31–38_Burns-Miller.pdf?ver=2014–03-13–152408-657.

77 William R. Burns and Drew Miller, "Improving DoD Adaptability and Capability to Survive Black Swan Events," Joint Forces Quarterly, 1 Quarter 2014; https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-72/jfq-72_31–38_Burns-Miller.pdf?ver=2014–03-13–152408-657.

78 Sayce Falk and Sasha Rogers, Junior Military Officer Retention: Challenges and Opportunities (Boston: John F. Kennedy School of Government, March 2011). In another survey of West Point graduates by Tim Kane, when asked why they left

military service, 82 percent of the veterans responded, "frustration with military bureaucracy." See Tim Kane, "Why Our Best Officers Are Leaving," The Atlantic, January/February 2011, 80–85, available at www.theatlantic.com/magazine/archive/2011/01/why-our-best-officers-are-leaving/308346/.

79 Reserved for future use.

80 This is an analogy we used in the Pentagon describing the hopelessness of trying to change or fix bureaucratic problems in the vast DoD. Imagine fighting a marshmallow as big as a building with your bare hands. You can exhaust yourself throwing punishes, tearing out pieces, but the impervious massive marshmallow remains.

81 https://www.academia.edu/39887492/How_the_US_Army_decayed_Does_anyone_want_to_fix_it_A_look_at_our_military.

82 Reserved for future use.

83 Fortunately for our nation, there are hundreds of great groups trying to fight the Perverted Triangle like "Citizens Against Government Waste" that researches, tracks and annually publishes an annual "Congressional Pig Book." In 2023, they identified 7,396 earmarks, waste of $26.1 billion. Since 1991, they have identified 124,212 pork earmarks costing $437.5 billion.—Citizens Against Government Waste, 1923 Congressional Pig Book, https://www.cagw.org/reporting/pig-book The Constitutional Alliance proposal is to gather the hundreds of small, independent think tanks and government reform groups into a united effort to get an 80% right package of proposals that 80% of the population will find 80% right—certainly a vast improvement over the Perverted Triangle and our current collision course with collapse disaster.

84 Roger Pilon, Cato Institute, The Purpose and Limits of Government, Cato's Letter #13, Dec 1998, https://www.cato.org/books/catos-letter-no-13-purpose-limits-government.

85 Charles Murray, By the People: Rebuilding Liberty Without Permission, Crown Publishing, 2016, p. 264.

86 Philip Howard, Life Without Lawyers: Restoring Responsibility in America, WW Norton & Co, 2010.

87 Reserved for future use.

88 https://www.goodreads.com/quotes/261845-three-great-forces-rule-the-world-stupidity-fear-and-greed.

89 Nassim Taleb, The Black Swan: the impact of the highly improbable, pp. 12, 24, 59, 63, 121, 132.

90 Eric Fromm, Escape from Freedom, 1941.

91 "Why Critical Thinking is Disappearing—The Rise of Collective Stupidity," The Psyche, YouTube, https://www.youtube.com/watch?v=rIO4IDMnBDU.

92 Google, FB, YouTube do not give you the information you are searching for or best fits, but whatever yields them the most profit. You can type in the exact title and description of the information/video you want and these companies will serve up trash that does not fit, but pays them advertising fees. Consumer Advisory Groups (proposed in this book) are needed to gather citizen power to enable alternatives to these horrible information sources.

93 Dr. Mary Louisa Cappelli, "Collective Stupidity: A nation in decline, one TikTok at a time," Medium.com May 1, 2025, https://medium.com/bouncin-and-behavin-blogs/collective-stupidity-7f20c3fc94f3.

94 Sam Schechner and Sam Kessler, "'I'm Going Crazy': ChatGPT helps fuel delusional spirals," Wall Street Journal, Aug 14, 2025, p. A10.

95 Nassim Taleb, The Black Swan: the impact of the highly improbable, p. 111.

96 Victor Davis Hanson, The Dying Citizen: How Progressive Elites, Tribalism, and Globalization are Destroying the Idea of America, Basic Books, 2021, pp. 142–145.

97 Models 1–4 were covered earlier in the book, Chapter Five on the "Perverted Triangle".

98 Reserved for future use.

99 Col Drew Miller, PhD, USAFR , "Improving Cost-Effectiveness in the Department of Defense," Air & Space Power Journal—Spring 2010, 1 March 2010.

100 https://apps.dtic.mil/sti/citations/ADA360472; to get the software, you'll have to contact RAND. I got my copy of DynaRank by contacting Dr. Paul Davis at RAND decades ago. Hopefully RAND will post a free download on their website if many query to request this great MCDA tool.

101 Dr. Paul Davis at RAND, a co-inventor of DynaRank and one of the best defense analysts in our history, has long used and promoted MCDA DSS that both improve the ability to examine and promote "FARness" (Flexibility, Adaptiveness, Robustness) in selecting systems and lay out the specific, quantified (even when qualitative, subjective estimates are used) reasons for the decision. We have examples of successfully using MCDA DSS in many very different cases. One is from work I did at US Strategic Command, two from are IDA where I worked, one is RAND, and one is from a MITRE project: Comparing Prompt Global Strike capability options at STRATCOM, Missile Defense Agency work, Working out civilian vs. military priorities for Global Positioning Satellites, Iraqi Detainee release military and political impacts, and Comparing the relative value of AC and RC forces for cyber work.

