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Foreword

1. Julian Assange is the editor-in-chief and founder of *WikiLeaks*, the website publication that leaked hundreds of thousands of documents from U.S. military communications, including Department of State communications.
2. WikiLeaks began releasing U.S. military documents in July 2010. It dumped the entire archive of diplomatic documents in September 2011. A recent story is “WikiLeaks scandal sparks U.S. intelligence reform,” *Agence-France Presse*, 27 January 2012. I can assert that no such reform has actually occurred. It is not possible to reform how the U.S. “does” communications because their legacy systems ignored the work that I did within CIA in 1986–1988, and outside the CIA in 1990–1994. My 1994 letter to the head of the National Information Infrastructure can be viewed online at “1994 Sounding the Alarm,” at www.phibetaiota.net/1994/08/1994-sounding-the-alarm-on-cyber-security/.
3. Linda J. Bilmer and Joseph E. Stiglitz, *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* (New York: W.W. Norton & Company, 2008); “Afghan Civilians Killed in Offensive on Taliban,” *ProgressNow Colorado*, 15 February 2010; and Rick Maze, “18 veterans commit suicide each day,” *Army Times*, 22 April 2010.

Author’s Preface

1. Norman Cousins, *The Pathology of Power* (New York: Norton, 1987).
2. Learn more at www.phibetaiota.net/m4is2/.

3. Alvin Toffler, *PowerShift: Knowledge, Wealth, and Violence at the Edge of the 21st Century* (New York: Bantam, 1991).
4. Integrity is about much more than personal honor. In a systems context, it is about truth and completeness. Lies are “friction” and lead to loss. Missing information is a form of friction and also leads to loss.
5. Cf. Pierre Levy, *Collective Intelligence: Mankind’s Emerging World in Cyberspace* (New York: Basic Books, 1999); Mark Tovey (ed.), *Collective Intelligence: Creating a Prosperous World at Peace* (Oakton, VA: Earth Intelligence Network, 2008); Howard Rheingold, *Smart Mobs: the Next Social Revolution* (New York: Basic Books, 2003); James Surowiecki, *The Wisdom of the Crowds* (New York: Anchor, 2005); Glenn Reynolds, *An Army of Davids: How Markets and Technology Empower Ordinary People to Beat Big Media, Big Government, and Other Goliaths* (New York: Thomas Nelson, 2007); Clay Shirky, *Here Comes Everybody: The Power of Organizing Without Organizations* (New York: Penguin, 2009); and Charlene Li and Josh Bernoff, *Groundswell: Winning in a World Transformed by Social Technologies* (Cambridge, MA: Harvard Business Review Press, 2011).
6. Buckminster Fuller, *Synergetics: Explorations in the Geometry of Thinking* (New York: Macmillan Publishing Company, 1982).
7. Col John Boyd, USAF (Ret.), is the originator of this concept. It is at the heart of the Occupy movement’s disdain for hierarchical organizations precisely because hierarchies are not able to Observe, Orient, Decide, and Act with near-real-time efficiency. They are cumbersome and corrupt. In contrast, civil society, when properly facilitated in the form of Citizen Wisdom Councils or deliberative dialog

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- networks, is astonishingly agile as well as reliable in drawing correct actionable conclusions that minimize loss of time and use of resources while achieving outcomes satisfactory to most: the very concept of democracy.
8. “U.S. intelligence budget tops \$80 billion,” UPI.com, 28 October 2010.
 9. This quote came to me from a Colonel close to General Zinni, and was formally published in my article on “Open-Source Intelligence” in the six-volume set edited by Dr. Loch Johnson, *Strategic Intelligence* (Santa Barbara, CA: Praeger, 2006), Volume II, Chapter 6, pp. 95–122, quote on p. 98. The complete quote can be seen in a single “Graphic: Tony Zinni on 4% ‘At Best,’” at www.phibetaiota.net/2010/12/graphic-tony-zinni-on-4-at-best/. I subsequently published an article on this theme, “Intelligence for the President—AND Everyone Else” (*Counterpunch*, Weekend Edition, Feb 29–Mar 02, 2009).
 10. Among my various books, one in particular was written for the public, *THE NEW CRAFT OF INTELLIGENCE: Personal, Public & Political—Citizen’s Action Handbook for Fighting Terrorism, Genocide, Disease, Toxic Bombs, and Corruption* (Oakton, VA: OSS International Press, 2002).
 11. I first wrote about this concept in “Creating a Smart Nation: Strategy, Policy, Intelligence, and Information,” *Government Information Quarterly*, Vol. 13, No. 2 (1996), pp. 159–174. Subsequently, with Congressman Rob Simmons (R-CT-02) writing the Foreword, I published *THE SMART NATION ACT: Public Intelligence in the Public Interest* (Oakton, VA: OSS International Press, 2006), as well as *INFORMATION OPERATIONS: All Information, All Languages, All the Time* (Oakton, VA: OSS International Press, 2006).

12. Two books contrast competing approaches, one tired, the other wired, to the general topic of open governance. The first, Daniel Lathrop and Laurel Ruma, *Open Government: Collaboration, Transparency, and Participation in Practice* (San Francisco: O'Reilly Media, 2010), is "tired." It takes government corruption in stride, ignores the two-party tyranny, and has no concept for strategic analytics. Its most revolutionary insight is that all government information should be open. The second, Paul Atkinson et al., *Open Design Now: Why Design Cannot Remain Exclusive* (Amsterdam, NL: BIS Publishers, 2011), is "wired." Reviewed by Michel Bauwens of the P2P Foundation, among others, this latter book illuminates the core attribute of the post-industrial era (or "Epoch B"): open-source everything.
13. If the secret world is the poster child for dysfunctional government, then Monsanto, along with Exxon, Wal-Mart, and Goldman Sachs, is the poster child for dysfunctional commerce. Water is the next frontier for predatory corporations. The time to put a stop to all of these crimes against humanity and nature is now.
14. Occupy is a global movement that is not affiliated with a specific political party and indeed rejects all corrupt forms of organization, among which the two dominant parties in the USA would certainly be counted. The Tea Party is unique to the USA and closely identified with the Republican Party.
15. The Republicans and Democrats have conspired with the blocking of ballot access, gerrymandering, electoral fraud, and campaign finance corruption, in order to exclude all six of the other accredited political parties: Constitution, Green, Libertarian, Natural Law, Reform, and Socialist.

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- The Natural Law and Socialist parties are not active at this time, but still accredited. The Libertarian Party claims it is the third-largest party in the U.S.; globally the Greens are the larger body. Many books have discussed the tyrannical nature of the two-party monopoly of power. Two of the better ones are Peter Petersen, *Running on Empty: How the Democratic and Republican Parties Are Bankrupting Our Future and What Americans Can Do About It* (New York: Picador, 2005), and Theresa Amato, *Grand Illusion: The Myth of Voter Choice in a Two-Party Tyranny* (New York: The New Press, 2009). See also Robert Steele, *ELECTION 2008: Lipstick on the Pig* (Oakton, VA: Earth Intelligence Network, 2008).
16. Cf. Charles C. Mann, *1491: New Revelations of the Americas Before Columbus* (New York: Vintage, 2006).
 17. The original 60 slides, in color, for this book, can be viewed as a slide show at *Phi Beta Iota the Public Intelligence Blog*, www.phibetaiota.net/2011/10/2012-manifesto-for-truth-intelligence-with-integrity-in-the-public-interest-evolver-editions-july-2012/.

Chapter 1: Open Sesame

1. This is based on Purin Phanichphant, “Pyramid version of Open-Source Everything visualization,” as posted by Michel Bauwens at the P2F Foundation website, 18 October 2009.
2. When Ron Paul appeared on video speaking the memorable words in Congress, “Lying is not patriotic,” I was moved to connect the video and the nine questions he asked with nine answers I composed, and links to four books on the pathologies of secrecy, and two books on our missing democracy. Robert David Steele, “Empire of Lies and Secrecy,” *Huffington Post*, 11 December 2011.

