

Nanomanagement:
The Disintegration of a Non-Profit Corporation

The collapse of Architects & Engineers for 9/11 Truth,
the world's foremost 9/11 truth group, as witnessed
from its inner sanctum.

By Michael Armenia

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I dedicate this book to my wife, Mariah, and my son, Thian, for their tolerating my two-year obsession. My eyes, mind and heart are now open even wider with regard to what is important and necessary in living the remainder of my life.

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Preface

Background

During the morning hours of September 11th, 2001 I arrived in Frankfurt, Germany on a transatlantic flight. My luggage, however, did not. I waited at the carousel with my sister, Valerie, who was there to pick me up. Apparently my luggage never made the flight in New York, but I was promised it would be on the next flight to Frankfurt. I had hoped so. I was to stay with my sister for at least a week to lend support and attend a civil court hearing with her. Although my nice clothes were held captive by the non-injurious perils of air travels, we left the airport and headed for her home in Aschaffenburg, a charming and quite typical German town just outside of Frankfurt.

Hours later while sitting at Valerie's kitchen bar, sleep-deprived from jet travel, I listened to her engage a telephone conversation with a friend in America. She looked at me and said two hijacked planes just crashed into the World Trade Center in New York and another one crashed into the Pentagon. I think I said, "You're shitting me!" "No," she said. "Turn on the TV!" The nation was under attack.

I spent the next 24 hours glued to the television watching the BBC, CNN, NBC and some German channels spew out the horrid details of the terror attacks. After the towers fell, I heard a reporter say that a third building might be considered unsafe and might be brought down by controlled demolition. I waited with anticipation because if it were going to happen, I wanted to see it.

Now, perhaps it was the "boy" (or male energy) in me that was interested in watching things "blow up". Or, perhaps it was because I spent the last decade working for Underwriters' Laboratories, Inc., a standards writing and compliance engineering organization that specializes in destructive testing,

all in the interest of public safety. Just the year before, I watched the Kingdome demolished in Seattle where I was living. It was a rough implosion in my amateur opinion, but “cool” nonetheless.

Incidentally, Controlled Demolition, Inc. (CDI), the company that brought down the Seattle Kingdome, was in charge of the clean-up at both the World Trade Center after 9/11, as well as the 1995 bombing of the Alfred P. Murrah Federal Building in Oklahoma City.¹ Mark Loizeaux, the CEO of Loizeaux Group International and President of CDI, also served as consultant to Applied Research Associates, Inc. (ARA) of Albuquerque, New Mexico. ARA was awarded a contract by the National Institute for Standards and Testing (NIST) under the title “WTC 7 STRUCTURAL ANALYSIS AND COLLAPSE HYPOTHESES, CONTRACT MODIFICATIONS FOR STRUCTURAL AND BLAST ANALYSES”²

Sure enough, World Trade Center Building 7, also known as WTC 7, “collapsed” at 5:20 PM EST³. At that time and for over six years, I was under the impression that it was imploded for public safety reasons. It was the cleanest high-rise implosion I had ever seen. Little did I know that, in 2008, the National Institute for Standards and Testing (NIST) would claim that WTC 7 collapsed due to the structural failure of a single column that resulted from fires, in turn, that were caused by damage from the debris ejected when the Twin Towers exploded and were pulverized about seven hours earlier.

During the evening of September 11, 2001, I was continuing to monitor the news for any updates in a desperate attempt to wrap my head around the events of the day. My sister asked, “Who would do this?” Without any hesitation, I emphatically exclaimed, “Oh, it was Osama bin Laden. They know this was the

¹ http://en.wikipedia.org/wiki/Oklahoma_City_bombing

² http://wtc.nist.gov/solicitations/wtc_award0539.htm

³ <http://www.historycommons.org>

work of bin Laden.” In hindsight, I realize that I was guilty of propagating the misinformation that the controlled media was infusing into the mainstream from moments after the event. Prior to that point I had never heard of Osama bin Laden. For the years that followed, I would see him as the epitome of terrorism.

Eventually two remarkable things would stand out for me regarding Osama bin Laden. The first is that on 9/11 and the days that followed, the media continuously showered us with videos of the man who was allegedly the leader behind the worst ‘terrorist’ attack on American soil. Yet, I didn’t see a terrorist. It felt wrong. I saw a man whose complexion was clean like a guru. The Osama bin Laden that the media was showing had the demeanor of someone at peace with himself. He was calm, never agitated. He was reminiscent of a Dutch T’ai Chi instructor with whom I briefly practiced in Nijmegen, an aging man perhaps in his 60s with white hair and skin as smooth and youthful as a baby. The second remarkable thing about Osama bin Laden is that while he is at the top of the FBI’s most wanted list, wanted for connection to vague terrorist activities across the globe and over decades, there is no mention of 9/11. When asked about this, Rex Tomb, Chief of Investigative Publicity for the FBI, said, “The reason why 9/11 is not mentioned on Osama Bin Laden’s Most Wanted page is because **the FBI has no hard evidence connecting Bin Laden to 9/11.**” As research would show, he was financed, armed, trained and assisted – practically constructed – by the CIA during the plight of the Mujahedeen against pro-Soviet factions.⁴ Osama bin Laden may be an Islamic extremist, a militant, a murderer, but a terrorist? Just what is a *terrorist*?

Merriam-Webster defines *terrorism* as “the systematic use of terror especially as a means of coercion”. Suicide bombers kill for some purpose and often in someone’s holy name. They try to take as many lives as they can – that’s warfare. It seems to me

⁴ <http://en.wikipedia.org/wiki/Mujahideen>

that bombing buildings with airplanes is an attempt at mass murder and, if foreign states are involved, an act of war.

Militant extremists killing in the name of Islam are doing a disservice to their religion; they want to kill people, not *coerce* them. Mainstream media's propaganda erroneously equates terrorism with a religion or a particular sect. This has succeeded in the public's eye. Thus, the enemy is created. What should be called a war on suicidal militant extremists began officially as a war on terror shortly after 9/11. I ask this: who are the real terrorists?

The most significant tool of terrorism is the media. On 9/11, I was not afraid to fly. I was afraid of Osama bin Laden! Thanks should be given to the major network news, Mayor Giuliani and every high-ranking official in the Bush administration that made damn sure you heard the word 'terrorist' every minute. Throughout the following days, weeks, months, and years we would hear of threat levels and warnings from the newly founded Department of Homeland Security (DHS).

I especially find remarkable an alert that occurred in February 2008. A CNN article⁵ which likely occurred across the PR wire, told the public that law enforcement agencies were being warned by an FBI-DHS assessment that indicates "women can hide explosives in prosthetic devices that mimic the look of pregnancy". I recall seeing this on the televised news and wondered how people might now start giving pregnant women second glances; these turns of the head would not be compelled by the glowing beauty of being with child.

The media is not only the major tool of terrorism, but it is the major instrument of propaganda and disinformation campaigns. That was evident on 9/11 immediately after the towers' collapses. In all the chaos and devastation – amidst the 'shock

⁵ <http://www.cnn.com/2008/US/02/12/suicide.bombers/index.html>

and awe' – a man on the street, a John Doe, is interviewed on video and gave the world a concise explanation as to what just happened: *“I witnessed both towers collapse, one first then the second, mostly due to structural failure because the fire was just too intense.”* Now, who is this guy that had it all figured out? There you have it folks. From that point on, it was the challenge of FEMA, NIST and other government agencies to invent means by which “structural failures due to fire” could suspend Newton’s Laws of Physics.

To counter the disinformation, a number of people who immediately knew there was a cover-up began to speak up. A movement was born: the 9/11 Truth Movement. And, among the many renowned individuals pursuing independent research, there was one collective which, over the years, has come to the forefront. This organization is Architects & Engineers for 9/11 Truth (AE911Truth) which was founded by Richard Gage, AIA. In his own words, Mr. Gage *“became interested in researching the destruction of the WTC high-rises after hearing the startling conclusions of a reluctant 9/11 researcher, David Ray Griffin.”*

It seems natural that such a man would think to himself that among the many disciplines involved in building high-rise buildings, architects and engineers should be able to see that the official explanations for the destruction of the three World Trade Center buildings could not be true. If not true then, there must be a cover-up. Surely, educated technical professionals could rise to challenge the government agencies that either have committed the highest acts of treason in American history or have shown incompetence never imagined of scientifically-minded people.

The Present

What is this book about? Why am I writing it now? What is *nanomanagement* anyway?

OK. Here it goes.

This book is about my time with and commitment to Richard Gage, AIA, and AE911Truth, the educational institution he founded and incorporated in the State of California in November of 2007. I had volunteered with the organization from February 2008 until September 2009. While I had originally wished to stay loosely involved and have some influence in the direction of the organization by remaining on the Board, I resigned as a Director on November 12, 2009 finally severing my connection. At the time I began writing this book, I remained emotionally tethered to AE911Truth through a group of reformers trying to save the organization.

While the content of the book will provide clear insight into the dysfunctional world that is AE911Truth, the first paragraph of my resignation from the Board sums it up enough:

I really do love you guys, but I find that this organization needs ***real management and real direction***. In my opinion, AE911Truth lacks active operational managers and an experienced Board. As far as Board members go, I admit I am one of the least experienced, so, I certainly don't mean this to serve as harsh criticism to any individuals. Rather, I do not have faith in the current structure and strategy of the organization. AE911Truth has achieved milestones that hopefully get recorded in history. But, to continue this success on a larger scale, major paradigm shifts need to occur and I don't see it happening.

Throughout my tenure, it is fair to say that I did indeed level harsh criticism on many individuals, including Richard Gage. But, no one in isolation can be labeled as 'the one' source for complete dysfunction. Nevertheless, the faults are easily identified. Cause and effect relationships are readily apparent. Trends can be predicted. Pitfalls can be avoided (that is, within future organizations that have the benefit of hindsight).

Revealed here is much to learn about how NOT to operate a non-profit organization. Call this a case study with more than just a peek inside the disintegration of AE911Truth, an organization whose Articles of Incorporation indicate that the corporation “is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3), Internal Revenue Code.” It is unfathomable to me that, at the beginning of 2010, well over two years after incorporation, the organization had not even applied for 501(c)(3) status with the IRS. I will write on this later.

With the exception of a brief hiatus of only a few weeks, I had given much of my time and energy to the organization. It was a powerful emotional commitment that I will explain in the Introduction. Further, it was a financial and familial sacrifice, not one I regret because I regret nothing in life. It brought me where I am today and there is only *now* to contend with. Nevertheless, the investment was costly and I am faced still with the sense of a vestigial attachment, a ghost of an umbilical cord. Writing this book will be cathartic and free me from that haunting attraction.