102 I was once stopped from using a MCDA tool in a Pentagon briefing by a three star officer who said it was too complex and detailed for senior executives. In business, however, executives look at far more complex financial models and spreadsheets, usually "drilling down" into details to probe for bad assumptions or to better understand key issues. The three-star argued that there was no time to teach senior DoD leaders how the DSS worked during a single briefing. So instead, a multi-billion dollar program change was briefed and approved based on multi-color PowerPoint slides, not multi-criteria analysis. The three-star was right that it would take valuable time to explain the DSS, but wrong to think that this level of detail is inappropriate for decision-makers. While serving in Iraq, staff officers tried to stop me from using the same MCDA DSS, saying it was too complex. Fortunately I was there as an Institute for Defense Analyses analyst with some independence (not an officer that could be easily ordered) and thus ignored the advice and did use this DSS tool to brief General Petraeus at MNF-Iraq HQ. He readily understood and liked this MCDA tool, and asked us to get our briefing published in Joint Force Quarterly.—Mason Brooks and Drew Miller, "Inside

the Detention Camps: A New Campaign in Iraq" Joint Forces Quarterly, 1st Quarterly 2009 https://ndupress.ndu.edu/portals/68/documents/jfq/jfq-52.pdf Paul Davis argues that the scorecard should not be presented as a precise calculation but a means of exploring impacts of different criteria and weightings of their importance as you look at a variety of alternatives. Davis calls for using this tool "in a dialogue with decision-makers, allowing them to select the emphasis on criteria, observe the implications, and iterate the weighting . . . to study the implications of emphasis."—Richard Hillestad, Paul K. Davis, RAND, Resource Allocation for the New Defense Strategy.

The DynaRank Decision-Support System, 1998 https://www.rand.org/pubs/monograph_reports/MR996.html E.S. Quade, another brilliant RAND analyst, made a similar argument when he wrote: "In an analysis aimed at policy-making, an investigation of the relevance of the many factors and contingencies affecting the decision is likely to be more useful than any narrow optimization achieved by sophisticated analytic techniques. A good new idea—technical, operational, or what have you—may be worth a thousand elaborate optimizations, for it may offer a means of overcoming our difficulties." We will never get a perfect, precise calculation of risk and capability tradeoffs, but with both improved and more shared understanding of the risks and their likely impacts using a MCDA DSS, we can enable better analysis, collaboration, and decision-making.—E.S. Quade, Systems Analysis and Policy Planning: Applications in Defense, RAND, 1968).

103 Webnote Figure: Multi-Criteria Decision Analysis Scorecard for DoD Force Options; Webnote Figure: Multi-Criteria Decision Analysis used for decision-making in Iraq Campaign.

104 Another objection sometimes raised is use of ratio versus ordinal scales. I have seen no convincing cases of misuse of a MCDA DSS because of these problems, but some consultants argue that it is possible to have miscalculations. It is important to stress that a MCDA DSS is not designed to calculate or produce an "answer". It is a very flexible tool to compare risks and alternatives by a diverse set of criteria. Some of the means to analyze and rate the criteria may be very accurate model results. Many are likely to be "Subject Matter Expert" subjective estimates. A wide range of other analytic and cost models and methods can and should be used—the Multi Criteria DSS is the common means to hold and display and weigh the results of other analytic tools and Subject Matter Expert judgments. The DSS is an ideal tool for sensitivity analysis and to show decision-makers the range of alternative rankings based on changes in assumptions about threats and risks, weights for criteria, or different ratings of factors where organizations disagree.

105 Reserved for future use.

106 The Delphi Method involves using experts in iterative rounds of questionnaires and feedback, usually with the experts remaining anonymous.

107 "In an analysis aimed at policy-making, an investigation of the relevance of the many factors and contingencies affecting the decision is likely to be more useful than any narrow optimization achieved by sophisticated analytic techniques. A good new idea—technical, operational, or what have you—may be worth a thousand elaborate optimizations, for it may offer a means of overcoming our difficulties.".

—E.S. Quade, Systems Analysis and Policy Planning: Applications in Defense, RAND, 1968.

"the cornerstone of a systems analysis under uncertainty is a critical assessment of an appropriate measure of system worth and educated guesses about appropriate possibilities.".

—Albert Madansky, "Uncertainty," chapter in Systems Analysis and Policy Planning.

"Our goal is not to eliminate error. That cannot be done. It is to refine the information we do have available and to collate and assess it to provide the best feedback available in a given circumstance.".

—Edward A. Smith, Boeing Washington Studies and Analysis Office, From Network Centric . . . to Effects-based Operations, 2002.

108 Dennis J. Gleeson Et Al, "New Perspectives on Effects-Based Operations: Annotated Briefing" Institute for Defense Analyses, June 2001.