3. Devised by Lawrence Lessig, Creative Commons is a means of enabling complete open sharing while reserving some rights, for example, the right to financial profit. Their motto is “The Power of the OPEN.” Learn more at <http://creativecommons.org>.
4. Cf. Karl Denninger, *LEVERAGE: How Cheap Money Will Destroy the World* (New York: Wiley, 2012).
5. Cf. Transition United States at <http://transitionus.org>, and Transition Network UK, at www.transitionnetwork.org.
6. I coined this term to describe what we need to develop rapidly as we see more signs of the U.S. government being part of a criminal corporate network intent on censoring and controlling the Internet, and inspired by what was done in Egypt to create work-arounds after the government sought to turn off the Internet. Working with Michel Bauwens, we created the Autonomous Internet Road Map, http://p2pfoundation.net/Autonomous_Internet_Road_Map.
7. EarthGame™ is a registered trademark of Medard Gabel, co-creator with Buckminster Fuller of the analog world game. His early work and the trademark fees were funded by Earth Intelligence Network, but he retains complete ownership of his intellectual property. Global Game is the generic term for the combination of the human network, the totality of the information in many languages and mediums, and all the functionalities.
8. There are too many great minds to list here. Instead I have created two lists of reviews, one of thinkers highlighting the negative aspects of what we do, the other highlighting the thinkers outlining the positive possibilities of what we might do. Both lists can be found at www.phibetaiota.net/reviews or search via their names—Worth a Look: Book

Review Lists (Negative); and Worth a Look: Book Review Lists (Positive).

9. This is included in Richard Stallman's Wikipedia biography, with documentation. See http://en.wikipedia.org/wiki/Richard_Stallman.
10. The single best illumination of this point is offered by James Bamford, *Body of Secrets: Anatomy of the Ultra-Secret National Security Agency* (New York, Anchor, 2002). The very last sentence in his book merits sharing here:

Eventually NSA may secretly achieve the ultimate in quickness, compatibility, and efficiency—a computer with petaflop and higher speeds shrunk into a container about a liter in size, and powered by only about ten watts of power: the human brain.

11. C.K. Prahalad, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* (Upper Saddle River, NJ: Pearson Prentice Hall, 2009), opened my eyes to the FACT that the five billion poor have an aggregate annual income of four trillion, FOUR TIMES the aggregate annual income of the one billion rich. If we can overcome the corruption of our governments, banks, and corporations, capitalism should enjoy an extraordinary renaissance, as Howard Bloom has forecast in *The Genius of the Beast: A Radical Re-Vision of Capitalism* (Amherst, NY: Prometheus Books, 2011). The idea that sheer human brain power—average human brain power—could create infinite wealth came to me from Barry Carter, *Infinite Wealth: A New World of Collaboration and Abundance in the Knowledge Era* (Burlington, MA: Butterworth-Heinemann, 1999). He was coincident with Alvin Toffler in *PowerShift: Knowledge, Wealth, and Violence at the Edge of the 21st Century* (New York: Bantam, 1991), and years ahead of the next big book along these lines,

- Yochai Benkler, *The Wealth of Networks: How Social Production Transforms Markets and Freedom* (New Haven, CT: Yale University Press, 2007).
12. See note 3, above.
 13. This is the conclusion of my briefing and then chapter in support of a Danish conference on counter-terrorism. Terrorism is a TACTIC and it is a symptom of deep social disease caused by an imbalance of power and wealth in any given society. Learn more at Robert David Steele, "The Ultimate Hack: Re-inventing Intelligence to Re-engineer Earth," in U. K. Wiil (ed.), *Counterterrorism and Open Source Intelligence* (Dusseldorf, Germany: Springer-Verlag, 2011).
 14. Apart from many articles and chapters, the key books I have written, edited, or published include *ON INTELLIGENCE: Spies and Secrecy in an Open World* (Fairfax, VA: Armed Forces Communications and Electronics Association, 2000); *THE NEW CRAFT OF INTELLIGENCE: Personal, Public & Political* (Oakton, VA: OSS International Press, 2002); co-editor, *PEACEKEEPING INTELLIGENCE: Emerging Concepts for the Future* (Oakton, VA: OSS International Press, 2003); *INFORMATION OPERATIONS: All Information, All Languages, All the Time* (Oakton, VA: OSS International Press, 2006); *THE SMART NATON ACT: Public Intelligence in the Public Interest* (Oakton, VA: OSS International Press, 2006); Publisher: *COLLECTIVE INTELLIGENCE: Creating a Prosperous World at Peace* (Oakton, VA: Earth Intelligence Network, 2008); and *INTELLIGENCE for EARTH: Clarity, Diversity, Integrity & Sustainability* (Oakton, VA: Earth Intelligence Network, 2010).
 15. I am a huge admirer of Barbara Marx Hubbard, and it was from her various books, DVDs, and website that I realized

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- that the Mayan long-count calendar set 22 December 2012 as an epochal shift. While many fear the worst, I believe we are being tested, and we have the capacity to surge our collective human intelligence and our collective human spirituality, and break free from the corrosive customs of the previous epoch. (The differences are illustrated in Figure 4.)
16. Tom Atlee, *The Tao of Democracy: Using Co-Intelligence to Create a World that Works for All* (Charleston, SC: BookSurge Publishing, 2002).
 17. Tom Atlee, *Reflections on Evolutionary Activism: Essays, Poems and Prayers from an Emerging Field of Sacred Social Change* (Scotts Valley, CA: CreateSpace, 2009). See also his newer book (which makes a fine follow-up to *The Open-Source Everything Manifesto*), *Empowering Public Wisdom: A Practical Vision of Citizen-Led Politics* (Berkeley, CA: Evolver Editions, 2012).
 18. Beginning with my own understanding of secrecy versus openness, I was inspired to create Figure 4 by Jonas Salk, *The Survival of the Wisest* (Harper & Row, 1973); Kirkpatrick Sale, *Human Scale* (New Catalyst Books, 2007); and E. F. Schumacher, *Small is Beautiful: Economics as if People Mattered* (Harper & Row, 1975).
 19. Two recent books that document how Washington makes decisions directly contrary to available information are Joshua Rovner, *Fixing the Facts: National Security and the Politics of Intelligence* (Ithaca, NY: Cornell University Press, 2011), and Paul Pillar, *Intelligence and U.S. Foreign Policy: Iraq, 9/11, and Misguided Reform* (New York: Columbia University Press, 2011).
 20. This is a reference to Max Weber, whose work is rooted in

German traditions and the study of sociology. He defined bureaucracy, capitalism, and religions in relation to hierarchies of command and control that included the hoarding of knowledge at each level and within each “silo.” In today’s environment, as David Weinberger explains so brilliantly in *Everything is Miscellaneous: The Power of the New Digital Disorder* (New York: Holt Paperbacks, 2008), information is no longer valuable when it is hoarded; it acquires its greatest value when it is shared many times over.

21. I do not address the literature on the abuse of secrecy as well as the natural but pathological competition among bureaucratic elements that hoard information for selfish ends rather than sharing information for the “good of the group.” This manifesto focuses primarily on the conflict between a government prone to Epoch-A behavior and a public that deserves—and is capable of achieving—Epoch-B processes and outcomes.
22. Rather than list a few of the many books on these topics, let me point only to my two master lists of book reviews, at www.phibetaiota.net/reviews/.
23. Rather than list a variety of references, the reader can simply search for “corruption is endemic” and browse the 600,000 hits that result.
24. One of the most promising ideas within the Smart Nation Act is that of establishing an Office of Information-Sharing Treaties and Agreements within the Department of State.
25. Daniel Ellsberg, *SECRETS: A Memoir of Vietnam and the Pentagon Papers* (New York: Viking, 2002). This is his recollection of his words to Henry Kissinger, then National Security Advisor to President Richard Nixon. The three pages on the pathological effects of falling prey to the cult

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- of secrecy, on pages 237–239, should be forced rote memorization for all who receive security clearances.
26. Ben Gilad, *Business Blindspots: Replacing Your Company's Entrenched Assumptions and Outdated Myths, Beliefs, and Assumptions with the Realities of Today's Markets* (Chicago: Probus Professional Publications, 1993), p. 1.
 27. Search for < Autonomous Internet Roadmap >.
 28. I helped create the Autonomous Internet Roadmap at the P2P Foundation, http://p2pfoundation.net/Autonomous_Internet_Road_Map (accessed 15 February 2012).
 29. Two useful books on this concept—but devoid of understanding of collective intelligence and advances being made in information-sharing and analysis technologies, are Wolfgang Reinicke and Michael Armacost, *Global Public Policy: Government Without Government* (Washington, DC: Brookings Institution Press, 1998), and Wolfgang Reinicke et al., *Critical Choices: The United Nations, Networks, and the Future of Global Governance* (Ottawa, ON: IDRC Books, 2000). I was unaware, until searching for the above two books, that there was an earlier book on this topic by James Rosenau and Ernst-Otto Czempiel, *Government without Government: Order and Change in World Politics* (Cambridge, UK: Cambridge University Press, 1992). At a practical level, the best book I have found to date on actually “doing” global governance “around” government is Ken Conca, *Governing Water: Contentious Transnational Politics and Global Institution Building* (Cambridge, MA: The MIT Press, 2005).
 30. See note 20 above and note 49 for Weinberger references.
 31. See note 5, Author's Preface.
 32. Larry Beinhart, *Fog Facts: Searching for Truth in the Land of Spin* (New York: Nation Books, 2006). *See also* Roger