I also write this to share because no man is an island. I want my experience to be accessible to anyone who wishes to know. Family and friends who ask – “What have you been doing with your time?” – will now have an answer. I have solace in the fact that once I put it out there, I can release it and move on to what I see is a bigger picture in personal growth and the spiritual evolution of humanity. For that, you will have to stay tuned to future books.

Oh, I almost forgot - *Nanomanagement*. I did not coin the term; I’ve never heard another person utter it, except in reference to my statements using it. It is most fitting. However, a quick search on the internet will yield usage comparable to mine.

Micromanagement, a term already familiar to most, involves a management style that exerts excessive control in details. Frankly, I can't imagine it being anything but a detriment to a project. I've known many micromanagers in my life and, I'm sure I've been guilty of it myself on projects. It's a byproduct of a manager's desire to be involved at all levels. However, it is inefficient and sometimes just a downright nuisance. It will be revealed here that Richard Gage goes beyond *microscopic* details into the *nanoscopic* range. It's one thing for a CEO to be involved in the project management of a graphic design task. It's quite another thing to be controlling of typeface choices and drop shadows instead of empowering and trusting the wisdom of a professional art director and designer. AE911Truth had such an individual volunteering her time when she could have been working on a backlog of paid projects for her Fortune 500 clients. Enough said for now.

Equally apropos is the play of the word *nanomanagement* with *nanothermite*. One of the smoking guns in 9/11 research is the discovery of un-reacted nanothermite in the dust spread all over Manhattan after the three buildings collapsed. Many samples of dust collected in the aftermath were tested by Dr. Steven Jones, physicist, of Scholars for 9/11 Truth & Justice⁶ and corroborated by other scientists.⁷ There are not only iron-rich microspheres, an explosive byproduct of a thermitic reaction whereby molten iron has time to solidify into spheres, but unexploded thermite chips as well. The molecules of this high-tech, highly energetic explosive have sizes in the nanometer range and, as Richard Gage religiously says in all of his presentations, "these aren't made in a cave in Afghanistan!"

This book does not require in depth knowledge of the events of 9/11, or more specifically, the destruction of the World Trade

⁶ <http://stj911.org/>

⁷ See peer-reviewed findings in the Open Chemical Physics Journal - <http://www.bentham.org/open/tocpj/openaccess2.htm>

Center around which AE911Truth is focused. When relevant, I will introduce some facts that the reader can research if interested. To this end, I will include a section for further reading.

As cathartic as this will be for me, this book will hopefully present an interesting story, one that reveals the inner workings of an organization doomed to function in critical condition, if not cease to function completely. The world is a web of intricate relationships, convoluted systems of elements within convoluted environments. Thus, everyone everywhere can learn something from...well...everyone everywhere. Hopefully, you will enjoy it.

Whether or not you have taken the 'red pill' regarding 9/11 truth, you will need to take some *Dramamine*^{®8}. You're in for a rough ride!



⁸ *Dramamine*[®] is a registered trademark of McNEIL-PPC, Inc. The author does not endorse the product and mentions it only for its minor comedic value.

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I also have gratitude to all team members of Architects & Engineers for 9/11 Truth, past and present – I learned something from everyone.

Introduction

This book is a biographical snippet of the last two of my forty-three odd years. It is a story of my relationships between people and processes that are doomed to fail given the gravity of the work, lack of leadership and formidable opposition to success. It is a story of my survival amidst the futility. And while it is not explicitly about the 9/11 Truth movement and its message, I will nevertheless have to expound on it a little bit, particularly in explaining how I have come to know Architects & Engineers for 9/11 Truth (hereafter referred to as AE911Truth) and Richard Gage, AIA, its founder.

First, I need to mention a bit about conspiracies. When two or more people conspire to commit some act, we have a conspiracy. Therefore, most theories about such acts are conspiracy theories. With this in mind, I consider myself a conspiracy realist or conspiracy factualist.

The most amazing conspiracy theory in American history is neither the assassinations of JFK or MLK, albeit these are valid conspiracy theories supported by facts. In fact, I venture to say the most people are unaware that a US civil court case proved the conspiracy as fact in the eyes of a jury. A wrongful death lawsuit was filed by the King family against Lloyd Jowers (owner of a local restaurant across the street from the Lorraine Motel where MLK was killed) and other co-conspirators (which included the FBI, the CIA, the US military, the Memphis police, and organized crime families). Jowers testified to his involvement as concealing the murder weapon actually used by a Memphis police officer who fired the fatal shots. Together with other witnesses, Jowers' testimony proved to the jury that

James Early Ray was a scapegoat; thus, conspiracy becomes reality.⁹

No, the most amazing conspiracy theory ever proffered is that 19 Muslim extremists using only TWO commercial airplanes were able to completely pulverize, to the earth on which they stood THREE massive, steel-framed structures. World Trade Center 1 and 2 were 110 stories and World Trade Center 7 was 47 stories. Setting aside all other uncanny and impossibly coincidental anomalies of 9/11, a lobotomized pigeon with one good eye would find this theory to be preposterous and downright bunk. I know this now as a scientifically proven fact; but, it wasn't always so.

The term *conspiracy* seems to frequently dance with an unrelated word - *nut*. Of course *conspiracy nuts* do exist in a sense, but this is a misnomer. They are simply personalities suffering from paranoia and delusion. Hey, I've met my share. But, with the manner in which the phrase is used in the media, the general public reacts negatively to an *ad hominem* attack and a plethora of other pervasive logical fallacies and it becomes difficult to defend a conspiracy theory when the phrase (mere words) is so damn stigmatized. But, if someone is wearing a tin foil hat, I pretty much keep my distance.

Sometime in 2007, I was surfing the web and came across an interesting video on YouTube. Sequences of the World Trade Center Twin Towers were overdubbed with the voice of what I perceived to be a young man, probably of college age, talking about freefall acceleration and the unnatural collapse of the towers. I thought, doesn't this kid have anything better to do? Tens of thousands of people – if not an order of magnitude more

⁹ *An Act of State: The Execution of Martin Luther King*, William F. Pepper, 2003

– watched airplanes hit these buildings in Manhattan. Later, the buildings fell. We know there were hijackers (or do we know?) and they had ties to al Qaeda. Stop with this!

I pegged the video producer to be a lone conspiracy nut and moved on. I had no idea what was behind this. Later, I was to find out that this was a snippet of Dylan Avery's film, *Loose Change*, one of many films that I would come to know well.

Well, later in the fall of 2007, messages from friends began to appear on the bulletin board of a social networking web site, messages encouraging people to see a film called *Zeitgeist*. I've always liked that word which means the 'spirit of the times'. (We have a really quaint coffee shop with that name in Seattle). Since several of my friends were posting notices about this film, I thought I should seize the moment of synchronicity and watch the video. So, I downloaded it – freely and legally, mind you – and I watched it.

A film in three parts, *Zeitgeist* immediately captivated me with the first segment as it speculated about common myths among all major religions. Being a life-long student of comparative religion, this was up my alley. So, it succeeded in getting my attention for the rest of the film. The second segment portrayed the myths surrounding 9/11 and the third, the world of money, finance and economy. All segments of the film are related on many levels.

Zeitgeist was narrated with authority and there's nothing wrong with that. But, in earnest, its central message to the viewer was to not to disseminate facts or propaganda, rather to question authority. Society should be composed of freethinking individuals, not a dumbed-down group of people, a herd of *sheeple* so removed from reality that they are enslaved by whatever a small elite determines to be the truth.

The second part didn't convert me to a new belief system. It did, however, stop me cold to call into question what I thought was reality and it drastically changed my life – forever. I took from the film a challenge to research the events of 9/11 on my own. In terms any fan of *The Matrix* would understand, I took the 'red pill'. I spent the next 48 hours (aside from sleeping, eating and all things domestic) to scrounge the internet for all I could find about 9/11. For those familiar with 9/11 Truth, you are already aware of the vast sea of information available and the millions of people within the movement sharing information worldwide. For those unfamiliar with 9/11 Truth, I say, "Holy shit!"

Among the articles and web sites of independent researchers, there were two films other than *Zeitgeist* that I subsequently watched which finally changed the course of my life. The first was David Ray Griffin's film, *9/11: The Myth and Reality*. The second was Richard Gage, AIA and his film *9/11: The Blueprint for Truth, Architecture of Destruction* (hereafter called BFT). The former compiled a lot of evidence supporting a cover-up regarding all the events of 9/11 including all four hijacked planes and their aftermaths at the World Trade Center, the Pentagon and Shanksville, PA. The latter concentrated solely on the destruction of the three World Trade Center buildings.

The edition of BFT I had watched online at *blip.tv* was called *How the Towers Fell*, which is actually from the first of several DVDs AE911Truth would produce. It was filmed at the University of Manitoba, Canada, in the early days of Richard's crusade for truth. Much critique could be offered about the quality of the video, but what is important to note is Richard's demeanor. He was visibly nervous to me and his presentation was very dry. What would you expect in listening to an architect give a PowerPoint presentation in an auditorium for over two hours? Over time these presentations would improve to the point of my actually considering them to be engaging and entertaining.

Actually, entertaining sounds alarming given the topic. But, I'm getting ahead of myself.

As a former engineer who has attended live presentations, conferences and conventions, I looked beyond aridness and was blown away by the facts that Richard Gage and AE911Truth had amassed. The videos were revealing, the evidence compelling; it was then clear as a bell. The three World Trade Center buildings did not collapse from structural failures due to fire. The Twin Towers EXPLODED! Mostly pulverized to dust-sized particles, all materials including concrete floors and steel columns were EJECTED OUTSIDE THE BUILDINGS FOOTPRINT. That's the work of high-tech explosives, folks. WTC 7, a nearby building which suffered minor damage caused by debris falling from WTC 1, was imploded in what is likely the cleanest, most symmetric demolition ever performed. The cliché here is, if it looks like a duck and quacks like a duck...it must be controlled demolition. If this is so, the implications are tremendous and that, indeed, is the case.

The official explanations by government agencies such as FEMA and NIST changed in their details over time, but the general premise was the same. When NIST released its final reports on the WTC destruction (the Twin Towers report and WTC 7 were spaced by an interval of years) they claimed that all three buildings collapsed due to structural failures caused by fires. Over the years, NIST and other proponents of the official line of propaganda ignored critical questions, never considered gathering forensic evidence of controlled demolition and dodged common sense at every turn.

So what do I do with this new information? There's a physicist, Dr. Stephen Jones, giving lectures about thermite and residues found in the dust, a theologian, David Ray Griffin, giving lectures about the entire false-flag program of 9/11, and an architect, Richard Gage, who founded an organization of architects and

engineers who are presenting scientific findings regarding a controlled demolition hypothesis. I was an engineer once, so, perhaps it was time to whip out the slide-rule and pocket protector! (No, I didn't have those things, but occasional levity will be needed throughout this book to balance the 'dark side'). What I knew had to be done was something for the future of my family and country.