109 Using MCDA scorecard, you can quickly test the ranges of ratings or probability disagreements and often will find out that the issue or probability disagreements don't affect the rankings of the best option. You can then call the issue as "non-critical" to the decision, and direct analysis/debate to focus on areas of uncertainty or disagreement that do affect the top rated decision option. This can be extremely valuable. If politically divisive issues (criteria) X, Y and Z are entered in the MCDA scorecard, with two sides disagreeing strongly on the criteria ratings, but option 4 rates highest with both ratings used, there is no need to waste time with more analyzing or discussion these three issues since they don't change the decision recommendation.

110 Michael Barzelay and Fred Thompson, Efficiency Counts: Developing the Capacity to Manage Costs at Air Force Materiel Command (Washington, DC: IBM Center for the Business of Government, 2003).

111 Douglas J. Feith, "How Bush Sold The War," Wall Street Journal, May 27, 2008, p.21.

112 Item #16 from the "Declaration of The Constitutional Alliance" resolutions, "The Constitution be amended to require all laws, bills passed in both houses must be limited to a single subject, and read in full, while at least 80% of members are present and attentive, as judged by a Federal Watch Officer. State legislatures will nominate and then vote to appoint 12 Federal Watch Officers who rotate in service. If listening requirements are not met, the Federal Watch Officer is empowered to halt the session and label a bill null and void for non-compliance with reading requirements." From Dr. Drew Miller, Col USAF (Ret), "How did American Government get ruined? How can we fix it? Avoid Civil War? The Constitutional Alliance to Restore American Liberty," Version 1.4, Dec 2024, p. 71; https://constall.org/wp-content/uploads/2024/12/How-America-was-Ruined-and-How-we-can-fix-it-Ver-1.4-Dec-2024.pdf.

113 Reserved for future use.

114 https://www.cato.org/blog/wastebook-100-silly-government-projects?gad_source=1&gad_campaignid=85808169&gbraid=0AAAADusmudseumLTnzEKqkuQVHIOnuS6&gclid=Cj0KCQjwjdTCBhCLARIsAEu8bpIPZKg-UZggDKI_Xwj3DJ3Ex43xPsMCkKYhtzVi_3seidPBGI4lKAwaAr6GEALw

_wcB; https://www.heritage.org/budget-and-spending/commentary/boondoggles-7-examples-wasteful-outrageous-earmarks-senate-spending.

115 Reserved for future use.

116 William Hartung, "The U.S. Congress Is Now in the Pocket of the Arms Industry," Fair Observer, March 30, 2023, https://www.fairobserver.com/politics/the-us-congress-is-now-in-the-pocket-of-the-arms-industry/#.

117 William Hartung, "The U.S. Congress Is Now in the Pocket of the Arms Industry," Fair Observer, March 30, 2023, https://www.fairobserver.com/politics/the-us-congress-is-now-in-the-pocket-of-the-arms-industry/#.

118 Reserved for future use.

119 https://www.cfr.org/blog/first-time-us-spending-more-debt-interest-defense.

120 https://www.cagw.org/thewastewatcher/senator-reid-out-yucca-mountain; "Washington should stay out of U.S. nuclear renaissance,' Washington Examiner editorial, Oct 30, 2024.

121 The Perverted Triangle and the Nanny State illegally dictates what we consume, regulates drugs and birth control, how we invest, the placement of outlets in our house, spacing of our stair balusters—but can't be bothered to warn or prepare its citizens to survive the coming pandemic, harden the electric grid, or stockpile transformers so we can repair damage to the electric system in weeks rather than months or years. We don't have limited, Constitutional Government in the United States, or Responsible Government that provides security while staying out of personal affairs. We have Big Government abusing power in areas where it has absolutely no business being involved, trampling individual rights and freedom, violating the US Constitution—ignoring the national security threats that could kill us, and blocking our ability to prepare.

122 Details on this provided earlier, and some additional sources here. We need to accept, announce, and prepare for the truth that preventing bio attacks and pandemics is impossible: "Given the enormous universe of microbial threats, the power of modern biology to enhance the microbial virulence and the high likelihood that biological weapons will continue to threaten humanity one must face the question of how best to protect society. The sheer number of threats and the availability of technologies to modify microbes to defeat available countermeasures suggest that any attempt to achieve defense in depth using microbe-by-microbe approaches to biodefense is impractical and ineffective."—Dr. Arturo Casadevall, Department. of Microbiology and Immunology and Division of Infectious Diseases, Albert Einstein College of Medicine, NY, 2012; Ronald K. Noble, Secretary General of INTERPOL, also called for accepting the inevitability of bio attacks and getting prepared to deal with them: "Using disease, terrorists can substantially multiply the devastation and societal disruption that they cause, and they can do it without sophisticated infrastructure or state support. For this very reason, we would be mistaken to treat a worst-case scenario as a remote possibility. Instead, we must deal with this as an eventuality for which we need to be prepared." Ronald K. Noble, Secretary General of INTERPOL, Bioterrorism International Tabletop Exercise, 2007.