- Shattuck, *Forbidden Knowledge: From Prometheus to Pornography* (New York, NY: Mariner Books, 1997).
33. Robert Parry, *Lost History: Contras, Cocaine, the Press and 'Project Truth'* (Chicago: Media Consortium, 1999).
 34. Stephen R. Weissman, "Censoring American Diplomatic History," *American Historical Association*, September 2011.
 35. See also Gary Webb, *Dark Alliance: The CIA, the Contras, and the Crack Cocaine Explosion* (New York: Seven Stories Press, 1999).
 36. Edward S. Herman and Noam Chomsky, *Manufacturing Consent: The Political Economy of the Mass Media* (New York: Pantheon, 2002).
 37. Sheldon Wolin, *Democracy Incorporated: Managed Democracy and the Specter of Inverted Totalitarianism* (Princeton, NJ: Princeton University Press, 2010).
 38. Bill McKibben, *The Age of Missing Information* (New York: Random House, 2006).
 39. Jacques Ellul, *Propaganda: The Formation of Men's Attitudes* (New York: Vintage, 1973).
 40. Jim Marrs, *Rule by Secrecy: The Hidden History That Connects the Trilateral Commission, the Freemasons, and the Great Pyramids* (New York: William Morrow, 2001).
 41. "The 935 Lies They Told Us About Iraq," *truthdig*, 23 January 2008. See also Sheldon Rampton and John Stauber, *Weapons of Mass Deception: The Uses of Propaganda in Bush's War on Iraq* (London, UK: Hodder, 2003).
 42. Cf. Linda J. Bilmes and Joseph E. Stiglitz, *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* (New York: W. W. Norton & Company, 2008).
 43. Sheldon Rampton and John Stauber, *Weapons of Mass Deception: The Uses of Propaganda in Bush's War on Iraq* (New York: Tarcher, 2003).

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44. During a London concert ten days before the 2003 invasion of Iraq, lead vocalist Maines said “We don’t want this war, this violence, and we’re ashamed that the President of the United States (George W. Bush) is from Texas.” The statement offended many Americans, who thought it rude and unpatriotic, and the ensuing controversy cost the band half of their concert audience attendance in the United States. The incident negatively affected their career and led to accusations of the three women being “un-American,” as well as hate mail, death threats, and the public destruction of their albums in protest. Source: Wikipedia/Dixie Chicks citing film “Shut Up and Sing,” and “Dixie Chicks Shut Up and Sing in Toronto,” MSNBC, seen 10 August 2006.
45. John Taylor Gatto, *Weapons of Mass Instruction: A Schoolteacher’s Journey Through the Dark World of Compulsory Schooling* (Gabriola, BC: New Society Publishers, 2010).
46. Cf. Karen De Coster, “How the Public Schools Keep Your Child a Prisoner of the State,” LouRockwell.com, 31 January 2012; and also “19 Crazy Things That School Children Are Being Arrested For In America,” endoftheamerican-dream.com, undated.
47. *Ibid.*
48. Without getting too far afield, it is worth noting that there are more than 5,000 secessionist movements today, over 20 of them in the USA, among which Vermont’s is the strongest. A great deal of today’s unrest can be traced to the combination of imposed artificial political boundaries resulting from colonialism, and the degree to which capitalism has been predatory, creating a global class war in which our elites bribe their elites, and the elites screw their respective publics. I will cite only three books here; there

- are many others. Cf. Phillip Allott, *The Health of Nations: Society and Law Beyond the State* (Cambridge, UK: Cambridge University Press, 2002); Jeff Faux, *The Global Class War: How America's Bipartisan Elite Lost Our Future—and What It Will Take to Win It Back* (Hoboken, NJ: Wiley, 2006); Eduardo Galeano, *Open Veins of Latin America: Five Centuries of the Pillage of a Continent* (New York: Monthly Review Press, 1997).
49. David Weinberger, *Too Big to Know: Rethinking Knowledge Now That the Facts Aren't the Facts, Experts Are Everywhere, and the Smartest Person in the Room Is the Room* (New York: Basic Books, 2012).
 50. Without a strategic analytic model one cannot begin to measure and appreciate “cause and effect,” nor can one harmonize multi-agency, multinational endeavors on a shared base of information and sense-making. To see the model created by the Earth Intelligence Network, search for < Reference: Strategic Analytic Model for Creating a Prosperous World at Peace >.
 51. The ten high-level threats were defined and prioritized by the High-Level Panel on Threats, Challenge, and Change, and reported in their book study, also free online, *A More Secure World: Our Shared Responsibility* (New York: United Nations, 2004). The ten threats are, in this order, Poverty, Infectious Disease, Environmental Degradation, Inter-State Conflict, Civil War, Genocide, Other Atrocities, Proliferation, Terrorism, and Transnational Crime.
 52. The twelve core policies were selected (by me) from looking at “Mandate for Change” books associated with the past four or five presidential transition teams; these are published by folks aspiring to be asked to join the Cabinet of the winning president. The twelve core policies, those most

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- consistently addressed but usually in isolation from one another, are Agriculture, Diplomacy, Economy, Education, Energy, Family, Health, Immigration, Justice, Security, Society, and Water. I include the concept of democracy and civil liberties in Society.
53. A page (at the top) is dedicated to M4IS2 at www.phibeta-iota.net.
 54. This concept was developed by Alessandro Politi over dinner at the first international conference on “National Security and National Competitiveness: Open Source Solutions,” in December 1992. He subsequently published “The Citizen as ‘Intelligence Minuteman,’” *International Journal of Intelligence and Counterintelligence* (16/1, 2003).
 55. Panarchy is the process, resilience is the outcome. Cf. Lance H. Gunderson and C. S. Holling (eds.), *Panarchy: Understanding Transformations in Human and Natural Systems* (Washington, DC: Island Press, 2001); and Brian Walker and David Salt, *Resilience Thinking: Sustaining Ecosystems and People in a Changing World* (Washington, DC: Island Press, 2006).
 56. José Argüelles, *Manifesto for the Noosphere: The Next Stage in the Evolution of Human Consciousness* (Berkeley, CA: Evolver Editions, 2011).
 57. Cf. Kevin Kelly, *Out of Control: The New Biology of Machines, Social Systems, and the Economic World* (New York: Basic Books, 1995).
 58. Charles Hampden-Turner, *Radical Man: The Process of Psycho-Social Development* (New York: Anchor Books, 1971).
 59. The health industry, which together with defense is consuming so much of the taxpayer dollar, was studied by PriceWaterhouseCoopers; their report *The Price of Excess*, documents that 50% of every health dollar is waste. I have

seen similar studies for agriculture/food, for defense, and for energy. More recently I discovered the work of Kevin Carson, “How Much of the Economy is Friction?,” as published online by the P2P Foundation.

