OK-SAFE Researcher's Conference

June 2-3, 2012

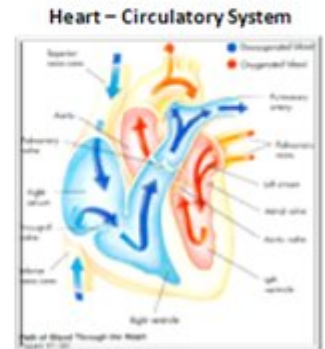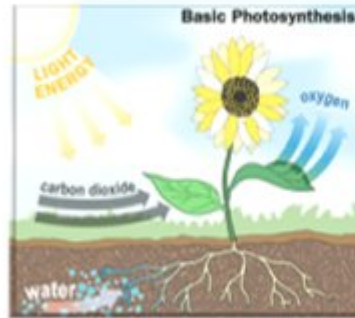**Tulsa, Oklahoma**

Presenter: Vicky Davis

The purpose of my presentation was to bring the concept of *systems* to the conscious mind of the conference participants.

A System

**is a set of related steps
in a process
that accomplish
a task**

We live in a world of systems – both man-made and natural.

Natural Systems

Basic Photosynthesis

Heart – Circulatory System

Man-made Systems

Process
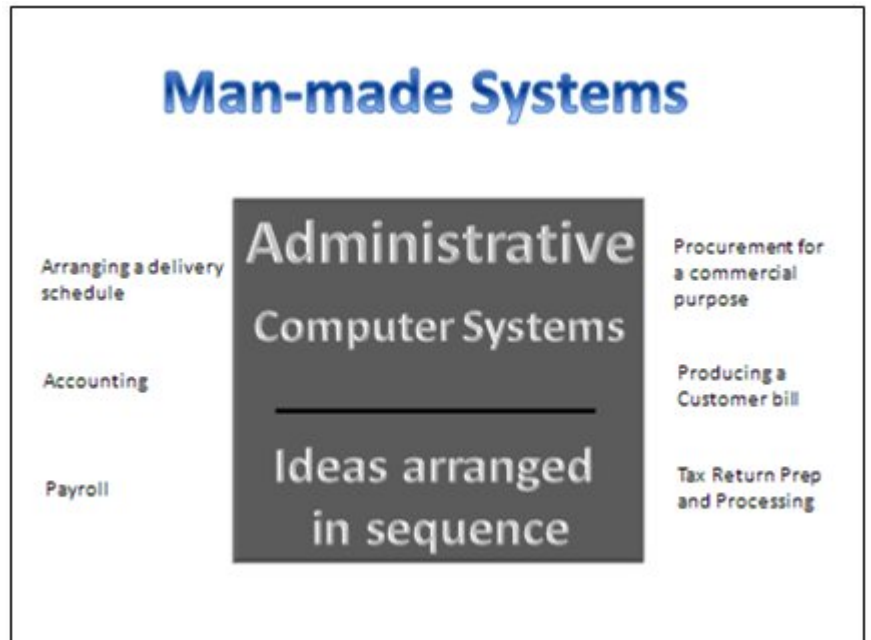
Mechanical

The man-made systems – especially the computer systems define the "playing field" in which the entities (people) interact.

Most people work "inside" of systems and they only notice the system if it is burdensome or inadequate and then, their focus is usually on the people and process within the context of the system subject area rather than on the system itself.

New systems arise organically out of a need to organize the flow of work. Systems are evolutionary. Once a system is established, it generates the need to organize beyond it's original boundaries – incorporating additional tasks into it for greater efficiency. In that sense, a system is like a living organism that grows – inducting, transforming and consuming all entities that interact with it.

For administrative computer systems, there is logical flow to the development of a system that occurs over time within the context of a project. The steps (phases) are not absolute. It depends on the vision of the system to be implemented, the estimated scope of work and the assumed benefits to be derived. In general, the steps below are progressive over time with the existing system as the starting point, expanding and incorporating additional functionality into a newer, bigger, better system.
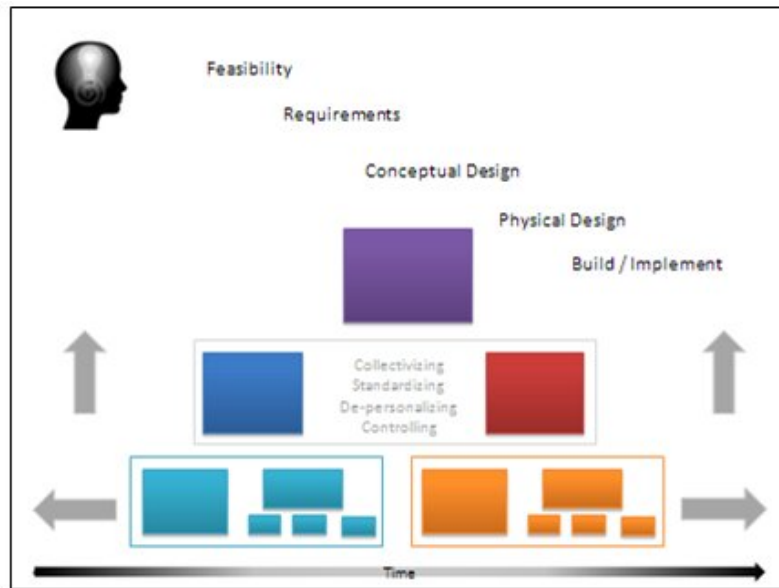
1. Feasibility Study

Feasibility studies are done only if we're not sure that we have the resources or capacity to accomplish the development of a system or expansion of a system.