123 Reserved for future use.

Chapter Fifteen

1 Reserved for future use.
2 A book, "The Fourth Turning," argues that civilizations follow predictable cycles, ending in a crisis. It is a US focused and unconvincing theory, covering more changes by generation, not civilization rise and fall.
3 Will and Ariel Durant, "Ceasar and Christ," book in their series The Story of Civilization.
4 Arnold J. Toynbee, "A Study of History," 12-volume universal history published from 1934 to 1961.
5 Robert Loevy, "Arnold Toynbee and the Cycle of Civilizations," Colorado College, p. 15.
6 Sir John Glubb, "The Fate of Empires and Search for Survival," 1976.
7 A "Renaissance man" means a great thinker, covering a variety of subjects, like Leonardo da Vinci. Also called "polymaths," they have a well rounded education, are constantly studying and learning, covering a broad array of topics.
8 Assyria, Persia, Greece, Roman Republic, Roman Empire (he splits them up into two distinct civilizations), Arab, Mameluke, Ottoman, Spain, Romanov Russia, Britain.
9 Reserved for future use.
10 Jared Diamond, Collapse: How Societies Choose to Fail or Succeed, Penguin Books, 2005.
11 Thomas Homer-Dixon, The Upside of Down: Catastrophe, Creativity, and the Renewal of Civilization, Island Press, 2006.
12 Joseph Tainter, The Collapse of Complex Societies, Cambridge University Press, 1988, p. 193.
13 Joseph Tainter, The Collapse of Complex Societies, Cambridge University Press, 1988, pp. 195–209.
14 https://www.goodreads.com/quotes/12912-i-agree-to-this-constitution-with-all-its-faults-if.
15 https://www.senate.gov/artandhistory/history/resources/pdf/Washingtons_Farewell_Address.pdf.
16 William Ophuls, Immoderate Greatness: Why Civilizations Fail, 2012.
17 Poem by T.S. Eliot, "This is the way the world ends. Not with a bang but a whimper."
18 Reserved for future use.

Chapter Sixteen

1 Jon Erlichman, "'50–50 chance' that AI outsmarts humanity, Geoffrey Hinton says," Bloomberg, June 14, 2024.
2 Reserved for future use.
3 John R. Heilbrunn, "Review: Paying the Price of Failure: Reconstructing Failed and Collapsed States in Africa and Central Asia," Perspectives on Politics, Vol. 4, No. 1 (Mar., 2006), pp. 135–150 Published by: American Political Science Association Stable URL: http://www.jstor.org/stable/3688633; https://www.rochelleterman.com/ComparativeExam/sites/default/files/Bibliography%20and%20Summaries/Heilbrunn%202006.pdf.

4 Jamie Bartlettis, "Return of the city-state: Nation-states came late to history, and there's plenty of evidence to suggest they won't make it to the end of the century," Aeon, 5 September 2017, https://aeon.co/essays/the-end-of-a-world-of-nation-states-may-be-upon-us.

5 Jamie Bartlettis, "Return of the city-state: Nation-states came late to history, and there's plenty of evidence to suggest they won't make it to the end of the century," Aeon, 5 September 2017, https://aeon.co/essays/the-end-of-a-world-of-nation-states-may-be-upon-us.

6 Henry Kissinger, Eric Schmidt, Daniel Huttenlocher, The Age of AI And Our Human Future, 2021, p.135.

7 Martin Van Creveld, The Transformation of War: The Most Radical Reinterpretation of Armed Conflict Since Clausewitz, 1991.

8 Sergei Guriev and Daniel Treisman, "How Do Dictatorships Survive in the 21st Century?" Carnegie Reporter, December 6, 2022.

9 Sergei Guriev and Daniel Treisman, "How Do Dictatorships Survive in the 21st Century?" Carnegie Reporter, December 6, 2022.

10 John R. Heilbrunn, "Review: Paying the Price of Failure: Reconstructing Failed and Collapsed States in Africa and Central Asia," Perspectives on Politics, Vol. 4, No. 1 (Mar., 2006), pp. 135–150 Published by: American Political Science Association Stable URL: http://www.jstor.org/stable/3688633; https://www.rochelleterman.com/ComparativeExam/sites/default/files/Bibliography%20and%20Summaries/Heilbrunn%202006.pdf.

11 John R. Heilbrunn, "Review: Paying the Price of Failure: Reconstructing Failed and Collapsed States in Africa and Central Asia," Perspectives on Politics, Vol. 4, No. 1 (Mar., 2006), pp. 135–150 Published by: American Political Science Association Stable URL: http://www.jstor.org/stable/3688633; https://www.rochelleterman.com/ComparativeExam/sites/default/files/Bibliography%20and%20Summaries/Heilbrunn%202006.pdf.

12 Sergei Guriev and Daniel Treisman, "How Do Dictatorships Survive in the 21st Century?" Carnegie Reporter, December 6, 2022.