Chapter 2: Open-Source Everything

1. Charles Eisenstein’s *Sacred Economics: Money, Gift, and Society in the Age of Transition* (Berkeley, CA: Evolver Editions, 2011).
2. As accessed on their website, www.opensource.org/, 27 January 2012.
3. As specified at www.opencontent.org.
4. The digital divide between the rich and the poor is a major continuing concern. Digitizing land records, for example, has led to the theft of land by companies and landlords skilled at exploiting the digital world, while placing the poor lacking such access at a major *new* disadvantage. An excellent discussion is provided by Scott Gilbertson, “Open Data’s Access Problem, and How to Solve It,” Webmonkey, 22 September 2010.
5. Cf. David Weinberger, “Why open spectrum matters: the end of the broadcast nation,” in Mark Tovey (ed.), *COLLECTIVE INTELLIGENCE: Creating a Prosperous World at Peace* (Oakton, VA: Earth Intelligence Network, 2008). His book, *Everything is Miscellaneous: The Power of the New Digital Disorder* (Holt, 2008), expands on the theme.
6. <http://opensourceecology.org>.
7. <http://vimeo.com/16106427>.
8. OpenBTS is the open-source software/hardware combination that replicates cellular phone services using open spectrum, allowing the emergence of free and very low-

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- cost communications. Combined with mesh networks and other means of disconnecting from the government/telecommunications monopoly of the grid, OpenBTS is the foundation for “liberation technology” and is central to the release of humanity from the corrupt hierarchies and their “rule by secrecy” manipulations and predations.
9. Open-mesh networks extend the OpenBTS capability to provide servers and other capabilities while creating the ability for one local network to “hopscotch” through adjacent local networks to achieve a state, national, and global capability that is “off the grid” in relation to corporate, government, and proprietary or patent controls.
 10. Seidman was speaking to the Open-Source Lunch Club on January 1, 1994. Her observations were subsequently reported in *OSS Notices* 94-001, dated February 21, 1994, and appeared in “Creating a Smart Nation: Strategy, Policy, Intelligence, and Information,” *Government Information Quarterly*, Vol. 13, No. 2, p. 395.
 11. The unclassified version of this report can be found by searching for < 1997 Sutton (U.S.) The Challenge of Global Coverage >.
 12. To see the actual page, search for < Graphic: 9-11 Commission Open-Source Agency >.
 13. In the first instance, Sean O’Keefe, then Deputy Director of OMB, agreed with the recommendation of Don Gessaman, then recently retired Associate Deputy Director for National Security, but left soon after to lead the National Space and Aeronautics Administration (NASA), and the initiative died. In the second instance, several senior civil servants at OMB briefed by Joe Markowitz and Robert Steele agreed that the initiative had merit and could be

- funded, but required the support of a Cabinet Secretary or an agency head. They specifically agreed that the OSA should not be part of the U.S. secret intelligence world, but rather be open and ideally diplomatic as a general service.
14. Search for < 2004 Modern History of Public Intelligence and the Opposition >.
 15. To see the exact wording of the email from Lawrence Lessig to Alec Ross, and all other related materials, visit < Open-Source Agency: Executive Access Point > at www.phibetaiota.net/2011/08/open-source-agency-executive-access-point/.
 16. An excellent MindMap with links to more substance of most—not all—of the terms can be found online by searching for < Everything Open and Free MindMeister >.
 17. Cf. Lawrence Lessig, “Open Code and Open Societies,” keynote address to “Free Software—A Model for Society?” (Tutzing, Germany, 1 June 2000).
 18. See Chapter 1, Note 29, for more on Open Governance.
 19. This vital term is still evolving. One earlier definition from the past has focused on multiple competing and overlapping functional jurisdictions. For this manifesto, “panarchy” is defined as everyone has access to all relevant information and access to all relevant decision dialogs at all levels that they wish to be part of—democracy on steroids with global reach.
 20. System of governance using consent-based decision-making among equivalent individuals.
 21. A form of governance that recognizes that every individual is his or her own authority, and also a vital part of a larger composite organization. Authority is distributed, agile, and flexible.
 22. World Wide Web Consortium (W3C).
 23. DNA: Deoxyribonucleic acid containing genetic instruc-

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tions used in the development and functioning of all known living organisms.

24. A useful six-page document is online, “Open Cloud Manifesto” (OpenCloudManifesto.org, Spring 2009).
25. Protestants who believe in the primacy of the Bible, complete separation of church and state.
26. Enlightened spiritual energy.
27. Originally a Hindu discipline training consciousness through exercise and position.
28. Michel Bauwens, *The Great Cosmic Mash-Up*, and also *The Next Buddha Will Be a Collective*. Both are quickly found with other useful summary material at the P2P Foundation website under Category: Spirituality.

Chapter 3: Manifesto

1. This term is explained with elegance by Robert Wright, *The Logic of Human Destiny* (New York: Vintage, 2001).

Chapter 4: Philosophical Concepts

1. Mr. Seelert was at the time Chairman of Saatchi and Saatchi Worldwide, based in New York City. This quotation was confirmed by a very attentive public relations element.
2. These two lines appeared also at the opening of this book. The first is an adaptation of the less applicable “given enough eyeballs, all bugs are shallow” from Eric Raymond. The philosophy is implemented in Eric Raymond’s own mandate of “Release Early, Release Often,” from his seminal 1997 essay *The Cathedral and the Bazaar*. The second quote is my own, a blend of John 8:32, “Ye shall know the truth and the truth shall set you free,” and what I learned from Dr. Herman Daly, father of ecological economics, about “true cost” analytics.

3. Available at various online quotation sites, including Wikiquote Lawrence of Arabia (film).
4. I must recognize Winston Maike (RIP), an extraordinary philosopher and researcher from Australia, who discovered the original motto, based on a mix of the U.S. Naval Academy motto and the CIA motto, and kindly corrected the Latin.
5. Will Durant, *Philosophy and the Social Problem* (Frisco, TX: Prometheus Press, 2008, originally published in 1916).
6. Will and Ariel Durant, *The Story of Civilization* (New York: Mjf Books, 1993).
7. E.O. Wilson, *Consilience: The Unity of Knowledge* (New York: Vintage, 1999).
8. Several books are implied in this sentence. They include David Callahan, *The Cheating Culture: Why More Americans Are Doing Wrong to Get Ahead* (Mariner Books, 2004); Jim Marrs, *Rule by Secrecy: The Hidden History That Connects the Trilateral Commission, the Freemasons, and the Great Pyramids* (New York: Harper Paperbacks, 2001); and Matt Taibbi, *GRIFTOPIA: Bubble Machines, Vampire Squids, and the Long Con That is Breaking America* (Spiegel & Grau, 2010).
9. Cf. Steve McIntosh, *Integral Consciousness and the Future of Evolution* (Paragon House, 2007); and Tom Atlee, *Reflections in Evolutionary Activism: Essays, poems and prayers from an emerging field of sacred social change* (Scotts Valley, CA: CreateSpace, 2009).
10. Letter to W.T. Barry (1822-08-04).
11. Durant, *Philosophy and the Social Problem* (see note 5).
12. An entire section of this book on “The Great Conversation” was deleted in the editorial process, but here are four quotes that I consider essential to the concept of open-source everything, a concept I would implement by inte-

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grating education, intelligence, and research at all levels from local to global.

First, the threat:

The death of democracy is not likely to be an assassination from ambush; it will be a slow extinction from apathy, indifference, and undernourishment.

Now the process:

A republic is a common education life in process. So Montesquieu said that as the principle of an aristocracy was honor, and the principle of a tyranny was fear, the principle of a democracy was education.

Then the objective:

[T]he essential ingredients of strength are trained intelligence, love of country, the understanding of its ideals, and such devotion to those ideals that they become a part of the thought and life of every citizen.

And finally, the grave concern:

We believe that the reduction of the citizen to an object of propaganda, private and public, is one of the greatest dangers to democracy.

From Robert Hutchins, *The Great Conversation: The Substance of a Liberal Education* (Great Books of the Western World, Volume 1, Encyclopedia Britannica, 1952). Quotes are from pages 80 (death of democracy), 64 (a republic is), 61 (strength of democracy), and xiii (we believe).

13. James Bamford, *Body of Secrets: Anatomy of the Ultra-Secret National Security Agency* (New York: Anchor, 2002).
14. C.K. Prahalad, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* (Upper Saddle River, NJ: Pearson Prentice Hall, 2009).

15. Cf. Clay Shirky, *Cognitive Surplus: Creativity and Generosity in a Connected Age* (New York: Penguin Press, 2010).
16. Cf. Gregory Unruh, "Transparency: The Internet's Killer CSR App," *Huffington Post*, December 3, 2010 (www.huffingtonpost.com/gregory-unruh/transparency-the-internet_b_791796.html), and its follow-on commentary, "Reference: Transparency Killer App Plus 'Open-Source Everything' RECAP," at *Phi Beta Iota the Public Intelligence Blog* (www.phibetaiota.net/2010/12/reference-transparency-killer-app/).
17. Sherman Kent, *Strategic Intelligence for American World Policy* (Princeton, NJ: Princeton University Press, 1953).
18. www.phibetaiota.net/1992/07/2447/.
19. "Robert Steele, "Creating a Smart Nation: Strategy, Policy, Intelligence, and Information," *Government Information Quarterly* 13/2 1995 (www.phibetaiota.net/1995/07/1995-giq-132-creating-a-smart-nation-strategy-policy-intelligence-and-information/); the World Brain as conceptualized by H. G. Wells in a book by that name has been a recurring theme in a number of books across the past fifty years. Earth Intelligence Network and its 24 co-founders are the first to actually create an implementable plan for achieving this objective.
20. Harrison Owen, *Wave Rider: Leadership for High Performance in a Self-Organizing World* (San Francisco: Berrett-Koehler Publishers, 2008).
21. Matt Taibbi, "How I Stopped Worrying and Learned to Love the OWS Protests," *Rolling Stone* (10 November 2011).