After sharing this information with my wife, Mariah, and her seeing what was readily there for all to see, I knew I had her support in whatever venture I needed to take. Money doesn't grow on trees, of course, and her part-time work as a pre-school teacher was not enough to sustain a living while I went off to save the world. We had been living with her parents for several years in the hopes of making successful careers and saving money for a house. I asked myself, "What do I do?"

First I explored the AE911Truth web site. This visit occurred in November 2007 a short time after I had watched the online video. Wishing to share this new information with everyone I know, I promptly ordered a copy of the BFT DVD from the web site. (It was a few months later when I ordered other video materials including *9/11: The Myth and Reality*, *Loose Change*, and *Zeitgeist*. I promptly made some copies and circulated them among family and friends.)

Before this awakening, I was looking for work in various disciplines. Now with a new mission in life, I shot off my resume to Richard Gage to see if such a professional looking organization had any paid positions. When employment is needed and one has a particular calling, one tries to match up the best of circumstances. In an ideal world, a vocation equals an occupation. I had figured that AE911Truth was likely all volunteer work, but it was worth a shot. I was correct, although I never got a response from this initial contact.

It took me a couple days of building courage to finally sign the online petition calling on the Congress of the United States for a new independent investigation of the World Trade Center building collapses. I was hesitant because my name would now be publicly displayed as one of many, questioning our very own government's motives in participating in the cover-up of the truth. It's one thing to be considered a dissident and another to be labeled an enemy of the state. (I saw the Hollywood film, *Enemy of the State*, starring Will Smith. Could this happen to me and other petition signers?) Well, it was done – signed by me on November 27, 2007 (only to be removed by me in February 2010, but I'll explain that in a later chapter).

There is a process to signing the petition (often incorrectly considered *becoming a member*) called *verification* which will be explained in more detail in a later chapter. Suffice it to say, my name did not appear on the petition for some time, until I personally spoke with someone from the organization. I was anxiously looking forward to receiving that phone call. It finally came as a message in my voicemail from an engineer living in Toronto (Ontario) Canada which I thought was strange; he was calling from three time zones away and out of the country. I returned the call and received his voicemail which asked the caller to "please leave only your name and telephone number which is sufficient – I return ALL of my calls." Well, he didn't! I tried again and a day later got through to him.

After signing the petition, I figured the next step was to get involved more intimately. Really I never was interested in politics or activism (although that was about to change). But, it was in the hopes of volunteering with AE911Truth that I could feel a sense of patriotic duty.

Naturally I was upset with what I had learned. High-ranking officials in the US Government, the Bush Administration, the US military, the intelligence community and other heads of state

were involved in false-flag terror operations to create unilateral popular support for invading Afghanistan, Iraq and other targets (to be decided) on false pretexts. This isn't the first time in American history. See Appendix A for declassified documents regarding *Operation Northwoods*; documented proof of the brute, callous and unjust actions that the US government considers in furthering its imperialistic goals.¹⁰

With the introduction of the *Patriot Act* to supposedly protect the US from future acts of terrorism, homegrown or otherwise, the further erosion of US Constitution is guaranteed. But, what is a patriot? Merriam-Webster once again gives us something as concise as this: *patriot, one who loves his or her country and supports its authority and interests*. But what happens "when a long train of abuses and usurpations...evinces a design to reduce [the people] under absolute despotism, it is their right, it is their duty, to throw off such government, and to provide new guards for their future security."

Do these words look familiar to you? That, my dear reader, is from the Declaration of Independence. If we look to history for a definition of *patriot*, we find such great men and women to be the *revolutionaries* who rebelled against British control during the American Revolution. One of the foremost examples of such a great patriot is Thomas Jefferson who penned that historic document in 1776.

Regarding authority, I must confess I have a new perspective. Be it personal (as conferred to individuals) or institutional (government), authority is in the eye of the beholder, bestowed upon those who shall be its caretaker. Letters, published papers, years of experience do not make authority. If people see an individual or agency as an authority, then they lend

¹⁰ The copy of these declassified documents that form Appendix A were obtained from the George Washington University web site: <http://www.gwu.edu/~nsarchiv/news/20010430/doc1.pdf>

credibility. But, people and institutions may equally be discredited.

There is an information chess game, the beginnings of which cannot be traced. It's perennial. And, in this battle between truth and lies, facts are irrelevant. At the end of the day, the opponent with the most credibility wins.

Such it is with the 9/11 Truth movement and, more particularly as we shall see, between AE911Truth and government agencies complicit in the cover-up. The chief opponent in AE911Truth's case is NIST, an agency within the Department of Commerce, the Secretary of which serves under the President. With that clout and the support of our nation's intelligence agencies, is there any hope for AE911Truth or the movement in general?

While I had more optimism at the beginning of my crusade for truth, writing this from hindsight has a disadvantage insofar as how my cynicism affects the narrative. I wouldn't want to be considered a misanthrope by any means; however, subsequent to my discovery of 9/11 truth, almost every day has brought new issues to my attention that illuminate the dark side of humanity. I am losing faith. Perhaps by the end of writing this book, I shall find it again.

What follows are chapters (not necessarily in chronological order) of my experience which includes what I have figured as 3000-4000 man-hours. Occasionally, there will be some gaps, skips and jumps because I feel necessary to do it that way. It begins with the next chapter, my joining the team and initiation to volunteering. Toward the end of the book, I cover much more about volunteering, but then from the perspective of the Volunteer Coordinator whose hat I was wearing until near the end of my stint when I attempted to train another for that task.

My post-volunteer experience will culminate in some drama to which I am privy, as an advisor to some good-hearted and trusted, former colleagues caught up in what could be called the *controlled demolition* of AE911Truth from inadvertent self-sabotage on the part of Richard Gage. This is covered in the last chapter.

In some rare cases, I use full-names, e.g. Richard Gage because that much is obvious as well as having a few volunteers with the first name Richard. When I write “Richard,” I do mean “Richard Gage, AIA.” But in most cases, I use first name and last initial. It’s not hard to identify AE911Truth team members if one is determined, but doing it this way should keep these folks from being slammed with emails given the obvious email convention apparent to anyone who has corresponded with the organization. There may be a few people who deserve such slams, but I will not dignify them by publishing their last names. As for people outside the organization during my tenure, their full names will be disclosed.



“We were set up to fail.”– Thomas H. Kean and Thomas H. Hamilton, Co-chairs of the 9/11 Commission.¹¹

"Mr. Gage presents an interesting theory, backed by thorough research and analysis." – Michael J. Heimbach, Assistant Director of the Counterterrorism Division of the National Security Branch of the FBI

¹¹ The first sentence of the first chapter: *Without Precedent: The Inside Story of the 9/11 Commission*, Thomas H. Kean and Thomas H. Hamilton, Vintage Books, New York, 2006.

Joining the Team

“The definition of insanity is doing the same thing over and over again and expecting different results.” – Albert Einstein

After having signed the petition, I sent several emails via the web site, offering volunteer assistance to AE911Truth. I finally had the opportunity to speak with someone in the organization, Judy S., a real person (not an email), someone I would come to know and respect very much. Judy was interested to know a little more about how I envisioned myself helping. Let me take a step back, prior to this conversation, and share with you a quick assessment I had made.

I didn't have the sense that help was absolutely needed. It wasn't asked for anywhere on the web site. I just knew that I wanted to help and there seemed to be no organization more fitting to my experience. There was also no organization more apparently professional or more credible than the group of practicing architects and engineers. I did not see this group as activists or crackpots.

Regardless of how professional the web site looked, I noticed there was work to be done. Graphics and web site assistance would be a foot in the door and this is how I presented myself as someone with recent communication arts experience.

The web site was designed by Bill D. with the help of John P.. These are two very good people I have come to love and trust. Bill is an old-school, PHP programmer and did a great job on the backend of the site. The front end, however, had and still has to this day, issues that could have been easily resolved. We'll get to that in a later chapter that explores the web site in more detail. I saw several references to animated GIFs and Flash videos that were “under construction”. I said to myself, “I could do at least this much for them now – let's not wait.” I persisted.

The backbone of AE911Truth is its volunteers. This team of people was strewn all over the US and Canada (and now much of the globe). The team worked solely via email and telephone conferencing. Thus, after inviting me to join the weekly team call on Sunday mornings, Judy called me to give me a conference call telephone number and a confidential access code.

At the time I joined my first conference call, there were only about eight volunteers in attendance as well as Richard. Richard insisted on being present during all conferences, the number of which would grow from about three per week to about twelve, plus or minus several more as warranted by planned public events and special projects. However, I will explain more in a later chapter, *Conference Calls*, which might be entertaining, revealing and useful to anyone interested in the virtual office environment.

Before I joined, and during the beginning of my tenure, volunteers pitched in wherever and whatever needed – minimal human resources were spread as thinly as possible. Apparently the pool had grown from Richard and a couple of people to about a dozen volunteers. Judy had emailed me the contact list, an informal document including names, functions, email addresses and phone numbers. Among the active core volunteers at the beginning of 2008 (and their principle activities) were the following:

- Judy S. (administrative, doing verifications and anything Richard didn't want to do – the hard stuff),
- Bill D. (programmer, webmaster, database manager and trainer),
- Justin K. (evidence archivist and PowerPoint creator),
- Kelli M. (verifications and writing),
- Tom S. (bookkeeping, online store, and Sunday's team agenda),
- Brian G. (writing),

- John P. (videographer, live streaming),
- Peter M. (writing),
- Marx A. (finance and mechanical engineering consulting),
- Gregg R. (associate editor) who was kind of “semi-retired from AE911Truth” at that time, and
- Shane G. (?). The “?” will be addressed in a later chapter.

Names of people with whom I would have minimal contact with and who had fallen away from volunteering before I joined in the calls, were Doug P. (the Canadian engineer who verified me), Scott F., and Scott P. Ultimately, all volunteers would serve as consultants and, of course, Richard Gage’s choir.

My volunteering began with a single task. What I had brought to the table as suggestions would actually never get done due to lack of human resources – isn’t it ironic. It seemed that the organization was always in “crisis mode.” More often than not, the crisis was an event on Richard’s “critical path,” not necessarily the critical path of the organization.

What was needed immediately was a brochure that provided all of the bullet points of evidence in the case for controlled demolition regarding WTC 1, 2 and 7. I knew that I could give them something professional within a week’s time for an upcoming presentation Richard was giving. My confidence was not exaggerated and my commitment was unwavering. But, what was unexpected was the amount of time I spent on the phone with Richard nightly throughout the week into the wee hours of the morning. Granted that there is always room for improvement, however, Richard’s meticulousness was more than a sign of getting it right. We went through drafts in the double digits. At the end of the week, we had a usable brochure - not fault free, but completely professional in appearance. I didn’t recognize this as nanomanagement then, but you just wait.