2. Requirements Analysis

Most projects begin with this phase. Generally speaking, the output consists of lists of the following:

    a.   What we must have for a viable system to meet the main objectives

    b.   What would be nice to have in this iteration of system development

    c.   Blue sky – in our dreams system

3. Conceptual Design

This is a report that verbally describes the vision of the system that includes the existing system and the new elements of it. It would incorporate all of a. what we must have; b. some of what would be nice to have if it can be incorporated without greatly increasing cost and scope of work; and c. those elements of blue sky that can be incorporated subject to the same constraints as b.
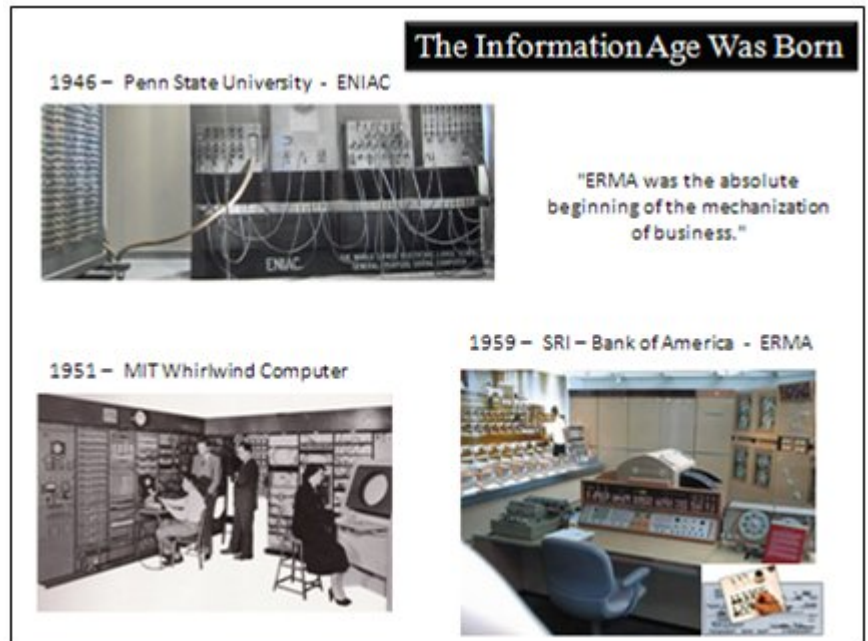
4. Physical Design

This is the blueprint for the system. It includes the detail specifications for the work to be done, the schedule for when it is to be done and by whom it is to be done.

5. Build/Implement

This is where the main body of work is done. It's an orchestration of the people, the tasks, the procurement, the testing, and the training.

In the 1930's and 40's electronic computer systems were designed and built in laboratories by scientists. They had limited functionality making them essentially gigantic calculators. In 1946, Penn State University had built ENIAC. ENIAC was designed to solve engineering problems. In 1951, the Whirlwind computer at MIT was being used for applications involving air defense. In 1959, Stanford Research Institute and the Bank of America collaborated in the design of a computer system to manage the checking accounts of customers with the main feature being a device that could read magnetic ink on the checks for the purpose of automating the account posting process.

The Information Age Was Born

1946 – Penn State University - ENIAC

"ERMA was the absolute beginning of the mechanization of business."

1951 – MIT Whirlwind Computer

1959 – SRI – Bank of America - ERMA

Before the introduction of the computer, account posting was labor and time intensive. A good and experienced bookkeeper at Bank of America (BOA) could post check entries to about 2,000 accounts per day[1]. In that era, BOA was growing at a rate of about 23,000 new accounts per month. The first production version of ERMA was able to process 33,000 accounts per hour, 792,000 accounts in 24 hours and 5.5 million accounts in a week. The advent was a revolution in speed, efficiency and volume – vastly reducing the manpower required to do the mundane, repetitive administrative work of checking account management.

Race to Automate

$$ Efficiency $$

From this...   To this...

Fewer people required to control ever greater of numbers of assets

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[1] Stanford Research Institute, *The SRI ERMA Project*, http://www.sri.com/about/ermastory.html

By the 1960's, there were seven manufacturers building computers for use by governments and large corporations. International Business Machines (IBM) was the largest. The others were Burroughs, RCA, Control Data, Univac, Honeywell, NCR and General Electric (GE). The Bank of America contracted with GE to manufacture 40 computers to install across California for their check handling processes.[1]

In 1954, Ronald Reagan was hired by General Electric to be their spokesperson for GE Theatre. The Theatre was a TV entertainment

program that was used as a platform to sell GE's products and vision. Reagan worked for Lemuel Boulware at GE. During World War II, Boulware was Vice Chairman of the War Production Board (WPB).[2]

The purpose of the WPB was to convert civilian industry to war production and to manage war material procurement. Propaganda was a major component of wartime production. It was used to build support for the war effort – telling people what they should think and how they should act[3]. In 1945, Boulware was hired by GE to be head of their affiliated manufacturing companies for his expertise in management. "He was the author of two books. The first, "The Truth About Boulwarism" (1969; Bureau of National Affairs"), using General Electric as an example, **dealt with measures that business executives and their companies could use to gain public confidence and with steps to help workers understand business economics**".[4]

About 25 percent of Reagan's time with GE was spent touring GE factories, finding out about the employees, their beliefs, desires and fears. At the same time, he promoted GE's policy of communicating business economics wrapped in the kind of folksy, old-fashioned Americanism that made Reagan one of the most popular public figures in American history.   Ronald Reagan is quoted as saying about his time at GE: (it was) "a post graduate course in political science for me. I am seeing how Government really worked and affected people in the grass roots of America, not how it was taught in school."[5]

Frontiers of Progress refers to a GE Sales Meeting in Apache Junction, Arizona where Ronald Reagan gave a

speech[6] where he said, "Webster has defined a frontier as: An advanced or not fully explored region through accelerated improvements of its present products and their related facilities, and through added research and development. *General Electric recognizes the computer business is an exciting frontier. The traditional pioneering efforts of the Company in this field have already resulted in dramatic new technologies"*.

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[i] Ibid.