13 If you're wondering—what is the source for all this? The answer is the author's speculation based on almost 50 years of research and analysis, a Bachelor of Science degree from the USAF Academy with a double major in History and International Affairs, a Masters Degree and PhD from Harvard University in Public Policy and operations research, work as a military intelligence officer, Chief of the "Global Political-Military Affairs" office in a USAF Intelligence Wing attached to US Strategic Air Command HQ and other major military commands, Corporate Planning and Development at ConAgra Inc (a huge food and agriculture company then), reserve USAF work as a Plans and Programs Officer at HQ USAF and US Strategic Command, a Research Analyst at the Institute for Defense Analyses (top DoD FFRDC, think tank), Senior Executive Service in the DoD, service in Iraq during the insurgency and civil war, decades of research on collapse threats, preparedness and survival, and a decade of leading Fortitude Ranch, the nation's largest survival community, focused on thinking about and preparing for collapse survival. These ideas were discussed with associates over the years, and shared with

reviewers who offered great edits, but if any country or group is insulted, blame the author.

14 Jamie Bartlettis, "Return of the city-state: Nation-states came late to history, and there's plenty of evidence to suggest they won't make it to the end of the century," Aeon, 5 September 2017, https://aeon.co/essays/the-end-of-a-world-of-nation-states-may-be-upon-us.

15 Jamie Bartlettis, "Return of the city-state: Nation-states came late to history, and there's plenty of evidence to suggest they won't make it to the end of the century," Aeon, 5 September 2017, https://aeon.co/essays/the-end-of-a-world-of-nation-states-may-be-upon-us.

16 Jamie Bartlettis, "Return of the city-state: Nation-states came late to history, and there's plenty of evidence to suggest they won't make it to the end of the century," Aeon, 5 September 2017, https://aeon.co/essays/the-end-of-a-world-of-nation-states-may-be-upon-us.

17 Not an official term, "county states" are my term for largely rural, relatively small areas that function as a government without being a formal part of a larger nation-state. Not feasible today in the era of nation-states, but in the Age of Collapse, if there is either no foreign army threat that a nation-state can provide and use as justification to rule, or no nation-state is able to function, then small county states may emerge as a form of government.

18 In my book, Rohan Nation: Reinventing America after the 2020 Collapse, China did invade the US in later years of a long collapse. This was a fiction novel and that was great drama in the book. I do not expect China to invade the US even if we emerge from a collapse so weak and China so strong that they could invade.

19 Reserved for future use.

Chapter Seventeen

1 Reserved for future use.

2 Martin Luther King, in his "Letter from Birmingham Jail," 16 Apr 1963.

3 Charles Murray, By the People: Rebuilding Liberty Without Permission, Crown Publishing, 2016, p. 127.

4 Dr. Martin Luther King, quotes from https://www.amnesty.org/en/latest/campaigns/2016/01/16-martin-luther-king-quotes-to-remember/ and from https://www.goodreads.com/quotes/242974-so-i-have-tried-to-make-it-clear-that-it.

5 Mercy Otis Warren, History of the Rise, Progress, and Termination of the American Revolution vol. 1.

6 Charles Murray, By the People: Rebuilding Liberty Without Permission, 2015.

7 Reserved for future updates.

8 Charles Murray, By the People: Rebuilding Liberty Without Permission, 2015.

9 Reserved for future use.

10 Website on "The Constitutional Alliance" program, https://constall.org/, paper with recommendations for government reform program downloadable there. A few key reforms include: "Constitution be amended to clearly state that the 9th Amendment cannot be ignored. Citizens have Natural Rights, some listed like freedom of speech and right to bear arms, but many others not enumerated that legislative laws may not violate. When citizens challenge statutory laws and

regulations claiming a Natural Right to be left alone, governments must prove the law is a proper one, delegated to them by The People, and an absolutely necessary taking of personal liberty." "Governments at all levels must stop regulating personal and private matters, stay out of citizen's homes, and not infringe on personal activity that does not cause unreasonable harm to others.".

11 Clark Neily, Walter Olson and Ilya Somin, The National Constitution Center, "Restoring The Guardrails Of Democracy Project, Report By Team Libertarian," pp. 19–20.

12 Reserved for future use.

13 The top beneficiaries of the Perverted Triangle will fight to retain their power with every underhanded measure they can muster, but once it is clear that The Constitutional Alliance can succeed, most participants in the system are likely to abandon it and applaud its fall. Everyone knows how horrible and disastrous the unconstitutional US Big Government and many State Governments have become. 95% of Americans will be far better off when we return to limited federal and state government, and diverse/responsive local government. Most trapped in subservience to the Perverted Triangle will turn on it when they see that DOGE and the Trump administration and it's supporting citizens can succeed. Public Employee and Teacher Union leaders, the Trial Lawyers Association will fight aggressively, but most government employees and teachers are good citizens working in a system they hate but have been unable to change. Laid off government regulators can find rewarding work as analysts at Citizen Advisory Associations and voluntary regulatory organizations, in a far better work environment where talent and initiative are rewarded. https://constall.org/.

14 Jim Carlton, "San Francisco Fights Disorder—and Goes After a Little Library," Wall Street Journal, March 27, 2023, p. A1.

15 https://quotefancy.com/quote/775148/Benjamin-Franklin-Security-without-liberty-is-called-prison.

16 https://constall.org/.

17 Christopher J. Conover, "Death by Taxes," American Enterprise Institute, April 13, 2012; https://www.aei.org/economics/public-economics/death-by-taxes-2/.