With the brochure behind me and at the printer, I attended the next Team conference call on Sunday morning. On every call, Richard had a tendency to ask for volunteers for various tasks, “We need help verifying architects and engineers. Every Tuesday evening at 7 PM Pacific Time we have a verification team call. Is there anyone who wants to help? We would love to have you.”

This plea would come weekly for the next 18 months during which I was on the Team calls. Despite the fact that the regular volunteers attending the calls were well-versed in our needs and silent on every call when asked for help, Richard would still repeat the plea for help, knowing very well their limitations. I kept saying to myself, “Can’t you get it in your head that the people on this call are not willing to extend themselves further?” The only rationale for that kind of behavior was that if he asked for it, he could feel comfortable with himself knowing he tried. Well, I can go outside and jump as high as I possibly can to reach the moon. When I don’t, at least I can say that I did my best to get there. If his behavior isn’t self-deceiving – if it’s not denial – then, what is? In addition to being the 9/11 truth movement’s greatest obstacle, *denial* was to become one of Richard’s major drawbacks in his attempt to manage the organization.

I wasn’t the only one who saw this. Most others did. Tom S. repeatedly interjected on calls, “Richard, Richard, Richard. When will you realize that people can only do so much before they burn out? I give ten hours a week - that’s it.” He would go on with the equivalent of “you can’t squeeze blood out of a turnip.”

With all that said, I was a newbie and eager to help. Reluctantly, I stepped forward during that conference to say I would help with verifications. Richard showed a sign of relief saying, “Thank you. Join us Tuesday.” I say “reluctantly” because I had a good sense of what was involved and I really don’t like talking on the phone with strangers, particularly in making cold calls. Well, these were cool calls. The next chapter will cover more about

verifying the credentials of architects and engineers for the organization.

At this point there was a clear sense of tasks which needed to be accomplished by volunteers. However, there was no real organization to the team. There was a web site, an online store, a PowerPoint presentation, a petition and a Verification Team. I wondered where the corporate structure was. Shouldn't there be a marketing team to deal with content/copy writing, graphics, web site, content? Shouldn't there be a fundraising team subdivided into grant writing/application, soliciting donations, etc.? Should there not be a research team compiling evidence, a team comprised of volunteers having specific expertise, perhaps an architect, structural engineer, mechanical engineer, electrical engineer, physicist, chemist, metallurgist, etc.? Many of these teams and others came to fruition in terms of being organized, with the exception of a good research team. How ironic is that?

As teams developed, I found myself on several of them. That meant attending the respective conference calls, many of which were completely unnecessary. I also found myself as chair or interim chair for several teams due to lack of volunteers. (We started out calling the teams "committees" and the person leading the conference calls "chairs." But, these weren't really committees, per se. They were teams or what would be departments in the real world. So, we changed the nomenclature to Team and Team Leaders).

Over the course of eighteen months, I was: Verifications Team Member, Graphics Team Member, Writing Team Member, Video Team Member, Web Team Member, Acting Verifications Team Leader (later, Verifications Team Leader), Acting Graphics Team Leader, Acting Web Team Leader, (Front End) and Web Team Leader. Some of these roles were served simultaneously with my being the Volunteer Coordinator, Corporate Secretary, Finance

Committee Member and Secretary, and a Member of the Board of Directors. Add them up and you get too many damn phone calls. I can only imagine what it was like for Richard Gage. That man was on the phone day and night living off four hours of sleep if he were lucky.

This team list is not comprehensive. And, please don't infer that because there were numerous teams, there must have been organization, a clean division of labor and productivity. Far from it, team leaders were not empowered to manage projects because Richard was so intimately involved. This was made even more difficult to manage when the core team grew to about forty people, most of whom did absolutely nothing. Yet, they were privy to all discussions on the team email distribution list.

Towards the end of my tenure, two team calls that were under development were Strategy and Outreach. I had done the most planning for these teams and would have likely led them if I continued. The calls went on and on and on, and like some of the fundraising and marketing calls I attended, they were not productive. They were comprised of talk, no action. Every agenda was the same: discuss ideas, rehash ideas, recap the ideas, blah, blah, and blah.

There are several reasons for this lack of productivity. One problem was that new volunteers were allowed to overrun agenda items with their own ideas. Granted, new ideas are good and should be encouraged. Also good is the energy, the passion that new volunteers bring to the organization. But, a system should have been in place to exploit that. Instead, every time a new volunteer was on a conference call, we would have to listen to the same suggestions every volunteer before had offered. What about this? What about that? Been there. Done that! So many times I felt like saying, "We have a committee working on that. Will you shut the f**k up long enough to listen?" Ask a

question and wait for the answer. “Don’t assume that your idea is so brilliant that no one has ever thought about that.”

There were tasks that desperately needed to be accomplished. People offered to help. But, when it came time to roll up their sleeves, they ducked into the shade. When there was no shade, they opened their umbrellas.

It’s not the fault of the volunteers. I do assign blame on management. But, there is no management. There is only Richard Gage and, as he says much too often for a CEO, “that is not on *my* critical path.” Then again, Mr. Gage, know the first rule of leadership: *everything* is your fault!

What the organization didn’t have - and I believe still doesn’t at the time of this publication – is a volunteer training course. Volunteers need to know the history of the organization, policies and procedures informally adopted over time, email and conference call etiquette, et cetera. My meager attempts at organizing that will be explained in the chapter dealing with my service as Volunteer Coordinator.



The Verification Team

The second weekly conference call I would join and eventually try to get away from (to no avail) was that of the Verification Team originally meeting on Tuesday evening. This group of people had a high turnover of volunteers and it's understandable. Unless you absolutely love talking to strangers and find reward in that alone, it can be frustrating when the majority of your time is spent just trying to get a hold of people and leaving messages or otherwise getting a dead end. At least this was the case for architects and engineers and not so for others who were handled by a more nonchalant email exchange.

AE911Truth prides itself on its petitioner base, the building professionals that sign the petition calling for a new investigation. In order to build and maintain credibility, it is necessary to validate the claims of a petitioner who wishes to call himself/herself an architect or engineer. Such a title implies at the very least an undergraduate education with certain aptitude and achievements that portray the understanding of mechanics, albeit very simple ones involved in the demolition of the World Trade Center buildings on 9/11. I always imagined this to include physics (Newton's Laws, mechanics, etc.), chemistry, material science, mathematics, basic engineering principles and solid experience in applying the scientific method. That said, it only takes someone familiar with high-school physics to understand the few analyses that have irrefutably demonstrated the official explanations, i.e. NIST's reports, to be completely impossible.

In accordance with this ideal of building a credible base, everyone signing the petition and claiming to be an architect or engineer, licensed or not, is required to provide credentials for verification. This was primarily done by requesting that architects and engineers fax or email an image of their diploma. This was something I proudly did when I first signed. There are

other options for verifying credentials such as transcripts, contacting college registrars or alumni associations, or even using paid degree-checking services. These alternatives would find themselves into the procedure after I began to lead the team at some point in the future.

Bill D., our database manager and trainer on how to use the database in the verification process, believed that transcripts are too easily forged and should not be acceptable. I know for a fact that the diploma is much easier to forge. Forging a transcript required a good knowledge of an engineering program. Nevertheless, it was easy to falsify any documents. In fact, I believe it was often moot as the normal procedure did not involve verifying the diploma. Once it was received by the verifier, it was archived but not investigated. Anyone wanting to get verified quickly could manufacture a certificate that awarded a BS in civil engineering from ABC Polytechnic. So long as the name on the diploma wasn't Mickey Mouse or Osama bin Laden, it would probably be archived and the person providing it would become a *verified* engineer. I suppose if the person wanted to be cute, they would sign the diploma as Osama bin Laden in small cursive where the college president or department head's signature would normally be. They would surely get away with that. Pranksters, mostly of limited intelligence, would simply sign the petition as Mickey Mouse, Osama bin Laden or even more crude names in English or other languages. They thought themselves clever, but they were caught and deleted.

Calling and talking to these architects and engineers (shortened to "A&E" in AE911Truth documents) occasionally result in interesting conversations. Those who signed the petition felt gratified to know that they weren't alone. More often than not, they were very talkative and I suppose this is because they had few people to share these thoughts with. Many were silent for fear of losing their jobs or thinking that the NSA, CIA or some other agency would start stalking them. Once in awhile,

although rare, people would request that their name be removed from the petition because they didn't want their boss to find out, they were looking for work and didn't want to be construed as a troublemaker, or perhaps their spouses objected to the association.

I verified only a small number of people. I didn't care for it. But, I assisted the team in a more administrative and procedural way. After some time I tried to get away from the team because I was swamped with other organization business. But, I would facilitate the informal adoption of procedures like accepting the transcripts, calling registrars and alumni associations, which to my mind are more validating in the spirit of performing due diligence.

When I first joined this team, there was no team leader. Richard Gage was leading the few telephone conferences that were engaged at that time. But, we all agreed that we needed someone to set agendas and lead the calls. As usual, Richard called for a volunteer for this position. Frankly, there was never a sense that people would be chosen to lead a project because they were qualified. Fortunately, in this case, a charming and eminently qualified young lady stepped up to the plate. Kelli M. was would do a good job despite her short time before leaving the organization for personal reasons.

Bill D. was slowing phasing out of any responsibility. He had enough on his plate but was challenged with chronic fatigue and just worn by the stresses of everything. He was not about to take on any leadership role. All he could do is perhaps continue training verifiers on using the database and serving as a consultant.

A replacement for Kelli was needed. I had no interest, but was willing to lead the calls in the interim. I began rewriting the procedural document Kelli started and we sought a new leader.

One of the newer volunteer verifiers worth mentioning is Grazyna, a Polish lady living in New Jersey. Grazyna is an architect and, like Richard Gage, a member in good standing with the American Institute of Architects (AIA). Shortly after joining the organization, she would lose her job because of her views on 9/11 and her vocal advocacy of the truth.

Grazyna is a piece of work – sometimes entertaining and other times annoying as hell! She’s a good-hearted individual and, from what I can tell, a beautiful human being. Of course, like the rest of us she has her faults. She is constantly challenging and often is distracted from the topic in hand. Speaking of off-topic, AE911Truth has an off-topic email list where people share information that the organization does not consider business and beyond the scope of the World Trade Center destruction on 9/11. (Off) topics would include, for examples, the New World Order and other conspiracy theories, fact and fiction. Grazyna is one of the most active users of that list emailing on those subjects often more than normal business matters.