[2] New York Times, Joan Cook, November 8, 1990, Obituary, *Lemuel Ricketts Boulware, 95; Headed Labor Relations for G.E.*, http://query.nytimes.com/gst/fullpage.html?res=9C0CE7DA133BF93BA35752C1A966958260

[3] Encyclopedia of Oklahoma History & Culture, *War Production Board*, http://digital.library.okstate.edu/encyclopedia/entries/W/WA021.html; Also Lew Rockwell, Karen De Coster, *Propaganda's Fools*, http://www.lewrockwell.com/decoster/decoster64.html

[4] IBID …4

[5] GE website, Celebrating the Centennial, Ronald Reagan & GE, Progress Reports, *GE Theatre at the Reagan Museum Opens*, http://reagan.geblogs.com/ge-theater-at-the-reagan-museum-opens/

[6] Southwest Museum of Engineering, Communications and Computation, General Electric, Museum Archive, Frontiers of Progress – GE Computer Division, http://www.smecc.org/general_electric.htm
National Sales Meeting Agenda, http://www.smecc.org/frontiers_of_progress_-_1961_sales_meeting.htm

Stepping back to the 1950's – there was a post World War II building boom in California. The GI Bill that was passed into law in 1944 provided grants for education, low-interest mortgage and small business loans, job training and hiring privileges.   After the war ended and all the soldiers returned home, builders in California built new homes covering a 20 mile stretch that included Berkeley, Oakland, Alameda, San Leandro, San Lorenzo, Castro Valley and Hayward. All the cities were in Alameda County and are collectively called the Bay Area.

California
**1950's Post WWII Building Boom**

GI Bill – Home Loans – Tract Housing

20 Miles – Berkeley to Hayward

Berkeley, Oakland, Alameda
San Leandro, San Lorenzo
Castro Valley, Hayward

Reagan, as Governor of California, initiated a project to restructure local government. A woman named, K. Maureen Heaton in a book titled *Impossible Dream*[1], documented her activism in opposition to what she called 'big government takeover' – consolidation of city and county governments. Through that activism, she managed to get a copy of a report titled, "The Politics of Change in Local Government Reform"[2]. This report included case studies on experiences of local government consolidation attempts as well as the conditions under which changes could be made and the requirements for when the change-enabling event occurred.

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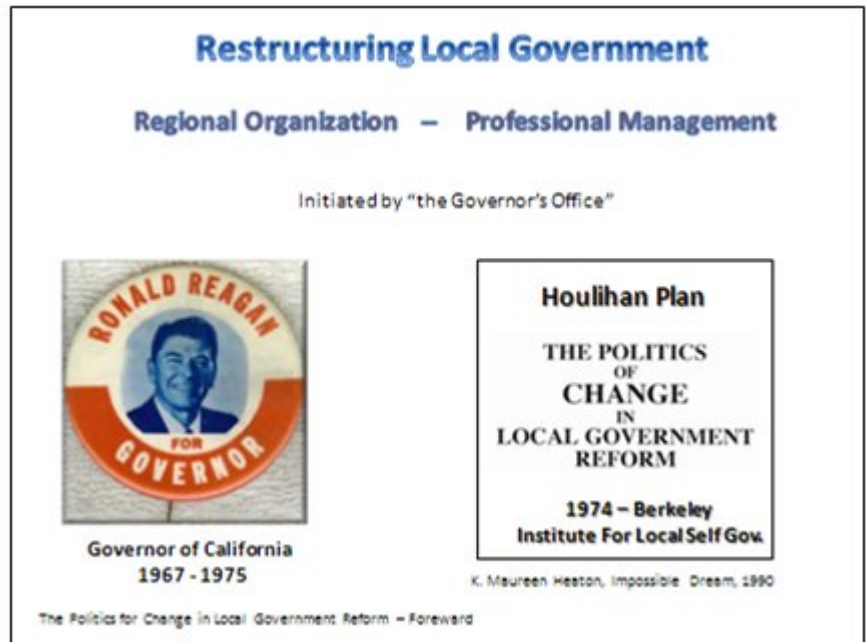
[1] Charlotte Iserbyt, American Deception archive, 1990, K. Maureen Heaton, *The Impossible Dream,* type in Heaton in the keyword search box to find the book. http://www.americandeception.com/

[2] Institute for Local Self Government, January 31, 1974, John C. Houlihan, Executive Director, *The Politics of Change in Local Government Reform*, http://www.channelingreality.com/Power/Redding/Houlihan_Plan_P2_Change_OCR_Text.pdf
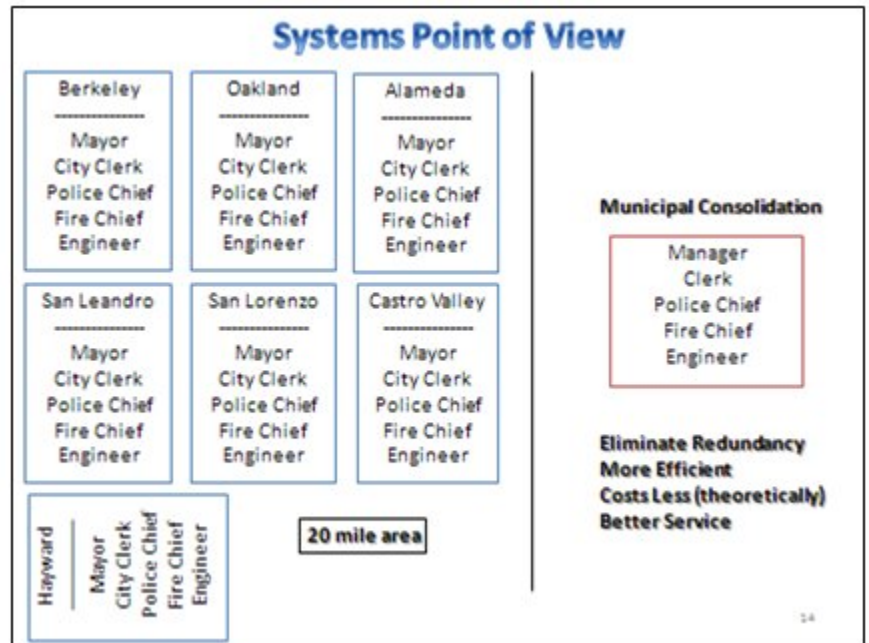
Most people's vision of their town is of the character of the town – the sense of place. It's not an administrative or government view.