18 Reserved for future use.

19 Reserved for future use.

Chapter Eighteen

1 Reserved for future use.

2 You can see the latest "probability of doom" from AGI estimates at https://pauseai.info/pdoom. The best studies as of late 2025 on the inability to control AGI and absolutely essential need to never allow anyone to build it are Anthony Aguirre, Professor of Physics of Information at the University of California and Executive Director of the Future of Life Institute, https://futureoflife.org/, and Eliezer Yudkowsky & Nate Soares, If Anyone Builds It, Everyone Dies, Little, Brown and Company, 2025.

3 Anthony Aguirre, "Keep the Future Human: Why and How we should close the Gates to AGI and Superintelligence, and What we should Build Instead," March 5, 2025, https://keepthefuturehuman.ai/, p. 57.

4 Anthony Aguirre, "Keep the Future Human: Why and How we should close the Gates to AGI and Superintelligence, and What we should Build Instead," March 5, 2025, https://keepthefuturehuman.ai/, p. 8.
5 Consumer Advisory Agencies were explained and proposed in an earlier chapter.
6 Alex Karp, speaking at Tallinn Digital Summit, 5 Sep, 2023.
7 Alex Karp and Nicholas Zamiska, *The Technological Republic: Hard Power, Soft Belief, and the Future of the West, Crown Currency*, 2025, pp. 26, 28.
8 Reserved for future use.
9 https://www.youtube.com/watch?v=jklIs6LnOw4&t=320s.
10 Reserved for future use.
11 In a poll question App players could answer, 52% of exercise participants believe AI can be misused now to kill billions of people, likely to kill most people, 36% believe will kill millions, but not billions or a threat to humanity. Another poll question asked in the App was: "To deter abuse of AI by China and Russia, should the US and other nuclear powers maintain nuclear forces secure from AI connections/control, and threaten, and if necessary, use nuclear weapons in retaliation?" Answers players could select were, "Yes, far better to yield a destructive power that humans can control than risk obliteration by AI; No, better for the US and others to continue AI development and mount AI attacks against China/Russia if they abuse AI; No, there is never any excuse to use nuclear weapons." Results of this question were: 34% favored AI attacks against China/Russia if they refuse AI controls, 50% favoring nuclear weapons to retaliate for their refusal to control AI, with 16% saying there is never any excuse to use nuclear weapons.
12 https://www.youtube.com/watch?v=jklIs6LnOw4.
13 Reserved for future use.
14 Reserved for future use.
15 Reserved for future use.
16 Reserved for future use.

Chapter Nineteen

1 "Deus ex machina" is Latin for "god from the machine," but refers to a Greek dramatic device, a plot where a seemingly unsolvable problem in a story is suddenly solved by an unexpected and unlikely occurrence, divine intervention.
2 Reserved for future use.
3 https://www.merriam-webster.com/dictionary/prosperous.
4 https://www.merriam-webster.com/dictionary/prosperous.
5 Nassim Taleb, The Black Swan: the Impact of the Highly Improbable, 2nd edition, Random House, 2010.
6 Dr. Drew Miller, "The Age of Designer Plagues," The American Interest, December 2016.
7 Reserved for future use.
8 https://constall.org/.
9 https://www.pewresearch.org/politics/2023/09/19/how-americans-view-proposals-to-change-the-political-system/.
10 Reserved for future use.

11 Hopefully these quoted words from The Declaration of Independence are well known.
12 The American Revolution began as a revolt against government policies the colonists opposed—and would still have opposed whether or not they passed in Parliament with a few Colonial Representatives voting no. The Declaration of Independence was not about voting rights, it was about real freedom, priority given to protecting our Natural Right to live free, the right to be left alone. The American Revolution was instigated by outrage over British taxes and fees that were trivial compared to the avalanche of Big Government taxes, regulations and violations of freedom we suffer from today. The Constitution was written and approved to protect our Natural Rights and freedom from government violating this personal freedom. The Constitution has been strangled and is dead in practice, alive on paper largely as a lie. American government today is orders of magnitude worse than British rule in the 1700s.
13 On page 77 of the 1.4 version of the paper at The Constitutional Alliance website, read a summary of the many reasons why states absolutely do have the right to secede, contrary to the Perverted Triangle's point of view. https://constall.org/wp-content/uploads/2024/12/How-America-was-Ruined-and-How-we-can-fix-it-Ver-1.4-Dec-2024.pdf.
14 Reserved for future use.
15 Invoking the title of Thomas Paine's book "Common Sense" that advocating independence from Great Britain, helped spark the American Revolution.
16 If you are an American, you should recognize these words from the American Declaration of Independence.
17 https://constall.org/.
18 Reserved for future use.
19 https://stacker.com/military/states-highest-rates-military-enlistment.
20 Reserved for future use.
21 Clint Bolick, Chapter 2, "Federalism: The Grand Design," in Leviathan: The Growth of Local Government and the Erosion of Liberty, Hoover Institution Press, August 1, 2004, https://www.hoover.org/sites/default/files/uploads/documents/0817945520_25.pdf.
22 https://medium.com/@collapsesurvivor/to-slash-two-trillion-from-cancerous-big-government-and-save-the-country-musk-ramaswamy-trump-must-7c4483d27ed7.
23 Not an official term, "county states" are my term for largely rural, relatively small areas that function as a government without being a formal part of a larger nation-state. Not feasible today in the era of nation-states, but in the Age of Collapse, if there is either no foreign army threat that a nation-state can provide and use as justification to rule, or no nation-state is able to function, then small county states may emerge as a form of government.
24 Daniel Brooks and Salvatore Agosta, A Darwinian Survival Guide; Hope for the Twenty-First Century, MIT Press, 2024.
25 William Ophuls, Immoderate Greatness: Why Civilizations Fail, 2012.
26 Reserved for future use.
27 Reserved for future use.