Apparently Zionists, Freemasons, Skull and Bones, other secret societies, and Satanists are working together in their goal of world domination. Grazyna would see a commonly-used hand gesture (the “cornuto,” or satanic sign) as evidence of this. Former President’s Clinton and Bush as well as both Barack and Michelle Obama have shown *the sign*. All I can say is, “Yikes!”

In a very popular café, an effeminate young man showed this sign the other day when he pointed to the long refectory-like table where I was sitting and asked, “Is anyone sitting here?” So, I guess he’s one of *them*!

That sign is also apparently used as a gesture of school spirit at the University of Texas. I couldn’t help laughing when Grazyna was tongue-in-cheek suggesting that perhaps Gregg R., one of

AE911Truth's more valuable volunteers and contributors, could be "one of them" because he is from Texas. Texas is the Lone Star state; the five-pointed star is a Masonic symbol. Again, I say, "Yikes!"

Grazyna has a brash and abrasive personality which I find typical in a certain class of Eastern European women, particularly of Polish decent. With her thick accent and demeanor, she is dead ringer in character for my ex-mother-in-law who emigrated from Poland to the US in the 1980s. Only, Grazyna is probably some 15-20 years her younger.

Armed with tenacity and brash criticism, Grazyna demonstrated a strong personality, an attribute of an ideal volunteer. She was persistent in her communications with the person who verified her. She was critical of the process and how long it took. She offered to help in September 2008 and it was November before we had her trained. In fact, there was much confusion on the team with regards to who would train her. I was trying to get away from the team and Bill was not in the space to train anyone – that does take energy being on the phone with a newbie for a few hours. So, I just stepped in to train her. I did not feel obligated, but I wanted to reward her persistence rather than completely piss her off and lose a volunteer.

Some would call her personality-type overly critical, but I call it vociferously critical. There's not enough constructive criticism and analytical thinking in this world. People like Grazyna, an architect, and my ex-mother-in-law, a pharmacist, possess the intelligence to agitate the world into a state of rational analysis. Yet, their highly opinionated comments stem more from emotion and passion than logic and reason. Thus, their efforts can be counter-productive and often annoying.

Unlike the many volunteers whose disruptive qualities seem to be their only contribution, Grazyna is a hard worker and dedicated to the truth. She won't be silent. I think AE911Truth is lucky to have her.

Among the verifiers coming and going, there were a couple of candidates for leadership. One that I recommended be groomed for the position was Jen B. She was a stellar verifier and commanding enough for the job. She would certainly prove herself to be worthy. However, her departure in the months ahead was expected as she was going to take a course which would prevent her from attending conference calls. But, with her in place to lead the calls, I was able to finally bid *sayonara* to the verifications team and get on to more important matters.



Graphics and Branding

In the early days of AE911truth, there was no branding of the organization. Why would there be? There was no marketing plan, no communication arts team to even consider it. This was merely a corporate entity supporting the PowerPoint presentations of Richard Gage. It had a name, Architects & Engineers for 9/11 Truth, and Richard had business cards. But branding the name and services of the organization had not been contemplated prior to this point.

Everything was hodge-podge. Before I joined and developed the first humble brochure, there were a few other people helping with graphics on an as-needed basis. Scott P. had been doing graphics for the store. Bill D. also did some graphics work for the web site, making virtual email signature cards and editing supporter-submitted photos for display on the web site. And, there was Camille who was actually paid for her graphics services. She had done some of the first posters, DVD cover and other things. It is my understanding that she wasn't the easiest to work with. I had such little communication with her that I couldn't make that assessment. However, I did get the sense that she was not passionate about the cause. For even though I had done graphics work professionally, I wouldn't dream of demanding payment to help AE911Truth. I couldn't afford to assist with financial aid, but I could volunteer some graphics skills and I did.

Richard had discovered that someone Scott F. knew was willing to help us develop a logo. Her name was Cheryl G., a very stylish graphic designer who worked independently with her Fortune 500 clients. Despite her full-time self-employment, she was willing to put in some time for the cause. Cheryl served as the art director branding project which was effectively (or ineffectively, depending on how you look at it) a design-by-committee project.

Richard didn't want (no one really wanted) too many cooks in the kitchen. So, for some reason, Richard chose to limit the Graphics Team to four cooks or, rather, three cooks and a restaurateur. Wait! Make that one chef, two sous-chefs and a restaurateur. The graphics conference call would be "closed" to other volunteers. Richard has no experience in graphic design and while I cannot address his architectural sensibilities, more often than not I would not agree with his aesthetic choices in the art of visual communication.

I think that was a bad decision. Like any other department, graphics should have an art director and project leader who could enlist the help of designers on an as needed basis. Over time, there could be numerous graphic designers each handling a specific project and following the style guide developed by the art director.

It was challenging to have your client, Richard Gage (in the guise of an organization, AE911Truth), be on your team and on your conference calls micromanaging every nuance. Cheryl handled it well. It might have been her strong character, or maybe it was her beautiful face which no doubt would be an influence on Richard. I had only seen a photograph of her, but Richard had met her. On a phone call with Bill and me very shortly after her meeting her, he did once say in a soft and shy voice, "I think I'm falling for her, guys." But, then he told us she was recovering from a broken relationship and it was clear that her efforts would be strictly professional. I thought this was a damn good thing!

I've never met Cheryl in person, but she is one, top-notch, well-seasoned designer and I learned to trust her intuition as much as her experience. Being in the business, I've met dozens of graphic designers over the years. Cheryl is, by far, the best I've ever

worked with. She has my highest recommendation and if I need help, I will turn to her.

Cheryl was absolutely at the top of her game though. Although it was a committee, she drove the conference calls. She knew what was involved in branding an organization. She understood the mission of AE911Truth and the importance of its controversial message. She was a patriot.

The Logo

Our new graphics venture really began with concepts for a logo, outlining the required elements to be included, a color scheme, symbols, word choices, typefaces, et cetera. The only theme at that time was the organizations colors of orange and blue together with a signature style typeface of American Typewriter. This was going to change slightly and in a good way, but it was the typewriter-styled serif font that was required. The logo had to start from scratch.

The four of us discussed the necessary elements: there was the “AE” which represents architects and engineers; two buildings to represent the WTC Twin Towers, symbolically, not so much realistically, some sense of architectural or engineering instruments like a ruler and/or compass a to represent *measurements* and technical drawings; and perhaps an airplane to represent the 9/11 attacks themselves.

Now, I never liked the idea of the airplane, but I wasn’t opposed to using the symbolism provided that it was subtle. The kind of subtlety I was intending was what would be suggested by the shadow of a commercial plane falling on a building. It would certainly not be an overt symbol. It’s presence would be absent; yet, sensed. There would be no plane visible, but there is a shadow of one. To me, this represented a ruse, a red herring. I think one of the claims in opposition to this would be that it could be misinterpreted as “no planes”, a preposterous facet of

9/11 conspiracy “nuts” that postulates there were no planes that hit the World Trade Center a la TV fakery and projected holograms. I forget who countered with this argument – probably Bill; nevertheless, it was a valid point.¹² But, I wasn’t advocating the use of a shadow so much as trying to communicate the degree of subtlety necessary in depicting the likeness of an aircraft. It is important for an organization like this to appear professional and unbiased; with credibility and respect dominating the logo.

Cheryl, the quintessential professional designer, works by giving the client some suggested directions by categorizing her proposals in such a way that the elements can be narrowed down, and a final design can be honed. Usually one would expect several drafts, but with the CEO nanomanaging every detail, the design can be sweetened *ad nauseum*. Her concept of the “A” and “E” becoming a composite and suggested “AE” was immediately acceptable from what I recall. What required much discussion for Richard was the minutia; the ruled lines on the twin tower (How many, how large and which tower?); the antenna (How large and which Tower?); the compass element that formed the down stroke of the “A”. Then the analysis of colors ensued. More details were revisited and on and on it went.

Cheryl did quickly learn to narrow her suggestions and guide the decisions by withholding possibilities that were rubbish. In that respect, her refinement as a designer came through. Very often,

¹² There were, of course planes, as thousands or tens of thousands of eyewitnesses could attest. I wasn’t there, but a friend of mine saw the second plane hit WTC 2. Other people on the AE911Truth team know people that were there as well. I believe the “no planes” theory was likely started by the US intelligence community to sully any conspiracy theories that developed regardless of plausibility. Immediately after the events of 9/11, George W. Bush was seen on video at press conferences, “let’s not tolerate any of these outrageous conspiracy theories.”

Richard would make suggestions out of the blue and Cheryl would tell him straight up, “I didn’t consider it because of this or that. It is not done. It would look ridiculous, believe me. But, Richard, if you want me to draft a sample for you...” And, Richard would reply, “No, no, I trust your decision.” Given a fontographer who painstakingly narrowed down font choices to five, Richard would still ask, “What else do you have?” It will become even more apparent in critical organization matters that Richard Gage will only hear what he wants to hear. Otherwise, he will keep asking.

The logo our four-person team finally produced and voted on (including Richard’s approval) to be the absolute final design closely resembles the version of the logo ultimately used. We agreed that we would advise the other volunteers through email regarding the final logo design; this *was* the logo and we weren’t asking for opinions. Nevertheless, the opinions came in; support and criticism followed.

The most disconcerting element resulting in change was the downward stroke of the “A”. This was intended to be suggestive of a compass. In the original version it was a solid stroke. Justin K., the researching archivist and one of the original members of the team, was absolutely freaking out over the fact that the down stroke, a *suggested compass* in a dark, secret society-kind of way looked Masonic in nature. “It must be changed,” he said.

This incensed Cheryl and, frankly, it incensed me too. Of course, I didn’t think there was any less Masonic interpretation between the original design and this “much improved” version and I didn’t think rehashing was required.

As a matter of principle, Richard disempowered the Art Director’s and graphic team’s decision. In effect, it opens up for input from dozens of volunteers who have no experience in professional branding. (I am sure that the people in the

accounting department at Microsoft had zero input regarding the logo for Windows®. The rest of the organization gets a memo that reads: “This is our new logo. Have a nice day!” That is how it is done.) But, as you shall see, AE911Truth as a whole operates as one giant committee whose chairman possess 100% of the voting power.

Despite the hoopla, we took a step back and Cheryl considered what could be done. She came up with the idea of merely changing the solid stroke to three converging lines. A can of worms was swiftly whipped open. In the interest of nanomanagement, a discussion of those converging lines followed along the course of how similar they looked to “space beams”, another conspiracy theory based on unsubstantiated claims that the Towers were destroyed by the military’s star wars program, the military and DOD sponsored HAARP¹³ program or what would be more stigmatizing and stretching it a bit, *space aliens*. These often go hand in hand with the “no planes” conspiracy theory.

The organization was fortunate to finally have its logo. The branding continued with business cards, stationary and most importantly, a style guide with *dos and don’ts* which was all Cheryl’s doing.