From a Systems Point of View, a Systems Engineer looking at the Bay Area local governments sees duplication – 7 Mayors, 7 City Clerks, 7 Police Chiefs, 7 Fire Chiefs, 7 City Engineers.   This is very messy and wasteful.

A municipal consolidation would result in 1 City Manager, 1 Clerk, 1 Police Chief, 1 Fire Chief and 1 Engineer.

Consolidation eliminates redundancy; it's more efficient, costs less (theoretically) and would provide better service.

Systems Point of View

Berkeley	Oakland	Alameda
Mayor	Mayor	Mayor
City Clerk	City Clerk	City Clerk
Police Chief	Police Chief	Police Chief
Fire Chief	Fire Chief	Fire Chief
Engineer	Engineer	Engineer

San Leandro	San Lorenzo	Castro Valley
Mayor	Mayor	Mayor
City Clerk	City Clerk	City Clerk
Police Chief	Police Chief	Police Chief
Fire Chief	Fire Chief	Fire Chief
Engineer	Engineer	Engineer

Hayward
Mayor
City Clerk
Police Chief
Fire Chief
Engineer

20 mile area

Municipal Consolidation

Manager
Clerk
Police Chief
Fire Chief
Engineer

Eliminate Redundancy
More Efficient
Costs Less (theoretically)
**Better Service**

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Again from a Systems Point of View, probably to avoid the politics of consolidation, the way it has been implemented in most places is at the administrative level by contract. Local governments accomplish consolidation by joining the functional departments of government into "districts" thereby cannibalizing local government while leaving a façade of local government in place. When there is municipal consolidation, there is one data center and software is written as a generic frame with customization (i.e. city name) at display time – essentially providing city leader with a window to the data.
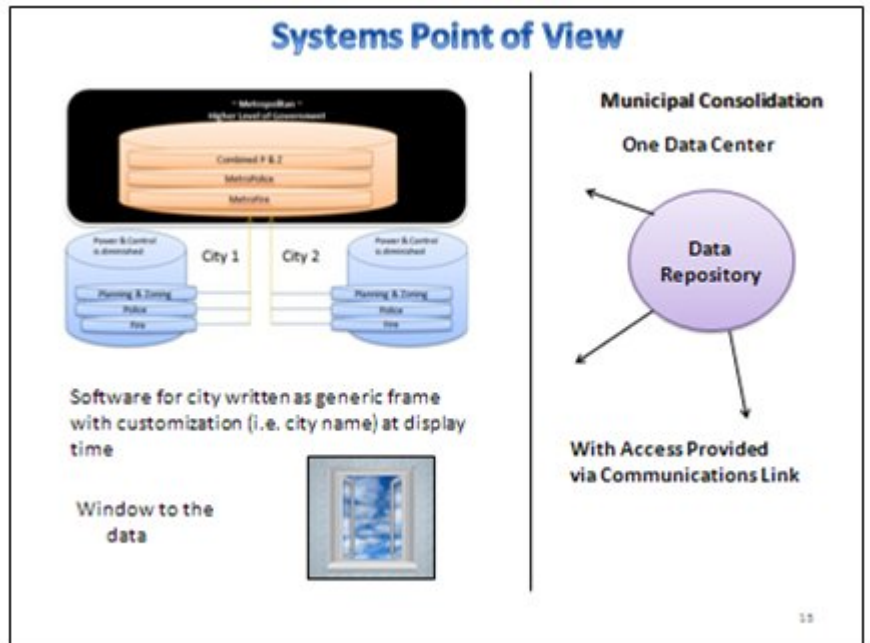
From a Political Point of View, municipal consolidation is:

- *collectivization*

- *insurgency*

- *undesirable change*

- *loss of local control*

- *new taxes*

- *higher costs*

Vicky Davis - OK-SAFE Researcher's Conference - June 2012
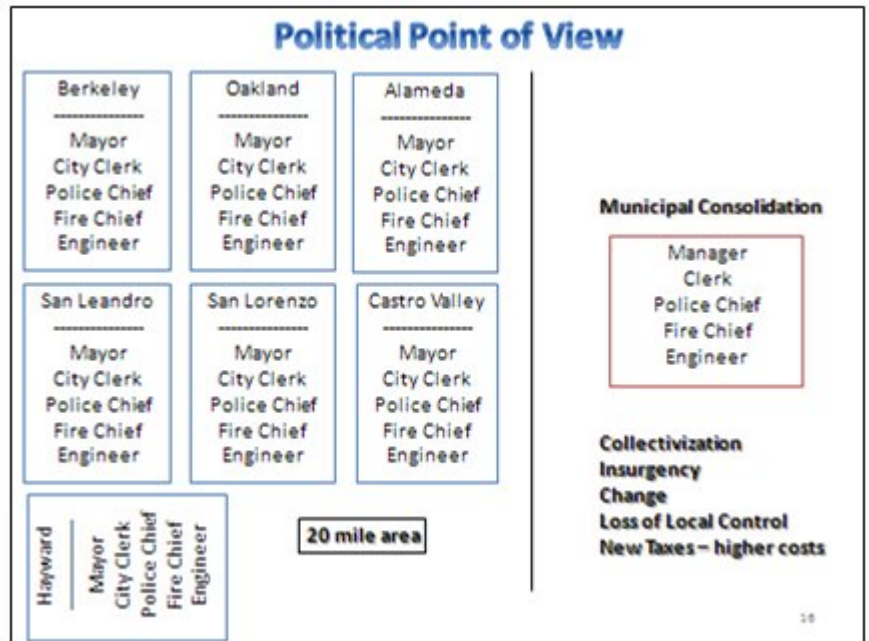
General Rule: People don't like change.   The report, Politics of Change in Local Government Reform mentioned in Slide 12, the author wrote that there must be a "Climate for Change" in order to restructure local government. Factors for "**climate creation**" include:

- **Collapse** of government's ability to provide services;

- **Crisis** of major magnitude;

- **Catastrophe** that has a physical effect on the community;

- **Corruption** of local officials; and the

- high **Cost** of government and the desire for a higher level of services.