Chapter 5: Integrity, Lies, and Panarchy

1. This became clear to me after reading Buckminster Fuller's

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Ideas and Integrities: A Spontaneous Autobiographical Disclosure (New York: The Macmillan Company, 1969).

2. The meeting in question was a discussion hosted by the Brookings Institute in Washington, DC, 27 September 2011, to hear MajGen Robert Scales, USA (Ret.), discuss shortfalls in small-unit warfare capabilities. His most memorable observation was that 4% of the force (the infantry) takes 80% of the casualties, yet we spend less than 1% of the total Pentagon budget on their equipment and capabilities needs. He calls this, rather memorably, a “cosmic incongruity.” My detailed notes on the meeting (including a link to my Reflections on Integrity) are at *Phi Beta Iota the Public Intelligence Blog*, www.phibetaiota.net/2011/12/robert-steele-on-the-record-4-of-the-force-takes-80-of-the-casualties-receives-1-of-the-pentagon-budget/).
3. Dr. Russell Ackoff is one of a handful of pioneers of reflexive thinking. Among his works are the seminal manifesto, “Transforming the Systems Movement,” 26 May 2004, and his book with Sheldon Rovin, *Redesigning Society* (Stanford, CA: Stanford Business Books, 2003). Three quotes and links to both the above works are at *Phi Beta Iota the Public Intelligence Blog*; search for < Reference: Russell Ackoff on Doing Right Things Righter >.
4. Free online, find both the chapters individually and the book as a whole at *Phi Beta Iota the Public Intelligence Blog*, search for < 2008 ELECTION 2008: Lipstick on the Pig >.
5. Cunningham, one of a handful of Navy aces in the Vietnam war, with five confirmed kills, ended up as a Congressman whose downfall was described by the *Washington Post* as “the most brazen bribery conspiracy in modern congressional history.” That is not actually the case—Cunningham

- was just stupider than most. With a tiny handful of exceptions, every Senator and every Representative charges the going rate—5% for delivering an earmarked program. Learn more about Cunningham at http://en.wikipedia.org/wiki/Duke_Cunningham. The 5% number comes from a personal disclosure to the author by a senior Senate staffer responsible for budget matters related to national security.
6. The story was widely reported. Here is one example, “Federal Government Claims Right to Lie for National Security,” *mrshambles.com*, 29 October 2011, accessed 27 January 2012 (<http://mrshambles.com/2011/04/29/federal-government-claims-right-to-lie-for-national-security/>).
 7. See note 2 above.
 8. This is precisely what Secretary of Defense Leon Panetta did in January 2012, cutting the Army and Marine Corps by over 30,000 positions that in relative terms cost a tiny fraction of 1%, while protecting hundreds of billions of dollars in waste on corporate vapor-ware and systems that are both ineffective and unaffordable, such as the F-35. Cf. Chuck Spinney, “F-35: Out of Altitude, Airspeed, and Ideas—But Never Money,” *TIME*, 30 January 2012.
 9. Cf. Gregory Unruh, “Transparency: The Internet’s Killer CSR App,” *Huffington Post*, 3 December 2010, and its follow-on commentary, “Reference: Transparency Killer App Plus ‘Open-Source Everything’ RECAP,” at *Phi Beta Iota the Public Intelligence Blog*.
 10. Fyodor Dostoevsky, *The Brothers Karamazov* (Salt Lake City: Project Gutenberg, 2009).
 11. Ron Paul, “Lying is Not Patriotic,” YouTube (5:23), as recorded on the floor of the House of Representatives, 9 December 2011. Summarized at *Phi Beta Iota the Public*

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- Intelligence Blog*, under heading “Reference: Lying Is Not Patriotic—Ron Paul.”
12. Cf. Susanna Hoffman and Anthony Oliver-Smith, *Catastrophe & Culture: The Anthropology of Disaster* (Santa Fe, NM: School for Advanced Research Press, 2002).
 13. Robert Wright, *Nonzero: The Logic of Human Destiny* (New York: Vintage, 2001) provides an extraordinary discussion of civilization and culture at their best, rejecting zero-sum outcomes, and creating infinite wealth. Tom Atlee introduced me to this book.
 14. Jock Gill: “Thirteen Big Lies—Needed Counter-Narrative,” *Phi Beta Iota the Public Intelligence Blog*, 31 May 2011.
 15. Jonas Salk is generally credited with first making the distinction between Epoch A (“top down”) and Epoch B (“bottom-up”) forms of leadership. See “Graphic: Epoch B Swarm Leadership,” *Phi Beta Iota the Public Intelligence Blog*, 16 August 2010.
 16. David Callahan, *The Cheating Culture: Why More Americans Are Doing Wrong to Get Ahead* (Mariner Books, 2004).
 17. Cf. James McEnteer, *Shooting the Truth: The Rise of American Political Documentaries* (Santa Barbara, CA: Praeger, 2005), and at a global level, John J. Mearsheimer, *Why Leaders Lie: The Truth About Lying in International Politics* (Oxford, UK: Oxford University Press, 2011).
 18. Learn more at <http://contactcon.com/>.
 19. <http://emergentbydesign.com/>.
 20. Stephen Few, the author of this slide, can be found at his blog, PerceptualEdge.com, where he publishes Visual Business Intelligence.
 21. I have written a full-length monograph on this topic, *Human Intelligence: All Humans, All Minds, All the Time* (Carlisle, PA:

Strategic Studies Institute, 2010), free online at (www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=991).

Chapter 6: Whole-Systems Thinking

1. See, for example, David Korten, *The Great Turning: From Empire to Earth Communing* (Jersey City, NJ: Kumarian Press, 2006); and Jeremy Rifkin, *The Empathetic Civilization: The Race to Global Consciousness in a World of Crisis* (New York: Tarcher, 2009); and all the works of scholar and activist Joanna Macy.
2. Cf. Barbara Marx Hubbard, *Conscious Evolution: Awakening Our Social Potential* (Novato, CA: New World Library, 1998), and Tom Atlee, *Reflections on Evolutionary Activism: Essays, poems and prayers from an emerging field of sacred social change* (Scotts Valley, CA: CreateSpace, 2009).
3. See other notes: Chapter 5, note 3; and the Epilogue, notes 20 and 28.
4. This is a reference to the work of Charles C. Mann, *1491: New Revelations of the Americas Before Columbus* (New York: Vintage, 2006).
5. Thomas Homer-Dixon, *The Ingenuity Gap: Facing the Economic, Environmental, and Other Challenges of an Increasingly Complex and Unpredictable Future* (New York: Vintage, 2002).
6. Charles Perrow, *Normal Accidents: Living with High-Risk Technologies* (Princeton, NJ: Princeton University Press, 1999).
7. Cf. Charles Perrow, *The Next Catastrophe: Reducing Our Vulnerabilities to Natural, Industrial, and Terrorist Disasters* (Princeton, NJ: Princeton University Press, 2011).
8. J. F. Richard, *HIGH NOON: 20 Global Problems, 20 Years to Solve Them* (New York: Basic Books, 2003).