28 Charles (Chuck) L. Manto, "EMP Executive Order & Self-Funding Resilient Microgrids" Domestic Preparedness, June 26, 2019 https://www.domesticpreparedness.com/articles/emp-executive-order-self-funding-resilient-microgrids.

29 This was covered in earlier chapter explaining why most companies, even those with "business continuity" plans won't survive a collapse. These plans and preparations all assume law and order. There will be no law and order, no police protection in a collapse. The data backup facilities that are reliable backups for thunderstorms or short term regional disasters will not survive a collapse. Nor will bank safety deposit vaults or similar facilities. Unless data backup is in a collapse survivable facility like "Collapse Data Backup" offers, this vital data (like many key associates and other physical assets) will be forever lost.

30 While working at ConAgra Inc, one of the largest food and agriculture companies in the world in Corporate Planning and Development, I ghost wrote the chapter on sustainable agriculture in book *Changing Course: A Global Business Perspective on Development and the Environment*, Stephan Schmidheiny, 1992, that chapter published under ConAgra CEO Mike Harper's name, and helped develop ConAgra's Sustainable Development program.

31 Reserved for future use.

32 William Ophuls, Immoderate Greatness: Why Civilizations Fail, 2012.

33 E. F. Schumacher, Small Is Beautiful: Economics as if People Mattered,1973.

34 Reserved for future use.

35 For a comprehensive, well documented explanation of why big cities are far more violent, dangerous, prone to inciting collapse, see the section "Crowds and Chaos" in Robert Kaplan, Waste Land: A World in Permanent Crisis, Random House, 2025.

36 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 124.

37 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 128.

38 William Ophuls, Immoderate Greatness: Why Civilizations Fail, 2012.

39 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, pp. x, 1.

40 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 260.

41 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 263.

42 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 171.

43 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 166.

44 Reserved for future use.

45 https://youtu.be/fWZLJEo_eR0.

46 Reserved for future use.

47 The feature that amazes me most is walking into a private bathroom and finding massive decorative Greek columns. As if your toilet really was a throne and you expected to greet the masses there.

48 Paul Davidson, "Why young people continue to flee big cities even as pandemic has faded" USA Today, Oct 14, 2024.
49 Reserved for future use.
50 Rachana Kamtekar, Marcus Aurelius, Stanford Encyclopedia of Philosophy, 2010, 2025; https://plato.stanford.edu/entries/marcus-aurelius/.
51 Viktor Frankl, Man's Search for Meaning, 1946.
52 Reserved for future use.
53 Reserved for future use..
54 This is another good example of how prosperity does not mean extreme wealth, but a content, good life.
55 Reserved for future use.
56 Some may condemn the Boy Scouts because of sex abuse cases. It would be more right to condemn lawyers. Much of the following is from Wikipedia: Boy Scouts of America sex abuse cases. The Boy Scouts of America (BSA) is one of the largest youth organizations in the United States, with a million youth members and hundreds of thousands of adult volunteers. There is a higher risk of sex abuse in volunteer youth organizations, so the BSA created a sex abuse education and prevention program in 1988. Civil Air Patrol and other youth program groups have taken similar precautions such as not allowing youth alone with a single adult. In 2010, a jury ordered that the Boy Scouts of America to pay US$18.5 million to a scout who was abused in the 1980s, the largest punitive damages award to a single plaintiff in a child abuse case in US history. As this point, other lawyers flooded in, marketing for class action lawsuits against the BSA. The deluge of lawyers and class action lawsuits ended up bankrupting the BSA. In February 2020, the Boy Scouts of America filed for a Chapter 11 financial restructuring to offer "equitable compensation" to survivors and their families. The BSA cited approximately 200 pending lawsuits in state and federal district courts across the United States and 1,700 potential claimants in total. In September 2022 – as part of their bankruptcy settlement – the BSA agreed to pay over $2.4 billion into the fund, with payments beginning in September 2023. The lawyers fees being charged to this fund for the benefit of lawyers, not abused scouts, were so outrageous, a Judge rejected one of their $21 million claims. Randall Chase, Associated Press, "The judge presiding over the Boys Scouts of America's bankruptcy has rejected a $21 million fee request from attorneys hired by law firms representing survivors of child sexual abuse," Dec 6, 2023. According to a New York Times article: "One lawyer negotiating a resolution to the multi-billion-dollar bankruptcy filed by the Boy Scouts of America billed $267,435 in a single month. Another charged $1,725 for each hour of work. New lawyers fresh out of law school have been billing at an hourly rate of more than $600." https://www.nytimes.com/2021/05/11/us/boy-scouts-bankruptcy-legal-fees.html.