General Rule: People Don't Like Change

Climate for Change

The conclusion was there must be a climate for change in order to restructure local government.

Factors for climate creation:

- A *Collapse* of government's ability to provide needed services
- A *Crisis* of major magnitude
- A *Catastrophe* that has a physical effect on the community
- The *Corruption* of local officials
- The high *Cost* of government and the desire for a higher level of services

The Politics for Change in Local Government Reform – Page 132

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Requirements for Change – again from The Politics of Change in Local Government Reform.   When the Climate for Change has been created, the change agents must be ready to swing into action to accomplish the change before the dust settles. The report provides a list of requirements for the moment when the "opportunity is presented".

Requirements for Change

Requirements:

- Planning and contemplation
- Education and involvement
- Community
- Compromise
- Concern
- Cadence
- Cooperation
- Comprehension
- Concentration

A principal change agent as instigator

Recognition that government reform is a political campaign

The Politics for Change in Local Government Reform – Page 133

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1980 GE's Man in the White House – Ronald Reagan is elected to the presidency. In 1981, Reagan signed Executive Order 12329 creating a Task Force on Private Sector Initiatives[1]. The purpose of this action was to build the constituency groups and coalitions of the constituencies for what was to follow – which was privatization of government which is an oxymoron. A privatized government is not government – it's feudalism.

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[1] The American Presidency, Ronald Reagan, October 14, 1981, Executive Order 12329 – President's Task for on Private Sector Initiatives, http://www.presidency.ucsb.edu/ws/index.php?pid=44377#axzz1yXsZ1FxN

In research by Barbara Aho published in 2005 on the Council for National Policy, Aho reports that the letter from Willard W. Garvey to President Ronald Reagan about privatization was published in a media promotion brochure for an International Conference on Family Choice/Educational Vouchers that was sponsored by the NCP on Sept. 30-Oct. 2 of 1985.[1] A copy of this letter came to me by way of Charlotte Iserbyt who worked on Private Sectors Initiatives in the Federal Department of Education for the Reagan Administration[2] She has a copy of a letter from Willard W. Garvey to President Ronald
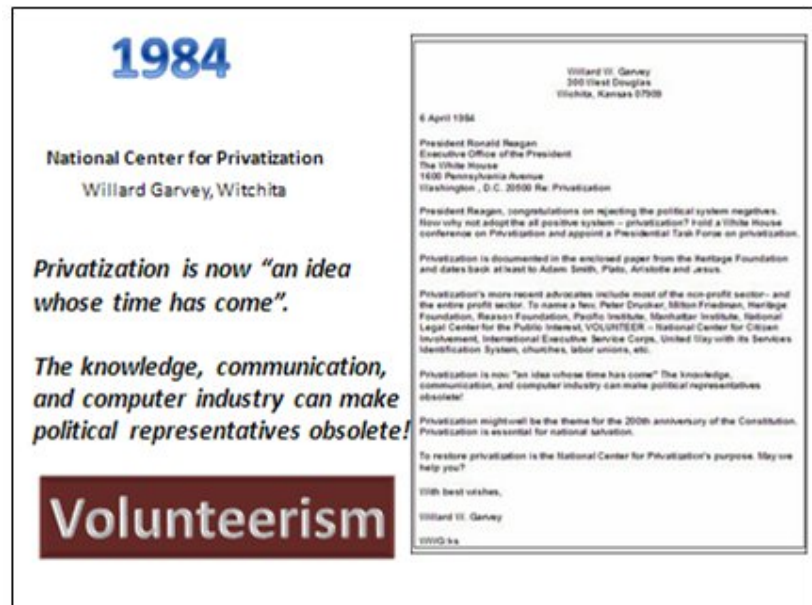
Reagan, written in 1984. Garvey founded an organization called the National Center for Privatization. In the letter, he listed the organizations that supported privatization with the comments:

> *"Privatization is now 'an idea whose time has come'*
>
> *The knowledge, communication, and computer industry can make political representatives obsolete!*

The banner for "Volunteerism" refers back to the Private Sector Initiatives[3] – to build coalitions of special interest groups whose purpose would be to act as the change agent instigators and chorus for demanding change (the 'behind the scenes' plan of which was to break down government – replacing our system of government with feudalism but probably more accurately fascism.

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[1] The Council for National Policy (CNP) Part I, by Barbara Aho,
http://educate-yourself.org/cn/councilfornationalpolicy09jun05.shtml

[2] Deliberate Dumbing Down of America, Charlotte Iserbyt, articles, interviews, books, bio, http://www.deliberatedumbingdown.com/pages/author.htm, article *No American Left Alone*
http://www.deliberatedumbingdown.com/pages/articles/no_american_alone.html

[3] The Heritage Foundation, November 2, 1981, Stuart M. Butler, Ph.D, Policy Analyst, Voluntarism and the Reagan Economic Program,
http://www.heritage.org/research/reports/1981/11/voluntarism-and-the-reagan-economic-program

1987 – 1988, President Reagan signed Executive Order 12607 creating the President's Commission on Privatization. The focal point of the executive order was "private sector action to address public problems"[1].   The Commission published a 287-page report of a plan to privatize government[2]. From September 1987 to March 1988 roughly six months to produce a plan to dissolve government – replacing it corporate rule behind a façade of "public-private partnerships".

1987 - 1988

AGENDA: E.O. 12607 – President's Commission on Privatization, Sept. 1987

Commerce, and other Executive agency heads with respect to:

Methods of developing, supporting and promoting private sector leadership and responsibility for meeting public needs.