With Cheryl as the sole designer, our team worked on a vast number of projects over the last two years. Among the highlighted, tense and often rushed projects were the artwork packages for the Research Edition and Companion BFT DVD, new evidence cards (slicks), a complete brochure overhaul and a T-shirt design. The new brochure design, in the simplest expression, blew mine away!

¹³ HAARP, The High Frequency Active Auroral Research Program, jointly managed by the Air Force Research Laboratory and the Office of Naval Research (<http://www.haarp.alaska.edu/haarp/index.html>).

It was during the review of the Evidence Cards that an event occurred and I feel that I must share it to demonstrate my humility. (Note to self – am I immodest in my desire to explain my humility?) Life was stressful enough – being unemployed and broke, living with in-laws, raising a family – but, working on the team was equally stressful (set aside the controversy, the dire implications, etc.).

One fine evening, I had entered the graphics conference call a tad inebriated. By the end of the call and after a six-pack of gravity beer with 8.5% alcohol and no food, I was really beside myself. Coherent and conscious, I felt I was an observer. I'd try to say something and slurs would come out. In my head, I had a sentence constructed and already stated. Yet, when I opened my mouth it was like I was listening to tape playback at half-speed. Richard even asked, "Michael, have you been drinking?" I'm not sure of my actual response, but it probably began, "Noooooooooooooooooooooooooooo!"

After the call and leaning against the wall the whole time, I stumbled up the stairs to go to bed. My wife asked, "Are you okay? Have you had too much to drink?" I giggled, "Yes." I think she was laughing with me, not at me. Highly uncharacteristic of me, that was the most obviously drunk I had ever been.

The next day wasn't bad. Yes, I had a hangover. But the worst part was how I felt about the first and only time I was out-of-control in a professional situation. I promptly wrote an apologetic email to Richard, Cheryl and Bill. I will share the apology and their responses below to interject a break in the monotony of this autobiographical sketch.

From: Michael Armenia
Sent: Wednesday, November 05, 2008 1:20 PM
To: 'Cheryl'; 'Richard'; 'Bill'
Subject: an apology
Importance: High

I humbly apologize for being in an inebriated state on our Graphic's Call last night. Sluggish behavior and slurring speech are totally unprofessional attributes to put on display. I am extremely embarrassed and will be for some time. It's the first time and hopefully the last time that will ever happen. Please forgive me.

Respectfully,
m.

From: Richard Gage
Sent: Wednesday, November 05, 2008 8:03 PM
To: Michael Armenia; Cheryl; Bill
Subject: Re: an apology

Hi Michael! I thought that it was kind of fun - because it was out of character for you. I also thought that you did remarkably well under the circumstances! You were adorable in fact.

R

From: Bill
Sent: Wednesday, November 05, 2008 6:35 PM
To: Michael Armenia
Subject: Re: an apology

It's not a problem. Don't worry about it. It's not like we were actually "working on the job". Especially when we're having these late night conference calls. I barely noticed, although you were particularly jovial.

From: Cheryl
Sent: Wednesday, November 05, 2008 2:23 PM
To: Michael Armenia
Subject: Re: an apology
Importance: High

ONLY if you forgive me when I do the same (believe me, I've been tempted many, many times).
Between you + I, it added some much needed levity to the initially tense situation.

xo

A forgiving bunch they were, no?

Well, the Evidence Cards and most other projects all suffered from too much nitpicking. Richard was pressing Cheryl with more and more graphics needs and it was a job just prioritizing them. I'm not sure when she knew she had had it with the organization. But, at some point Richard, Bill and I knew she would be leaving. She mentioned it confidentially to me, but I had heard it from Richard even before she told me. Before she left, she updated the nearly forty-page style guide in the hopes that the team would continue good branding practices (which they didn't).

At one point, Cheryl claimed that leading the graphics team would require about ten hours per week. I am thinking she gave quite a lot more. One sub-par designer, whose only volunteering efforts with AE911Truthg were graphics, took on that role for a short time. He then disappeared saying he would be offline for awhile. I tried to fill-in, but found myself overwhelmed with other things. And, by the time of my departure, the team had at least one designer, Bob B. of Seattle who I had actually met. He was a prospect and being primed for team leadership although I can't speak to his talents as art director (not that art direction matters very much in a corporation employing nanomanagement styles). At that point Richard was asking everyone everywhere to join the graphics team; quite a one-hundred-eighty degree turn from how it started.



The Web Team

I mentioned earlier in the book that Bill D. had designed the web site, AE911Truth.org. Bill, an old-school programmer, believes in building from the bottom up. Adamantly opposed to off-the-shelf anything, Bill thought the use of HTML editors of the WYSIWYG variety symbolizes bad practice. Anything other than a text editor could potentially mess-up a site. His application programming language of choice was PHP with HTML. He limited the use of CSS and Java to only what was necessary.

Opposed as he would be to a third-party content management system (CMS) like *Drupal*, *Joomla* or *Wordpress*, Bill did understand the value of having a management system. In fact, as an excellent programmer he had actually started to construct a very minimal CMS on the AE911Truth web site. He named it *Webmin*, not to be confused with a third-party web server administration application of the same name. Bill's *Webmin* was really just a table of various web applications that he wrote using the PHP language which allowed people without programming experience to modify certain parts of the web site like adding technical articles or modifying the navigational menu, as well as providing verifiers and others a user friendly access the database. It was cold and text based – no pretty graphics or whistles and bells. It was just the beginning.

Enough of the infrastructure already!

The web site needed a lot of work. From my perspective, there were two critical issues that were of utmost importance. And, sadly to say, it remains in this current state despite the many stories that will follow.

First issue – like an unkempt antique shop, too much information and lack of an organize presentation clutter the viewer's monitor to this day. It's challenging and not intuitively

easy to navigate. So, it's a put off. It must be made more attractive and captivating so as not to lose viewers in the over-packed attic of information or to send them off to another 9/11 web site, or worse, to dismiss 9/11 altogether because of the complicated presentation of basic facts. Along these lines, there needed to be a new front end layout.

Second issue – AE911Truth is the epitome of 9/11 Truth scientific inquiry. With a supporter base of architects and engineers, it would behoove the organization to have an online presentation of the evidence. This is to say, there should be a section of the site where visitors can go to see a comprehensive case for controlled demolition. Such a section would have evidence categories that would include links to photographs, videos and video analyses, technical papers, blueprints etc. There should be WTC 1 & 2 as well as WTC 7 sections. Ideally, it would be a user-friendly, searchable database. If you are watching the online PowerPoint and were interested in learning more about thermite, for example, you could type "thermite" in a search field on the evidence page and you would be presented with the evidence regarding thermite: photos of thermite or its byproducts, videos of molten metal at the WTC, eyewitness testimonies, technical papers, et cetera. A search filter, a common feature of web sites archive information, could even narrow the results.

If on the other hand you found yourself on the evidence pages by means of menu navigation, you might be reading about thermite, and one of the links on the page is the *PowerPoint* slide-presentation, particularly the section that deals with thermite. So, a viewer might be taken to the PowerPoint presentation in reverse and be exposed to other evidence. This would be good cross-referencing.

For most of the time I was with the organization, there were main menu links to evidence pages. These were two web pages,

one for WTC 1 & 2 and one for WTC 7. They were atrociously laid out with only a half-dozen images, all centered in the main page like a junior high-school science project board.

In my opinion, it was so atrocious that my improvements rendered it merely horrible.

The minimal amount of information made the site look like a joke. Granted, Richard Gage's complete PowerPoint was and still is online, albeit not in high-quality, true PowerPoint format. But, this was Richard's BFT presentation. It wasn't clean categorized presentation of evidence.

The organization, often criticized for regurgitating the work of others, offered no truly original work. This is true in part. The evidence isn't original. In fact, the most comprehensive place to view evidence is the archives of at 911research.com run by Jim Hoffman. Evidence and other technical information are easy to find there. Despite the excellent archive, however, that site is not at all professional looking – it lacks a credible appearance which AE911Truth must maintain.

Along these lines, AE911Truth obtained the architectural and electrical blueprints to the Twin Towers and Jim Hoffman was kind enough to host them on his site. But, why should AE911Truth.org send a viewer offsite to a less professional looking archive? The least I could do in this regard was to create tables linking to Jim Hoffman's images on 911research.com. That is precisely what I did.

AE911Truth indeed does original work. Its task to date has been to present the evidence pertaining to the WTC destruction. Richard Gage created a presentation. AE911Truth produced videos and accompanying print materials to disseminate the evidence. This is original work and among the most authoritative cases for controlled demolition.

Originality aside, for its credibility AE911Truth.org *should* be the most visited 9/11 portal for forensic evidence. The only way that can happen is to have an unsurpassed, user-friendly archive on-site. It would not only drive traffic to the site and awaken more people, it would indubitably lead to more donations, sustaining or not.

I was harping on Richard and my fellow team members to get this done. It was on the web agenda in my first year there and it was a priority. But, like all of the web team priorities, they would accumulate while other less-essential “fires” would be put out.

It didn’t help that Bill has absolutely no energy for programming. Again, I was spread too thin to take a project like that. So, a search for a programmer to help Bill was on in earnest. All that we needed was to find someone experienced in PHP. Although it wasn’t easy, there were PHP people to be found. But, the fit was never right. The organization’s pleas attracted younger programmers who professed proficiency in PHP, but when they joined the conference call, they all wanted to enlarge the scope of our web projects.

This was typical of most other teams as well as new volunteers came aboard. We had specific tasks that needed to be done. As soon as we recruited someone, they would want to reinvent the wheel instead of just fixing the broken spokes and adding a few new ones.

The whole web site needed a facelift, not necessarily an infrastructure change. The home page was cluttered and a new layout would be helpful. Our graphics team spent a lot of time discussing the page and Cheryl did a front end layout design that would clean it up for a start. All we needed was a PHP application developer who could create the home page with the

look and feel of the new design. Then, the rest of the pages would follow.

New web team members would offer to completely redo the site in Drupal, Joomla, Wordpress or some other such system. If and when that was to happen – and it should eventually – that may or may not work. But, when one is operating in crisis mode and performing triage, the last thing needed are emergency surgeons to start designing a new operating theater.

The first person to join the web team was a programmer from Montreal who sold Drupal hard. Well, no harm can be done if he is willing to show us it's capabilities by building an internal forum and bulletin board for the organization. He would spend the next two weeks doing this intensely, but it never got off the ground. The organization already had a bulletin board service (using phpBB), but it wasn't being used and the only one who really new anything about it was Bill who was not about to train and encourage people to use it. At least a new team member would have a project to show off his Drupal prowess. After setting it up, he fell off the face of the Earth, dropping all communications with us for months only to resurface later and confirm the discontinuation of his volunteering efforts.