Group One: Sharing Our Planet: Global Warming, Biodi-

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versity & Ecosystem Losses, Fisheries Depletion, Deforestation, Water Deficits, Maritime Safety & Pollution

Group Two: Sharing Our Humanity: Poverty, Peacekeeping & Conflict Prevention, Terrorism, Education for All, Infectious Diseases, Digital Divide, Natural Disaster Prevention & Mitigation

Group Three: Sharing Our Rule Book: Reinventing Taxation, Biotechnology Rules, Global Financial Architecture, Illegal Drugs, Trade-Investment-Competition Rules, Intellectual Property Rights & E-Commerce Rules, International Labor & Migration Rules

9. High-Level Panel on Threats, Challenges, & Change, *A More Secure World: Our Shared Responsibility* (United Nations, 2004). The threats, in priority order, are: Poverty, Infectious Disease, Environmental Degradation, Inter-State Conflict, Civil War, Genocide, Other Atrocities, Proliferation, Terrorism, Transnational Crime.
10. Tom Wessells, *The Myth of Progress: Toward a Sustainable Future* (Vermont: 2006).
11. Joseph Tainter, *The Collapse of Complex Societies* (Cambridge, UK: Cambridge University Press, 1990).
12. David Keys, *Catastrophe: An Investigation into the Origins of Modern Civilization* (New York: Ballantine Books, 2000).
13. Ted Steinberg, *Acts of God: The Unnatural History of Natural Disaster in America* (Oxford, UK: Oxford University Press, 2006).
14. Stewart Brand, *Clock of the Long Now: Time and Responsibility—The Ideas Behind the World's Slowest Computer* (New York: Basic Books, 2000).
15. The exact language, from the Constitution of the Iroquois Nations, includes the following sentence: "Look and listen

- for the welfare of the whole people and have always in view not only the present but also the coming generations, even those whose faces are yet beneath the surface of the ground—the unborn of the future Nation.” (Wikipedia, Seven generation sustainability, accessed 2 June 2011.)
16. Will and Ariel Durant, *The Lessons of History* (New York: Simon & Schuster, 2010).
 17. Four books along these lines are Antoon De Baets, *Censorship of Historical Thought: A World Guide, 1945–2000* (New York: Greenwood, 2001); Robert Perry, *Lost History: Contras, Cocaine, the Press & ‘Project Truth’* (Media Consortium, 1999); Larry Beinhart, *Fog Facts: Searching for Truth in the Land of Spin* (Nation Books, 2006); and Bill McKibben, *The Age of Missing Information* (New York: Random House, 2006).
 18. Carol Gilligan, Janie War, Jill McLean, and Betty Bardige (eds.), *Mapping the Moral Domain: A Contribution of Women’s Thinking to Psychological Theory and Education* (Cambridge, MA: Harvard University Press, 1990).
 19. John Lewis Gaddis, *The Landscape of History: How Historians Map the Past* (Oxford, UK: Oxford University Press, 2004).
 20. I credit this recollected thought to Howard Zinn, among whose works I especially appreciate *A Power Governments Cannot Suppress* (San Francisco: City Lights Publishers, 2006). I have not read but include here both the citation and a note about the book because it is so pertinent to the role of open-source everything and the 99%: *A People’s History of the United States: 1492 to Present* (New York: Harper Perennial Modern Classics, 2005). This from *Publisher’s Weekly* at Amazon: “According to this classic of revisionist American history, narratives of national unity and progress are a smoke screen disguising the ceaseless conflict between

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elites and the masses whom they oppress and exploit. Historian Zinn sides with the latter group in chronicling Indians' struggle against Europeans, blacks' struggle against racism, women's struggle against patriarchy, and workers' struggle against capitalists. First published in 1980, the volume sums up decades of post-war scholarship into a definitive statement of leftist, multicultural, anti-imperialist historiography. . . . Zinn's work is a vital corrective to triumphalist accounts, but his uncompromising radicalism shades, at times, into cynicism. Zinn views the Bill of Rights, universal suffrage, affirmative action and collective bargaining not as fundamental (albeit imperfect) extensions of freedom, but as tactical concessions by monied elites to defuse and contain more revolutionary impulses; voting, in fact, is but the most insidious of the 'controls'."

21. Among the books that have most influenced my thinking in this arena, one stands out: E.O. Wilson, *Consilience: The Unity of Knowledge* (New York: Vintage, 1999).
22. Adapted from a figure in Steve Arnold, "Search panacea or ploy: Can collective intelligence improve findability?," in Mark Tovey (ed.), *COLLECTIVE INTELLIGENCE: Creating a Prosperous World at Peace* (Oakton, VA: Earth Intelligence Network, 2008). The Google portion has been added and is based on published knowledge about programmable search engines.
23. There are competing views on this point. The reference I draw on is Jack M. Hollander, *The Real Environmental Crisis: Why Poverty, Not Affluence, Is the Environment's Number One Enemy* (Berkeley: University of California Press, 2004). At the same time, corporations externalize over a third of their profits to the public. Here is just one reference on

- this aspect, Juliette Jowitt, “World’s top firms cause \$2.2tn of environmental damage, report estimates,” *The Guardian*, 18 February 2010.
24. In the intelligence world, domains are what the academics call “disciplines,” and disciplines refer to collection sources and methods. Hence the primary disciplines in intelligence are Human, Imagery, and Signals, with Measurements & Signatures being a more esoteric discipline, and Open Source being both a discipline in its own right and a supporting discipline to all other disciplines. In this book domains are the academic specializations.
 25. Colleen Scheck, “A Matrix of Science and Religion,” *Being Blog*, undated.
 26. Unsigned, “The Unification of Religion, Science, and Philosophy,” *LAWWAI.com*, undated.
 27. This graphic comes from Tim Kastle, “Five Forms of Filtering,” *Innovation Leadership Network*, with the diagram attributed to Harold Iarche. <http://timkastle.org/blog/2010/04/five-forms-of-filtering>.

Chapter 7: Public Intelligence and the Citizen

1. Alessandro Politi coined this term over dinner at the first international conference on “National Security and National Competiveness: Open-Source Solutions,” 6–8 December 1992, McLean, VA. He finally put his complete thoughts on this topic in writing, in “The Citizen as Intelligence Minuteman,” *International Journal of Intelligence and Counterintelligence* 16/1 (Spring 2003). The full text can be viewed at www.phibetaiota.net/2003/03/2003-ijic-161-the-citizen-as-intelligence-minuteman/.
2. Among many books I would single out Malcolm Gladwell,

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- The Tipping Point: How Little Things Can Make a Big Difference* (New York: Back Bay Books, 2002); Ori Brafman and Rod Beckstrom, *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations* (New York: Portfolio Trade, 2008); and Clayton Christensen and Michael Raynor, *The Innovator's Dilemma: Creating and Sustaining Successful Growth* (Cambridge, MA: Harvard Business School Press, 2003). I would temper these with such books as Stewart Brand's *Clock of the Long Now: Time and Responsibility—The Ideas Behind the World's Slowest Computer* (New York: Basic Books, 2000), and Rupert Sheldrake's *The Presence of the Past: Morphic Resonance and the Habits of Nature* (South Paris, ME: Park Street Press, 1995).
3. Three books stand out here, Howard Zinn, *A Power Governments Cannot Suppress* (San Francisco: City Lights, 2006); Vaclav Havel, *Power of the Powerless: Citizens Against the State in Central-Eastern Europe* (Armonk, NY: ME Sharpe Inc., 1985), and Jonathan Schell, *Unconquerable World: Power, Nonviolence, and the Will of the People* (New York: Holt, Henry & Co., 2003).
 4. Alvin Toffler, *PowerShift: Knowledge, Wealth, and Violence at the Edge of the 21st Century* (New York: Bantam, 1991).
 5. Pierre Teilhard de Chardin, *The Phenomenon of Man* (New York: Harper Perennial, 1976), and José Argüelles, *Manifesto for the Noosphere: The Next Stage in the Evolution of Human Consciousness* (Berkeley, CA: Evolver Editions, 2011).
 6. I have reviewed most of the non-fiction books on Iraq. Those that are not blatant propaganda written by neo-conservatives generally agree that we went to war on the basis of 935 now-documented lies, most of which were refutable at the time, but the corporate media was bought

- and paid for and actually refused (personal experience) fully-funded information advertisements against the war. One example of these books is James Bamford, *A Pretext for War: 9/11, Iraq, and the Abuse of America's Intelligence Agencies* (New York: Anchor Books, 2005). The lack of integrity at the highest levels (George "Slam Dunk" Tenet) repressed the integrity at lower levels. (Charlie Allen, the clandestine service, the analytic service—in this one instance they were uniformly correct and uniformly ignored. To understand how easily that is done, read Paul Pillar, *Intelligence and U.S. Foreign Policy: Iraq, 9/11, and Misguided Reform* [New York: Columbia University Press, 2011].)
7. It took J. Z. Liskiewicz, Executive Director of the Earth Intelligence Network, almost one year to properly research the true cost of a cotton T-shirt. This included telephone calls all over the world. Learn more at http://true-cost.re-configure.org/true_cost_shirt.htm.
 8. Cf. Herman Daly and Joshua Farley, *Ecological Economics: Principles and Applications* (Washington, DC: Island Press, 2003); Herman Daly and Kenneth Townsend (eds.), *Valuing the Earth: Economics, Ecology, Ethics* (Cambridge, MA: MIT Press, 1993); and Herman Daly and John Cobb, Jr., *For the Common Good: Redirecting the Economy toward Community, the Environment, and a Sustainable Future* (Boston: Beacon Press, 1994).
 9. Robert David Steele, *The New Craft of Intelligence: Personal, Public & Political—Citizen's Action Handbook for Fighting Terrorism, Genocide, Disease, Toxic Bombs & Corruption* (Oakton, VA: OSS International Press, 2002).
 10. Working with Congressman Rob Simmons (R-CT-02), a retired Army Colonel who single-handedly got both the Senate and the House of Representatives to understand the