Recommendations for appropriate action by the President *to foster greater public-private partnerships and to decrease dependence on government.*

The Task Force shall serve as a *focal point for private sector action addressing public problems.*

Commission Report: March 1988, 287 pages of a plan to privatize government

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[1] The American Presidency Project, Ronald Reagan, September 2, 1987, Executive Order 12607, President's Commission on Privatization, http://www.presidency.ucsb.edu/ws/index.php?pid=34751#axzz1yXsZ1FxN

[2] USAID – government website, Report of the President's Commission on Privatization, David F. Linowes, Chairman, *PRIVATIZATION: Toward More Effective Government,* http://pdf.usaid.gov/pdf_docs/PNABB472.pdf

Re-focus thinking to *time* and the steps it takes to do an IT project which is really what we are talking about with the consolidation of government – because the Information Systems are the brain of any large organization.

Feasibility

Requirements

Conceptual Design

Physical Design

Build / Implement

Time

Months to Years
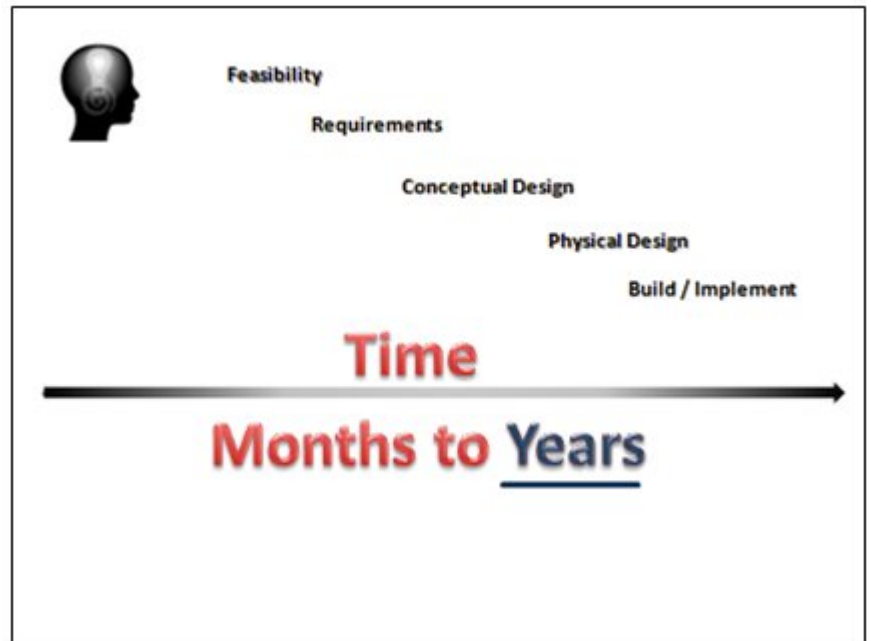
Example of **time** it took to prepare the communications tools for the Human Genome Project – including planning and design of a nationalized database of medical records, the legislation to make the nation's telecommunications system universally available (for the Genome Project) and the Clinton Administration announcemen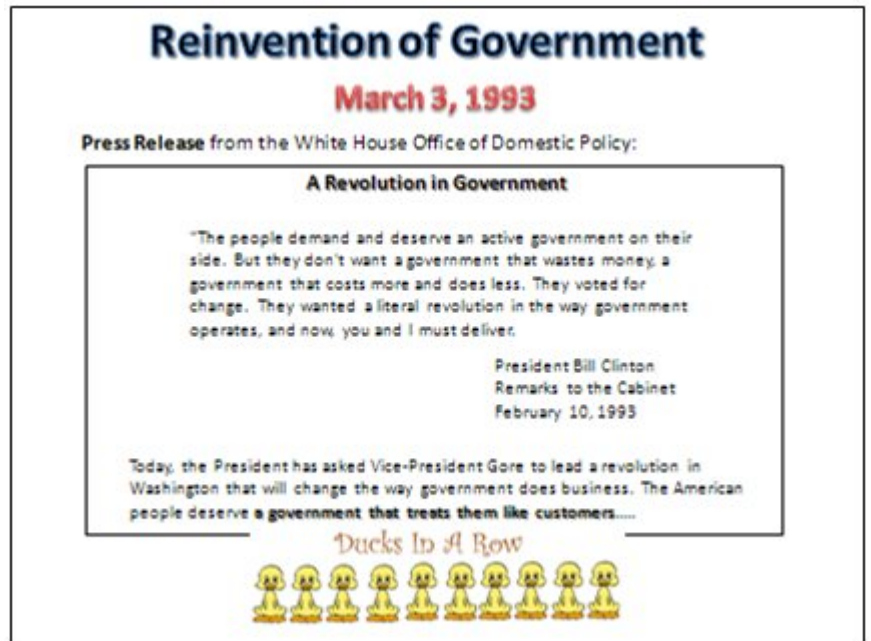t of the Health Care Task Force in January of 1993 – for which Hillary took the rap even though the project had been in motion since 1985 with the actual design of the provider-patient part of it being done during the Bush 41 Administration.

Time

1985 – DOE began developing research tools for molecular genetics research

1988 – DOE & NIH – Memorandum of Understanding

"Because both DOE and NIH have major research interests in the Human Genome Project and because of the need for centralized planning and coordination of the 15-year project...

1989 – Johns-Hopkins begins work on DNA Database – completed in 1990

1990 – Senator John Glenn sent letter to GAO asking them to study potential benefits of automated medical records for HHS

1991 – High Performance Computing Act (Internet)

1992 – HHS Secretary Louis Sullivan announced – building national health information network, national health card – eliminate paperwork

1993 – January – Clinton appoints Health Care Task Force – big plan – Hillary takes the wrap

1991

On March 3, 1993 the White House Office of Domestic Policy issued a press release that included a quote from Bill Clinton during a Cabinet Meeting in February 1993[1]. The statement called for "*a revolution in the way government operates*".   It went on to say that Clinton asked Al Gore to lead the revolution with a statement that: "*The American people deserve a government that treats them like customers*".   It took 12 years from the time Reagan signed the Executive Order creating the Commission on Private Sector Initiatives to March 3, 1993, when the "reinvention of government" was announced.