Law firms are expected to take roughly 40% of any payments to clients from the $2.4 billion trust fund established for abuse survivors. More than two dozen law firms that collectively represent more than 60,000 claimants are feeding on the trust fund. Critics of the lawyers argued that "the huge number of claims was the result of a nationwide marketing effort by personal injury lawyers working with for-profit claims aggregators to drum up clients." The real number of

abused scouts is unknown, but likely a small fraction of the numbers claimed by lying lawyers. If it was 60,000 that would be 2% of the 130 million Boy Scouts. According to the Rape, Abuse & Incest National Network, 3% of American males experience an attempted or completed rape in their lifetime. https://www.rainn.org/statistics/victims-sexual-violence#:~:text=About%203%25%20of%20American%20men,completed%20rape%20in%20their%20lifetime.&text=1%20out%20of%20every%2010%20rape%20victims%20are%20male. This suggests the rate of sexual abuse in the BSA was not worse than average. Wherever a rape occurs it is deplorable, but the class action lawsuits of scumbag attorneys against the Boy Scouts of America was arguably more offensive.

57 In "the Pursuit of Happiness," Cato's Roger Pillon explains that "the Founders were saying that each of us has a right not to happiness but to pursue happiness as he sees fit. They did not tell us how to go about that pursuit—save for the premise of equality, which entails the obligation to respect the equal rights of others to their own pursuits. Rather, the determination of how to pursue happiness is left to us, to our own subjective lights, our own values. Obviously, given the differences among people in their various interests and values, different people will take different paths. The point, simply, is that we must respect those differences as we lead our own lives. . . . We may criticize the values of others, of course, but we may not impose our values on them."

58 Reserved for future use.

59 Booker T. Washington, Up From Slavery, 1900.

60 Douglas J. Den Uyl and Douglas B. Rasmussen, "The Philosophic Thought of Ayn Rand," University of Illinois Press, 1986, pp. 75–76.

61 Richard Lamm, Two Wands, One Nation, 2006, pp. 19, 23.

62 Reserved for future use.

63 Reserved for future use.

64 John Michael Greer, The Wealth of Nature: Economics as if Survival Mattered," New Society Publishers, 2011.

65 For example, see Andrew Yang's political campaign proposal: https://2020.yang2020.com/policies/the-freedom-dividend/.

66 William Ophuls, Plato's Revenge: Politics in the Age of Ecology, The MIT Press, 2011. Read the Prologue and Epilogue to get the key points quickly.

67 William Ophuls, Immoderate Greatness: Why Civilizations Fail, 2012, p. 69.

68 Reserved for future use.

69 Drew Miller, Rohan Nation: Reinventing America after the 2020 Collapse," Third Edition, Responsibility Press, 2011.

70 www.fortituderanch.com.

71 Reserved for future use.

72 Reserved for future use.

73 Reserved for future use.

74 Daniel Brooks and Salvatore Agosta, A Darwinian Survival Guide; Hope for the Twenty-First Century, MIT Press, 2024, p. 270.

75 Reserved for future use.

76 Reserved for future use.

77 Daniel R. Brooks and Salvatore J. Agosta, A Darwinian Survival Guide, The MIT Press, 2024, p. 262.
78 Alex Karp, quoted in Samantha Subin, "Palantir CEO Karp says AI is dangerous and 'either we win or China will win'" CNBC, June 5 2025, https://www.cnbc.com/2025/06/05/palantir-karp-ai-dangerous-china.html.
79 Samantha Subin, "Palantir CEO Karp says AI is dangerous and 'either we win or China will win'" CNBC, June 5 2025, https://www.cnbc.com/2025/06/05/palantir-karp-ai-dangerous-china.html.
80 Jason Ma, "The U.S. will very likely fight a 3-front war against Russia, China, and Iran, Palantir's Alex Karp says" Aug 17, 2024.
81 Capitalization and bold by authors, Eliezer Yudkowsky & Nate Soares, If Anyone Builds It, Everyone Dies, Little, Brown and Company, 2025, p. 176.
82 Reserved for future use.
83 https://en.wikipedia.org/wiki/Alex_Karp.
84 Jeff Sommer, "The Rich Compensation for Being the CEO" The New York Times. June 6, 2025.
85 https://en.wikipedia.org/wiki/Naomi_Klein.
86 https://en.wikipedia.org/wiki/Astra_Taylor.
87 Naomi Klein is a "social activist" who supports "ecofeminism" and organized labor. Astra Taylor is a filmmaker, writer, activist and musician.

88 Naomi Klein and Astra Taylor, "The rise of end times fascism" *The Guardian*, 13 Apr 2025.
89 The 6 Regents were rubber stamps for the administration, voting 99–100% of the time as the administration requested, as the vast majority of school board members do.
90 Naomi Klein and Astra Taylor, "The rise of end times fascism" *The Guardian*, 13 Apr 2025.
91 Reserved for future use.
92 Naomi Klein and Astra Taylor, "The rise of end times fascism" *The Guardian*, 13 Apr 2025.