Meanwhile, web tasks as simple as changing text and adding links, and more complex like updating the online PowerPoint or adding fields to the database and online petition form continued to compile. Bill had a record of all changes requested by Richard and/or others. We began working off of this text list of emails. I put them in a spreadsheet so that we could – if nothing else – keep track of what was *not* getting done. Eventually, we would come to prioritize these as A, B or C-items, with A-items being urgent and most likely lying on if not parallel with Richard's critical path.

If Bill had HAD the energy, he could have written some applications to enhance our administration efforts. If I had time, I could have taken care of the larger HTML projects. Alas, we just needed help. And, it seemed apparent to me that if Bill wasn't able to code PHP because of his stress issues, then we have to let others attempt to do it their way. Bill was adamant that all the work done thus far should not be tossed out for a half-ass, cookie cutter website just because it would be easier to maintain. The irony here is that Bill's stress would continue because of his tenacity and opposition to change. His emails were extremely lengthy and passionate. And, often they took more time than many of the smaller tasks that he could have performed to improve our situation. I do, understand, however, that voicing opposition and adhering to principles are equally important in maintaining mental health. Such emails were often necessary. And, I do agree with Bill in principle. But, when the only people who could effect change were not able and or willing to work within the parameters we set – PHP applications, pre-existing front end design, non WYSIWYG editing – then our paradigm needed to change. It didn't and hasn't.

At about this time, another major player came aboard. Coincidentally, it was another programmer and web developer from Montreal. But, while it seemed that Murray was plagued with problems of the domestic variety, Jean-Francois (aka JF) was clear-headed and motivated. He was not only employed full-time as a developer, he was a 9/11 activist in his own right.

At first, he was hesitant to volunteer. He had his own ideas (that's not so surprising, is it?). After showing some interest, he withdrew his offer because of the magnitude and parameter limitations of the project we presented. He saw that we had a working web site, and thought that he would be more effective in the 9/11 Truth movement *on his own*. That remains to be seen, but he is a formidable force being the webmaster and impetus behind a lot of 9/11 projects. We'll talk about one of

them later. After some coercing and his awakening to the reality that AE911Truth was at an impasse and quite stagnant, he agreed to help out.

At about this time, Abe P., a fellow from Germany versed in PHP offered to help. It was difficult getting him on phone calls, but he was competent and able to show signs of work for a little while before withdrawing for some other projects.

At first, with two people who knew PHP, I thought for sure we could accomplish two priorities at once by having: (1) JF build evidence pages for WTC 7 and the Twin Towers to finally give our organization enhanced credibility by creating an organization to the technical data that was scattered about, and (2) Abe build a new home page based on the new design by Cheryl G. as pre-approved by the front-end web team (which was essentially, the Graphics Team).

I'll take a moment to explain that the web site as it was originally built using PHP requires two sensibilities, programming and aesthetics. Bill was an expert on the former – me, the latter which involves an eye for communication arts. Cheryl could create the best look and feel, I could realize it in HTML, but only Bill could make it a reality if the site was designed in PHP. This being the case, the Web Team started off with two conference calls, one to discuss the front end (the GUI, or graphical user interface) and the other to discuss the backend (coding, web application development, database administration, server administration). But, until there was a programmer that could interface with Cheryl's design and implement it across the site, there was no real need to continue the front-end conference call.

In the same vein of creating a clean and easily navigated home page, Cheryl was asked to create a layout for the evidence pages. When JF was assigned the development of these pages,

all kinds of discussions and issues arose. Primarily, his desire to make the pages using a CMS was an opportunity to explore this option without having to recreate the whole web site. In terms of how we were now defining the evidence pages, they didn't exist yet. Thus, they could have a different format and still fit seamlessly into the web site if the organizations branding was consistent. I believe we were all in agreement to let JF use Wordpress to develop this section. However, what he came up with contrasted with Cheryl's over design.

I had faith that JF could eventually meet the criteria of the design within the framework of *Wordpress*, but it would take some time. Unfortunately, we had other pressing concerns, chiefly server migration.

The current server, where the AE911Truth.org web site hosted, is a shared web server. This means that a computer with one IP address was hosting web sites from multiple unaffiliated organizations. Traffic and bandwidth was limited in many ways.

For example, AE911Truth had had problems emailing its supporter base when it came time for newsletters and alerts. The web server would limit email to roughly 500 per hour.

JF was assigned the migration of the web server, from its current provider, Bluehost, to another which was more powerful and less limited, Verio.¹⁴ It did, however, require more savvy with regard to server administration and this was an issue for JF. Nevertheless, it was an opportunity for him to setup *Wordpress*

¹⁴ For web techies, the difference was that the Bluehost server was shared while the Verio server was a Virtual Private Server (VPS) that had a dedicated IP address. The Bluehost server was theoretically unlimited in space, but very limited in traffic. The Verio server was limited in disk space, but fairly unlimited in traffic and bandwidth; i.e. there were no set limits, but abuse could result in throttling and these throttling limits were much more acceptable at Verio than Bluehost.

and get the evidence pages working on the new server before the main site was migrated.

It was also our hope that we could get the email server on the new server setup immediately so that we could do email blasts without the limitations on Bluehost. The short version of a long story is that we could not get things working in a timely manner. As it would turn out, a few other people would come on board as consultants to try to help us get the server setup and administrated properly so that we could realize our short-term and long terms goals.

The next person to arrive in this narrative, who had offered to help, was Dan N., webmaster for 911Truth.org. Dan was indeed an old-school programmer like Bill D., but Dan apparently had a lot of server administration experience. Indeed it was apparent to me that Dan knew more about the subject than any of the other web team members which would be Bill, Justin and me, as well as the two new additions, JF and Abe. As it would turn out, Dan was a lot more pomp than assistance.

A second offer came at around the same time from another programmer, Steve T., the webmaster for a web site called Voicesofsafety.com. This was the web site of a very vocal, elderly activist in New York named Don M. Don will get a section in the chapter called, *Distractions*, because he's quite a piece of work who had one time thought he had great influence in AE911Truth and I want to share some things about that.

As I've mentioned many before, and probably will afterwards, AE911Truth operates in crisis mode – that is the standard operating procedure. Of course, it shouldn't be. But, all of these web concerns became minor during one special week in June of 2009.

Richard Gage was scheduled to do a two-hour on-air radio interview with George Noory on *Coast to Coast A*. Claiming to be the most-listened-to overnight show in the US, it is well known for controversial issues and has an audience estimated in millions carried on 500 affiliate stations in the US. So, it was suggested by people on the team that knew the show that the AE911Truth.org web site would be slammed that night because of the publicity. With limited bandwidth on the current server, it was expected that the site could crash if the number of web page hits per hour exceeded the limitations of the service. A shut-down site during this time would be a nightmare for Richard Gage if people couldn't sign the petition and/or make donations on line. In a very short time, a plan needed to be put into place to prevent a disaster from happening.

Now, at the time of this incident Bill D. had resigned from volunteering and his service on the Board. I had already stepped back from managing the web team because I felt the human resources and the crises were incompatible and neither needed or wanted the stress. I had recommended that Justin K. take on leading the web team. He had been with the organization the longest and was the most familiar with the database at this time.

To help cope with the potential problems of the radio interview, Bill came out of retirement to assist us prior to and during the event. We had decided to get a half-dozen web servers hosted by different services with different IP addresses. The idea was to fraction our web traffic to six different sites. I think we ended up with only five in our rush to find suitable services. Bill is the one who wrote the code so that this was done smoothly. Every time some one visited ae911truth.org at Bluehost, they were automatically and randomly rerouted to another host provider.

The idea worked fine. There was much undue panic – the traffic was modest. We had overestimated but, chance favors the prepared, no?

The web site saw the most hits every, but the number was not very impressive. The petition was also signed by the most people in a 24-hour period. Again, it was but again a drop in the swimming pool that AE911Truth was/is trying to fill.

After this even passed and Bill was graciously thanked for helping us pull that off, I tried to contact our new help – Steve and Dan. We had been having some issues up to the Noory event and I was hoping Dan would have chimed in. The Web Team had circulated easily 50 to 100 emails per day on these issues. Steve and Dan were on the mailing list, but neither one offered anything all week long – no thoughts or even, as my mother has always said, “No ‘kiss my foot’ or nothin’!”

Steve would forever remain silent. This concerned me and I’ll address that in another chapter. But, Dan replied to my emails and essentially proffered laughs and insults. He was aware of our difficulties and, although I don’t think he had immediate solutions to our problems that were any different or better, he chose to remain quiet and then referring to the amount of emails and concerns we raised, said “you people really need to get a life.” Granted, he wasn’t as mean and profane as other volunteers or would-be volunteers, but that kind of attitude wasn’t helpful. His access to our servers (as well as Steve’s) was terminated; passwords were changed, et cetera.

Time would pass and I would leave the web team. My olfactory senses were jaded from the longstanding odor of its stagnancy. Absolutely no progress was going toward evidence pages or the new home page, absolute number one and two priorities. Before I had left the team completely, I had turned over creating email addresses and emailing lists to Justin. That was one of my fundamental tasks as well as setting up graphic signature cards and providing instructions to new volunteers. There was so much work to do on other teams. Although I was available to the

end for helping with web-related emergencies, I left the conference calls and focused elsewhere.

❧

Finally, a Board Onboard

The officers of the corporation on unofficial record at that point were Richard Gage (Chief Executive Officer), J. “Marx” Ayres (Chief Financial Officer) and Gregg R. (Secretary). The officers would later change, but before the inception of the Board of Directors and before ratifications would occur to document the corporate formalities, all that existed were incomplete team meeting minutes.

During many team meetings, Richard referred to this “core team” as his “Board”. He clearly indicated this to mean that these trusted individuals are the ones who have influence in shaping the organization. But, in no uncertain terms, there was no legal Board of Directors at that point. We discussed more than once on the team call the fiduciary responsibility of Board members and necessary to make a distinction between team members and Board members. Richard had to stop referring to his trusted core team members as his Board. Out of these discussions came Richard’s first attempt at formality, an invitation to serve on the Board.

Jun 13, 2008

Bill, Judy, Brian, Marx, Justin, Kelli, Gregg, Tom, Michael, Brian,

You are the most trusted and consistent members of our team - and I am so grateful to each of you individually for the dedication and hundreds of hours you all have spent on the AE911Truth effort!! I wish that I had taken the time today to phone each of you individually to convey this info to you but my time is not under enough control anymore - and this this [sic] email.