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- importance of this endeavor, we drafted legislation called the Smart Nation Act. He was defeated for re-election and the opportunity was lost. Cf. Robert David Steele and Rob Simmons (Foreword), *The Smart Nation Act: Public Intelligence in the Public Interest* (Oakton, VA: OSS International Press, 2006).
11. (PriceWaterhouseCoopers, 2008), www.pwc.com/U.S./en/healthcare/publications/the-price-of-excess.jhtml.
 12. Dr. Patrick Soon Shiong is a visionary with an estimated net worth of seven billion dollars; he has the means to build such a grid. In a demonstration of the open web, Gordon Cook (for 20 years proprietor of the COOK Report on Internet Protocol) did his own study of the Doctor's plans, which can be found at www.cookreport.com/patrick.pdf. In Gordon's opinion the Doctor would succeed if he openly explained what he is doing in detail and invited like-minded informed citizens to assist him. In addition to Gordon's report, learn more at <http://duckduckgo.com/?q=Dr+Patrick+Soon+Shiong>.
 13. Cf. Robert D. Morris, *The Blue Death: The Intriguing Past and Present Danger of the Water You Drink* (New York: Harper, 2008); Robyn O'Brian, *The Unhealthy Truth: One Mother's Shocking Investigation into the Dangers of America's Food Supply—and What Every Family Can Do to Protect Itself* (Three Rivers Press, 2010); Ruth Winter, *A Consumer's Dictionary of Household, Yard, and Office Chemicals: Complete Information about Harmful and Desirable Chemicals Found in Everyday Household Products, Yard Poisons, and Office Polluters* (ASAJ Press, 2007); and Joseph Thornton, *Pandora's Poison: Chlorine, Health, and a New Environmental Strategy* (Cambridge, MA: MIT Press, 2001).

14. “Memoranda: Policy-Budget Outreach Tool,” 17 December 2003, online at www.phibetaiota.net/2003/12/memoranda-policy-budget-outreach-tool/.
15. “Designing a Dashboard for ‘Spaceship Earth’,” *Haverford News*, 27 July 2009, at www.haverford.edu/news/stories/29321/51. Some illustrations of what such a dashboard might look like are online at <http://earthdash.org/>. See also www.earthshipdashboard.com.
16. Cf. Robert Horn, *Mapping Hypertext* (Arlington, VA: The Lexington Institute, 1989). This and related references inspired by Horn are online at www.phibetaiota.net/1989/08/reference-mapping-hypertext-1989/. See also Peter Morville, *Ambient Findability: What We Find Changes Who We Become* (Sebastopol, CA: O’Reilly Media, 2005).
17. These are discussed in detail in a chapter by the same name within Robert David Steele, *ELECTION 2008: Lipstick on the Pig* (Oakton, VA: Earth Intelligence Network, 2008). All chapters free online at www.phibetaiota.net/2008/07/election-2008-lipstick-on-the-pig/.
18. The longer memorandum, “Citizen in Search of Integrity,” is online at www.phibetaiota.net/2011/10/robert-steele-citizen-in-search-of-integrity-full-text-online-for-google-translate/.
19. Barry Carter, *Infinite Wealth: A New World of Collaboration and Abundance* (Burlington, MA: Butterworth-Heinemann, 1999).
20. My most recent book, *INTELLIGENCE for EARTH: Clarity, Diversity, Integrity, and Sustainability* (Oakton, VA: Earth Intelligence Network, 2010), is the “handbook” for creating the World Brain and Global Game. Shorter one-page, two-page, and longer briefings pertinent to this endeavor can be found at *Phi Beta Iota the Public Intelligence Blog* (www.phibetaiota.net).

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21. This is a reference to Chris Hedges, *Empire of Illusion: The End of Literacy and the Triumph of Spectacle* (New York: Nation Books, 2010).
22. I learned this term from Karl Denninger, *LEVERAGE: How Cheap Money Will Destroy the World* (New York: Wiley, 2012).
23. “Jeff Bezos on the next web innovation,” TED, filmed February 2003, posted April 2007, online at www.ted.com/talks/jeff_bezos_on_the_next_web_innovation.html. This is not the place to expand on intra-terrestrial intelligence, but I certainly encourage the reader to search for < intra-terrestrial intelligence >.

Epilogue: My Conversion Experience

1. I have written, edited, and published many articles, chapters, and books on this specific topic. The best way to access all that I and many others have created, free, is by using *Phi Beta Iota the Public Intelligence Blog*, which is also home to the very informal *Journal of Public Intelligence*, at www.phibetaiota.net.
2. At the time a colonel reporting to a brigadier general and a special assistant, Mr. John Guenther was the individual who put me forward for consideration. In the early 1990s the Director of Intelligence became a brigadier general position, reporting to a Major General responsible for Command, Control, Communications, Computing, and Intelligence (C4I). The following sentence, written by me for use by the Commandant to explain why the Marine Corps alone among the services integrated communications and intelligence, represents my frustration with the kum-ba-ya crowd that is all communications and no intelligence: “Communications without intelligence is noise;

intelligence without communications is irrelevant.” Absent a unifying public intelligence network, all the advocacy groups will remain “noise.”

3. Two deeply impressive books to read together are those by Ambassador Mark Palmer, *Breaking the Real Axis of Evil: How to Oust the World's Last Dictators by 2025* (Lanham, MD: Rowman & Littlefield Publishers, 2003), and Dr. Chalmers Johnson, *The Sorrows of Empire: Militarism, Secrecy, and the End of the Republic* (New York: Metropolitan Books, 2004).
4. A Chinese saying for something that seems as threatening as a tiger but is actually harmless or hollow. It was used frequently in relation to the U.S. invasion, occupation, and subsequent departure from Viet-Nam.
5. This quote came to me from a Colonel close to General Zinni, and was formally published in my article on “Open-Source Intelligence” in the six-volume set edited by Dr. Loch Johnson, *Strategic Intelligence* (Santa Barbara, CA: Praeger, 2006), Volume II, Chapter 6, pp. 95–122. The complete quote can be seen in a single “Graphic: Tony Zinni on 4% ‘At Best,’ at www.phibetaiota.net/2010/12/graphic-tony-zinni-on-4-at-best/.
6. From direct unclassified conversation with two former Directors of the National Security Agency (NSA). I have also seen figures along these lines in writing over the years.
7. Two recent books capture the pathological inadequacies of the U.S. secret intelligence world and its denial of open sources of information: Dana Priest and William Arkin, *Top Secret America: The Rise of the New American Security State* (Boston: Little Brown, & Company, 2011); and Hamilton Bean, *No More Secrets: Open Source Information*

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- and the Reshaping of U.S. Intelligence* (Santa Barbara, CA: Praeger, 2011).
8. Business Intelligence (BI) has changed to Competitive Intelligence (CI) and is now slowly evolving into Commercial Intelligence (CI). “Data-mining” is the correct synonym for what passes as BI today, being information delivered on a computer screen “dashboard” and drawing exclusively from internal sources. Now that the economic crash is wis-ing up companies to the fact that the *last* thing they should be studying is their competitors, the new CI is focused on the five billion poor, what customers want, true-cost economics, and the arbitrage of opportunity rather than protection of market share in old markets.
 9. Alvin Toffler, *War and Anti-War: Survival at the Dawn of the 21st Century* (Boston: Little, Brown & Company, 1993).
 10. I remember learning this while working with the J-2 staff at U.S. Special Operations Command.
 11. SECNAV INST 5000 allows government employees to do outside activities involving money provided their flag officer agrees, it does not interfere with their government job, and the lawyers concur. I tried to get the National Military Intelligence Association to do the conference, but they had a one-day conference with coffee mindset, and I knew we needed a three-day event with meals to bring in the inter-nationals. I signed a contract for \$25,000 with the McLean Hilton, not having the money, and managed to break even at \$101,000, posting the detailed accounting on the first day; most attendees had no idea what it takes to create a new international event from scratch.
 12. I went on to offer the conference for seventeen years, until it was stolen from me in 2007 and 2008 by a very unethical