Reinvention of Government
March 3, 1993

Press Release from the White House Office of Domestic Policy:

A Revolution in Government

"The people demand and deserve an active government on their side. But they don't want a government that wastes money, a government that costs more and does less. They voted for change. They wanted a literal revolution in the way government operates, and now, you and I must deliver.

President Bill Clinton
Remarks to the Cabinet
February 10, 1993

Today, the President has asked Vice-President Gore to lead a revolution in Washington that will change the way government does business. The American people deserve a government that treats them like customers......

Ducks In A Row

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[1] Clinton Administration Archives, White House Office of Domestic Policy, Press Release, March 3, 1993, *A Revolution in Government*, http://clinton6.nara.gov/1993/03/1993-03-03-a-revolution-in-government-office-of-domestic-policy.html

The "ducks" that were all lined up ready to redesign government were, the government agencies with grant money in the budget, inter-agency groups (teams), the creation of "design laboratories"[1]. where stakeholders would be told they were participating in the reinvention – even though they were simply being facilitated; outside IT specialists were lined up, an Advisory Board was appointed – (Joe Lieberman representing the Congress), connected corporations were lined up – ready to fund the special interest chorus line of "volunteers", and Foundations were ready to rock and roll – handing out money with strings for the agenda of "privatization of government" aka fascism.

The Ducks

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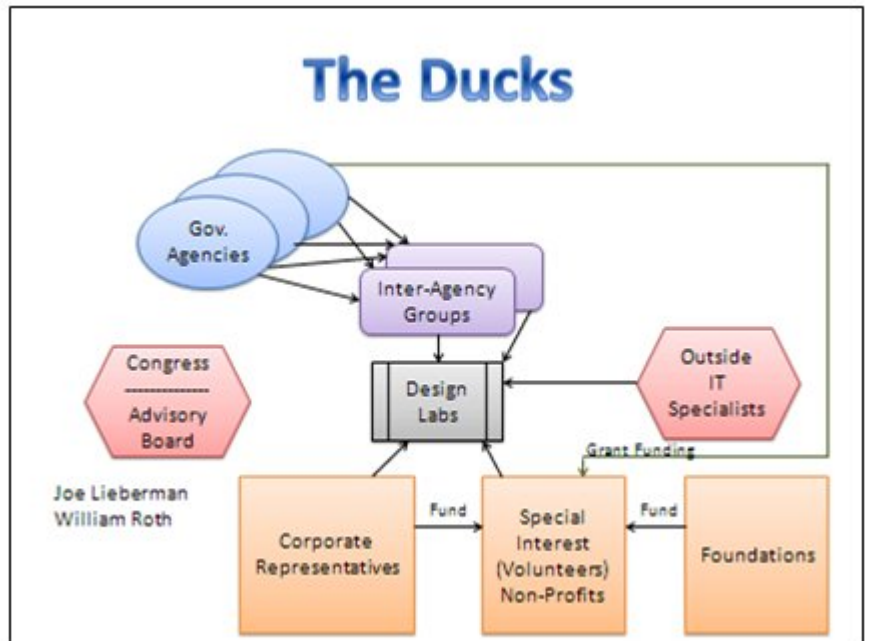
[1] University of North Texas, Government Information Library, National Partnership for Reinventing Government Archive, *What Is A Reinvention Lab?* http://govinfo.library.unt.edu/npr/library/papers/bkgrd/whatis.html full archive of reports http://govinfo.library.unt.edu/npr/library/review.html

The Alliance for Redesigning Government was formed. The Alliance consisted of corporations and foundations. General Electric was among the corporate sponsors for the Alliance – as was Goldman Sachs and Anderson Consulting (they brought down Enron).

Alliance for Redesigning Government

Corporate Sponsors

Anderson Consulting
AT&T
Robert W. Baird & Co., Inc.
Dennis Trading Group
General Electric
Goldman, Sachs and Co.
IBM
NYNEX
Xerox

Foundation Sponsors

ARCO Foundation
Aspen Institute
Carnegie Corporation
Annie E. Casey Foundation
Ford Foundation
Joyce Foundation
Jerome Kohlberg Foundation
Ewing Marion Kauffman Foundation
John D. and Catherine T. MacArthur Foundation
Pew Charitable Trusts
Rockefeller Foundation

...cooperative arrangements developed with the Kennedy School of Government/Ford Foundation, the Reason Foundation, the National Civic League, The AFL/CIO, Federal Mediation and Conciliation Service, and others.

The theme of the redesign of gover***nance*** is around the concept of the "market" which is really a euphemism for corporate consolidation of power behind a façade of government and private sector portals. Consider EBAY as the model. EBAY provides the "market place" connecting the buyers and sellers. With what used to be government, "the market" is the collector and disseminator of information.

PPP "Governance" Systems Using the Market Model lists a few of the systems of government that were consolidated in the corporate design model which they euphemistically called "the market". All of them represent a consolidation of power under fascist control – which fascism being defined as Mussolini defined it – a merger of corporate and government power. The notation "socialize costs and privatize profits" refers to the fact that the corporate-led redesign of government gave them the opportunity to design "governance" systems that shifted the overhead costs of doing business from the

PPP "Governance" Systems Using Market Model

Mortgage Electronic Registration Systems, Inc. (MERS)

Education System
  America's Talent Bank   Student Data ---- Worklink ---- Job History / Resume
  America's Job Bank

Real ID - (included country code for NAU database)

Medical Records – Nationalized Data Base
      Health Insurance Exchange (Market)

National Animal Registry - Animal Tracking

Food Safety Modernization --   Field to Table -- Supply Chain Tracking

Socialize Costs – Privatize Profits

corporations involved – to the taxpayers leaving the corporations primarily with their profit centers – socializing costs – privatizing profits.   An example would be the "smart borders, automated customs, freight tracking systems with sensors and technology embedded into the infrastructure. Another would be the nationalized database of medical records – even though they placed a façade of private sector non-profits as the focal points in the states.