- person briefly employed by the U.S. government. The next “big thing” and the next big conference should be M4IS2.
13. Citation analysis was pioneered by Eugene Garfield, founder of the Institute for Scientific Information and its two main products, the Science Citation Index (SCI) and the Social Science Citation Index (SSCI). These track, both in online and reference book form, most academic citations. Knowing who has cited whom allows for analytics to show networks of information-sharing and influence, and to “map” the gaps between disciplines and sub-disciplines.
 14. www.oss.net.
 15. Personal communication from the chief of J-23 at U.S. SOCOM, whose single most brilliant contribution was to refuse to meet any requirement not entered into the all-source intelligence requirements database for the command. Within a year of starting operations, he was able to demonstrate this level of performance. No one else in the U.S. government, including the Open-Source Center at the CIA, has ever come close.
 16. To understand the obstacles I faced, it is helpful to read my memorandum, “History of Opposition” (2004) at www.phibetaiota.net/2004/06/2004-modern-history-of-public-intelligence-and-the-opposition/ and see also the other thirteen items online at www.phibetaiota.net/category/archives/history-of-opposition/.
 17. Other than my own work, the first book to look closely at the U.S. government application versus the needed democratic application of open-source intelligence is by Hamilton Bean, with a Foreword by Senator Gary Hart (D-CO), *No More Secrets: Open-Source Information and the Reshaping of U.S. Intelligence* (Santa Barbara, CA: Praeger, 2011).

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18. Tom Atlee, *The Tao of Democracy: Using Co-Intelligence to Create a World That Works for All* (Charleston, SC: BookSurge Publishing, 2002). See also his newer book (which makes a fine follow-up to *The Open-Source Everything Manifesto*), *Empowering Public Wisdom: A Practical Vision of Citizen-Led Politics* (Berkeley, CA: Evolver Editions, 2012).
19. Cf. *Co-Evolution Quarterly* and *Whole Earth Review*, in their time the most *avant garde* of intellectual and cultural fermentation. See also Stewart Brand, *Whole Earth Discipline: An Ecopragmatist Manifesto* (New York: Viking Adult, 2009), and Howard Rheingold, *The Virtual Community: Homesteading on the Electronic Frontier* (Cambridge, MA: MIT Press, 2000).
20. Among the many books by Buckminster Fuller and Russell Ackoff, two stand out for me as most influential for this specific work: Buckminster Fuller, *Ideas and Integrities: A Spontaneous Autobiographical Disclosure* (New York: Macmillan Company, 1969), and Russell Ackoff, *Redesigning Society* (Stanford, CA: Stanford Business Books, 2003).
21. Pierre Teilhard de Chardin, *The Phenomenon of Man* (New York: Harper Perennial, 1976), and José Argüelles, *Manifesto for the Noosphere: The Next Stage in the Evolution of Human Consciousness* (Berkeley, CA: Evolver Editions, 2011).
22. See Riane Eisler, *The Chalice and the Blade: Our History, Our Future* (New York: HarperOne, 1988), and more recently, Carol Gilligan, Janie Ward, Jill McLean Taylor, and Betty Bardige (eds.), *Mapping the Moral Domain: A Contribution of Women's Thinking to Psychological Theory and Education* (Cambridge, MA: Harvard University Press, 1990).
23. Cf. Herbert Marcuse, *One-Dimensional Man: Studies in the Ideology of Advanced Industrial Society* (Boston: Beacon Press, 1991). Also *Eros and Civilization* (Florence, KY: Routledge,

- 1987) and *Counterrevolution and Revolt* (Boston: Beacon Press, 1989).
24. Cf. Tom Atlee, *The Tao of Democracy: Using Co-intelligence to Create a World That Works for All* (Charleston, SC: BookSurge Publishing, 2002); Barbara Marx Hubbard, *Conscious Evolution: Awakening Our Social Potential* (Novato, CA: New World Library, 1998); Juanita Brown and David Isaacs, *World Café: Shaping Our Futures Through Conversations That Matter* (San Francisco: Berrett-Koehler Publishers, 2005); and Harrison Owen, *Wave Rider: Leadership for High Performance in a Self-Organizing World* (San Francisco: Berrett-Koehler, 2008).
25. Online at <http://ncdd.org/>.
26. H.G. Wells, *World Brain* (Adamantine Press, 1993); Buckminster Fuller, *Ideas and Integrities: A Spontaneous Autobiographical Disclosure* (New York: Macmillan Company, 1969); Medard Gabel, *Designing a World that Works for All: How the Youth of the World are Creating Real-World Solutions for the UN Millennium Development Goals and Beyond* (Scotts Valley, CA: CreateSpace, 2010); Hans Swegen, *Global Mind* (London, UK: Minerva Press, 1995); Howard Bloom, *Global Brain: The Evolution of Mass Mind from the Big Bang to the 21st Century* (Hoboken, NJ: Wiley, 2001).
27. Alvin Toffler, *Revolutionary Wealth: How it will be created and how it will change our lives* (New York: Crown Business, 2007); Barry Carter, *Infinite Wealth: A New World of Collaboration and Abundance in the Knowledge Era* (Burlington, MA: Butterworth-Heinemann, 1999); Yochai Benkler *Wealth of Networks: How Social Production Transforms Markets and Freedom* (New Haven, CT: Yale University Press, 2007); Thomas Stewart, *Wealth of Knowledge: Intellectual Capital and the Twenty-First Century Organization* (New York: Crown Business: 2003).

ENDNOTES

28. Russell Ackoff, *Redesigning Society* (Stanford, CA: Stanford Business Books, 2003); John Warfield, *A Unified Systems Engineering Concept* (Columbus, OH: Battelle Memorial Institute, 1972); Kent Myers, *Reflexive Practice: Professional Thinking for a Turbulent World* (New York: Palgrave Macmillan, 2010).
29. Browse the categories by using the Books page or the bottom half of the middle column at www.phibetaiota.net.
30. Robert Fuller, *All Rise: Somebodies, Nobodies, and the Politics of Dignity* (San Francisco: Berrett-Koehler Publishers, 2006); Dee Hock, *One from Many: VISA and the Rise of the Chaordic Organization* (San Francisco: Berrett-Koehler, 2005); C.K. Prahalad, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* (Upper Saddle River, NJ: Pearson Prentice-Hall, 2009).
31. The first quotation is also the title, Shervin Pishevar, "Humans are the Routers," *TechCrunch*, 27 February 2011. The second is the very last sentence in James Bamford, *Body of Secrets: Anatomy of the Ultra-Secret National Security Agency* (New York: Anchor Books, 2002).
32. Herman Daly, *Ecological Economics: Principles and Applications* (Washington, DC: Island Press, 2010), and among others, *For the Common Good: Redirecting the Economy toward Community, the Environment, and a Sustainable Future* (Boston: Beacon Press, 1994); Paul Hawken, *The Ecology of Commerce: A Declaration of Sustainability* (New York: HarperBusiness, 2010), and with Amory Lovins and L. Hunter Lovins, *Natural Capitalism: Creating the Next Industrial Revolution* (New York: Back Bay Books, 2008); Charles Eisenstein, *Sacred Economics: Money, Gift, and Society in the Age of Transition* (Berkeley, CA: Evolver Editions, 2011).

33. I prefer DuckDuckGo to Wikipedia or Google for searches —here are the results for Richard Stallman online: <http://duckduckgo.com/?q=Richard+Stallman>.
34. The three best books on the hacker spirit remain Steven Levy, *Hackers: Heroes of the Computer Revolution* (O'Reilly Media, 2010); Sherry Turkle, *The Second Self: Computers and the Human Spirit* (Cambridge, MA: MIT Press, 2005); and Bruce Sterling, *The Hacker Crackdown: Law and Disorder on The Electronic Frontier* (New York: Bantam, 1993).
35. This was in 1994. Today the U.S. government is spending over \$15 billion a year on the U.S. Cyber-Command, and in combination governments and corporations are spending billions on information security, something they will not achieve because our 1994 recommendations were ignored. Our letter can be viewed online at “1994 Sounding the Alarm,” at www.phibetaiota.net/1994/08/1994-sounding-the-alarm-on-cyber-security/.
36. Free online at <http://www.integrityatscaleblog.com/>.
37. Michel Bauwens, “Occupy as a Culture Change Movement,” P2P Foundation, re-posted to www.phibetaiota.net/2012/01/michel-bauwens-occupy-as-a-culture-change-movement/.