Government Redesigned - picture symbolizing a free man who will, in time, become a regimented robot marching in lock step to the tune of the corporate masters that executed an administrative coup d'etat on the constitutional government of the United States.

Overview

The war against the American people and our way of life is being fought on the administrative battlefield. U.S. participation in international affairs long ago crossed the Rubicon of diplomacy insinuating international socialism into domestic policy behind a curtain of secrecy and a conspiracy of silence amongst politicians, mainstream media and advocacy groups.

The Internet made available all of the elements of information to piece together the history that exposes the agenda for global totalitarian rule implemented by distributed networks of colluding and conspiring socialists. The historical record reveals a betrayal that can be likened to home invasion by termites that eat away the substance leaving only a façade of a formerly solid structure. When touched, the façade turns to dust. Similarly, when the history of the last six decades is reviewed and the curtain of secrecy is ripped away, what is revealed are the iron bars of socialism implemented through administrative procedure closing in around us.

Computerized automation of administrative procedures for both corporations and governments began in late 1950's and early 1960's. It was a revolution in information and efficiency that was, for a couple of decades, virtually unknown to the public. Computers were – and still are black boxes that do 'magic' things. The power of computer systems to control people, resources and procedure is not well understood even today despite the proliferation of computers, Internet access and untold numbers of electronic devices. It was for this reason that the focus of my presentation at the OK-SAFE Researcher's Conference was on the subject of *Systems* for the purpose of bringing the concept and process of development into the conscious mind of the conference participants.

A *system* was defined as a set of related steps in a process that together accomplish a task. There are many types of *systems* but the focus of this presentation was administrative systems. For the purpose of this discussion, an intellectual and visual aid is to consider a *system* as a box. Inside the box, are the people, places things and timeframes that all involved in accomplishing the objectives of *the system*. The Systems Analysts and Engineers are outside the box defining the roles of people, the places, things and time to accomplish those objectives. For those people who are "inside the box", it's a cliché to say, "think outside the box" but if you can't define the box, it's contents and the external forces that are controlling and/or having an effect on it, then you can't think outside of it.

The example used as "the box" was the local government restructuring that occurred in California in the 1960's and 1970's. Suburban sprawl erased the boundaries between towns on the eastern side of the Bay Area. Systems Analysts looking to automate government functions for efficiency and lower costs, quite naturally sought to consolidate the governing functions of the many small towns that no longer had distinct boundaries. Residents in those small towns perceived the effort as an attack on local sovereignty and a big government takeover – both of which were true from the political point of view of the residents.

Looking at the problem from an engineering point of view, it was just about efficiency and good management of public money and resources. They took the path of least resistance which did in fact, have political consequences of cannibalizing elected representative government – replacing it with cross-jurisdictional management districts organized by functional area creating an unelected, regional management structures.

This example was a relatively simple one for understanding the different points of view relative to the objectives of consolidation of the *systems* of government in the early days of automation.

The other key point of the presentation was to understand time and process in systems development.   In general, systems development occurs in four or five phases depending on the scope and nature of the work to be performed:

- Feasibility
- Requirements Analysis
- Conceptual Design
- Physical Design
- Build/Implement

For most projects – especially government projects, this work occurs over a period of years and decades – and there are many projects that are run concurrently. The objective is always efficiency (collectivization, standardization and control) and cost of operations reduction (although the cost savings don't always materialize depending on the circumstances).   In the case of health care "reform", the project was actually initiated under the George H.W. Bush administration. When Clinton took office and put Hillary in charge of it, Ira Magaziner had the conceptual design completed. It was the entity diagram that caused the stir and the project to be temporarily shut down – at least publically but the project did roll on. In fact, what is now being called Obama Care was part of the original design that was done between the late 1980's and early 90's which is demonstrative of the time factor for government systems development.

The point is that once a large-scale project is initiated, it continues across Administrations so one must not consider the current political party in power as a factor. When there is controversy as in the case of Obama Care, it is only a matter of timing that causes an administration to be castigated for it.   As we research in our respective areas, we need to look at the issue of the day within the broader context of systems and redesigns that have been on-going for decades.

The decision to allow public access to the nation's telecommunications system (Internet) was made during the Bush Administration and the projects to redesign the systems of government using the Internet as a public interface with government, were initiated at that time. By the time Clinton came into office, as

stated above, the projects were already underway. That's not to say that Clinton was innocent in all of it because he wasn't. He was Chairman of the Democratic Leadership Council and they were in bed with the tech industry. Obviously, the tech industry stood to gain (no adjectives big enough) from government redesigned in the corporate model using the Internet as a corporate backbone.   On March 3, 1993 when the Office of Domestic Policy issued the press release titled, *Revolution in Government,* they weren't kidding. It wasn't the beginning, but it was the announcement of the administrative coup d'etat on the American government.

The corporate and Foundation sponsors for the coup d'etat include Goldman Sachs, IBM, General Electric, AT&T, NYNEX, Xerox, Aspen Institute, Rockefeller Foundation, Carnegie Corporation, Joyce Foundation, Ford Foundation among others.

The systems of government were redesigned in a fascist, corporate model with the overhead costs of corporations offloaded to the public and profits privatized and offshored leaving our country in the financial condition we have now. The systems were designed to enslave the public to ensure that they would never escape fascist control. It's not too late to roll back these fascist systems but in order to do that, we must understand the scope, the people involved, the objectives of the systems and the interface points with other systems as they are being implemented. We can do it. We can roll them back, but that won't always be true. We have a narrow window of opportunity that is closing fast. We are running out of time.

Vicky Davis