We need to form a board that is greater than just the 3 officers - myself, Marx, and Gregg - that can act as a steering force for the team. This comes up again and again (mostly by Gregg :). I would like this Board to be a fully committed one that has voting power. And I am inviting each of you to be full members of the board. This commitment would entail at a minimum yet another weekly conference call (closed), although would be restricted to 1-hour, that, at present, would be scheduled for Saturday morning at 9:00am. This would allow us to inform and guide the Sunday

Overall Team Conference Call. I think Kelli might have a problem with this timing and we can discuss other options. But first please consider whether this is something you can commit to. Somebody on the last conference call alluded to the notion that the board of a non-profit corporation carries greater responsibilities than just attending conference calls. We can discuss what those might be on our first call.

Please let me know if you are "preliminarily interested in testing the waters" of this new Board (easy to commit to!), and then, if so, whether or not you can make the Saturday morning call (same number/code for now). If we find that some who desire the commitment cannot make the Saturday call then we will entertain a different schedule.

Please save most of your other thoughts regarding this subject for the call itself if possible - as there are too many emails right now. I will not invite others onto the Board for several weeks and then particular invitations will only be at the discrepancy of a Board vote. I have not invited Peter on the call yet only because his attendance on the Team Call has been sparse. He is certainly otherwise deserving and qualified and we can monitor his situation and discuss bringing him on.

Marx is currently working on a set of bylaws for our organization. We are meeting with the CPA early this week to submit our application for tax exempt status.

Michael - could you make a new email Board@ae911truth.org and place those of us on it who respond in the affirmative?

Thank you all once again for your tireless efforts on behalf of our fledgling but potentially powerful organization which might very well be the arrow that pierces the Achilles heel of the 9/11 perpetrators.

In Truth,
Richard

With one exception, Kelli M., all those asked initially accepted. I was flattered and absolutely willing to be among those chosen. I figured that although I had no Board experience, be it a profit or non-profit Board, I could perform as well as anyone else he asked. So, why should I not have a stake in the direction of the organization? After all, I had an emotional commitment and time investment in the movement.

Contrary to the claim in Richard's email, Marx was not working on a set of Bylaws. Marx would end up chairing a Bylaws Committee in the weeks after forming. I volunteered to be on that committee and obtained a boiler plate Bylaws template for California non-profit corporations from the Internet which I provided to the committee. With some minor revisions, that task was accomplished.

To write, "We are meeting with the CPA early this week to submit our application for tax exempt status," is a good start for a Board agenda item. But something went terribly wrong because as of the beginning of 2010, this was still not done, not even applied for, forms not even completed. Why? We'll explore this and financial mismanagement later.

Our first meeting would be on June 14, 2008 and with a mostly inexperienced bunch, at least we had the benefit of wisdom accrued through the many business ventures Marx had. We got off on the right start by using *Roberts Rules of Order*.

Because it was her typical role, Judy served as the minute-taker, as I believe Richard classified her as his assistant – at least in his mind; he didn't have such help at that point and Judy was the administrative fallback. She was willing to do things others weren't, reluctantly so, but just to make sure they got done and didn't fall between the cracks.

Gregg R. was Corporate Secretary on paper, but he would step back from the organization again and resign as a Director and Secretary by the next Board meeting which was July 5, 2008. It was suggested, and eventually unanimously voted (in favor of), by the Board that Judy should replace Gregg as Secretary. The end result was major confusion, for me and most certainly for the documentation of corporate history. As I would find out first hand, there's more to being Secretary than meets the eye.

In September of 2008 Judy resigned from the Board. She had been in disagreement with Richard on many matters and saw nothing but futility in a Board that would rubber stamp Richard's wishes. In her mind, no one would challenge his decisions. With respect to rubber-stamping, I say in my defense that I must have been in agreement with Richard regarding early issues. However, as time went on it would become very clear that his own critical path was most important because he was not looking at the big picture. I had no trouble challenging Richard's perspectives on matters that I felt competent in doing so. I spoke my mind, repetitively made suggestions and voted according to my conscience. I could only have faith that the other Directors did the same.

The Board minutes of September 20th state that,

“Judy serves as Corporate Secretary and this is a separate and unrelated issue. She is merely resigning from the Board.”

Therefore, at that moment in time, I understood Judy to still be serving as Secretary, a corporate officer. The minutes testify quite clearly to my understanding. So, when it became an agenda item to find a new secretary, I had assumed that a secretary for the Board was desired, someone whose primarily role would be merely recording minutes. I was up to the task. I had a passion for organization, documentation and archiving. So, let it be.

I will make a slight digression with a purpose.

Once upon a conference call prior to this, in the month of July, Richard asked me and Bill if we could stay on the phone for the Finance Committee conference call. (The Finance Committee, led by Marx, would eventually become an official committee of the Board; in fact, it was my proposal to do so and officially document the fact for the corporate records). At this point, the

call was mostly informal with the exception that Marx did employ a bastardized version of Roberts Rules of Order. I voluntarily took the minutes for that call and subsequent calls, as I found myself sucked into this aspect of the organization. As a Board member, I felt that I should learn what I can about the financial aspects. So, it was agreeable to me to take minutes knowing that this valuable contribution justified my presence on the call despite my lack of expertise in corporate finances.

When it came time to elect a new secretary, I felt comfortably more nominated than as if I volunteered. I was certainly willing; moreover, I believed that everyone trusted my ability to handle the task – which I was.

For some reason, partially because I believed Judy to still be the Corporate Secretary, I was under the impression my duties were to be those as secretary of the Board, assuring meeting minutes were taken and archived. Shortly thereafter, Judy resigned from all responsibilities and it suddenly was made apparent to me that I was the Corporate Secretary. So, I prepared a document that demonstrated technically the organization was without a secretary since Judy's resignation.

I had been elected secretary at a time when, on paper, the corporation still had a secretary. To clean this up, we had to approve amended minutes from previous meetings to show Judy did indeed resign as a Director *and* Corporate Secretary and that I was elected not Board secretary, but Corporate Secretary. Justin K. had taken the original minutes which were scant and lacking of details to make this clear.

In December 2008, Brian G. resigned from the Board citing that Richard's willingness to appear in public with Willy Rodriguez¹⁵, the "last man out" of the WTC 1 on 9/11. Brian claimed that too

¹⁵ william911.com

much controversy surrounded Willy's claims and that any association with him would be detrimental to the mission.

This wasn't the only time a volunteer left from controversy. There were several. The most notable might be the resignation of Fred W., a relatively new verifier who quit because of Richard's affiliation with an event that also included *We Are Change (WAC)* in New York. Well, that was probably fortuitous for AE911Truth as Fred had confessed to Justin that he was an extraterrestrial. Yikes!

After Brian's departure, the Board was smaller holding at six members: Bill, Justin, Marx, Richard, Tom and me. I believe Bill and Tom both thought *small* was better. Tom seemed to always suppress the mere discussion of adding Board members. I thought at the very least it would be a good idea to have a structural engineer on the Board, if not an accountant, lawyer and someone with fundraising experience. It made sense that if we were not in a position to hire an attorney outright, that if we had one on the Board they might be able to advise with regard to 501(c)(3) and other legal matters.

We had a few discussions and Richard had asked two structural engineers who he knew fairly well. They declined. One of Richard's trusted volunteers of the past, Peter M., a mechanical engineer, was discussed as a viable candidate and without further ado, he was nominated and appointed.

Marilyn M. was mentioned to the Board by Richard as a corporate attorney who he believed to be a good candidate. He explained her professional experience briefly and, although there wasn't an official vote, the Board approved of – saw no reason to oppose - her being a guest at the next meeting. She was invited to introduce herself and share her experience. Granted – the board did not know her well and Richard gave no indication that he knew her beyond an informal acquaintance.

Yet, we (I certainly did) felt desperate enough to elect her to the Board during that very meeting. It was awkward in that she was present and there was no discussion. Again, this shows the desperation.

With Marilyn aboard, we were feeling good about the prospect of actually applying for 501(c)(3) very soon and getting things in order so that the organization could finally accept donations that were tax exemptions for the donors. This was a critical step and who know how many people out there were holding back donations. We did know of a handful, but, this wasn't in the cards yet.

Marilyn's first order of business was to set the records straight and get a document together that would formalize corporate history. As it was at that time, it was in shambles.

Richard Gage had started AE911Truth as a sole-proprietorship. He then incorporated in December of 2007. Up to that point, he had personally paid the company's expenses. In spirit, yet not on paper, is an agreement that essentially would say Richard Gage, AIA turned over assets to the corporation. But, that only complicates things.

Marilyn had suggested that before the organization can apply for a 501(c)(3) status with the IRS, it needs to get its corporate formalities in order; documenting when the Board formed, what actions were adopted by the Board, et cetera. I agreed with this much, but I had trouble with Marilyn's assessment that the Board was ill-formed and, according to her conclusions, its actions were nullified. As a result, she insisted that we develop ratification documents that certify all actions taken by the Board and they would bear the signatures of those Directors in office at the time of the actions.

It was complicated because the Corporation existed six months before the Board was officially congealed from some of Richard's trusted volunteers. What happened during that period? The only documentation for that would be the minutes of the weekly team meetings and email records. In principle, I think now as I thought then, that the Board was not ill-formed because I can, with a complete chain of emails and minutes, validate all the actions up until that point. Bill was also in agreement with me. I deliberately challenged Marilyn defend the ratification documents to my satisfaction. She did and the Board humored me. Afterwards, I respectfully thanked her for tolerating my defiance.

I will concede that Marilyn was smart for wanting to prepare corporate formalities as a precaution. In the case that AE911Truth was ever audited by the IRS or the State of California, there would be a consolidated record showing important actions, thus eliminating the need to search through hundreds of sets of meeting minutes or thousands of emails. It was done. It was my job, then, to solicit signatures from the three people who had left the team at that point; Gregg, Judy and Brian. They were accommodating. After Marilyn had prepared these documents, she grew fairly unresponsive to emails and phone contact attempts by Richard and Tom. It was hoped that the formalities would come to a close with respect to finances and that AE911Truth could finally apply for 501(c)(3).

In the interim, the Board would send emails to Marilyn for input on various issues including a troublemaker called "Troy" who we will discuss later, as well as intellectual property rights. As copyright infringement is always a possibility when using third-party photographic and video sources for AE911Truth presentations, I had asked Marilyn for feedback on some disclaimers that were to be included in a video. But, Marilyn would only reappear long enough to apologize for being out of

contact and to convey her intention to resign from the Board. She was simply too busy.

I always had my reservations about Marilyn's performance. She would attend a Board meeting without having accomplished much in the month prior. Her excuse was that she was "deadline driven," working best under pressure. As it was, she had research and tasks to complete, but she was not given a deadline and there was no project management, a common theme throughout the organization.

The Board pressed onward in its quest for another attorney. Richard thought he had met the perfect one vis-à-vis her radio show in LA where he was interviewed by Loredana Nesci, aka "The Legal Diva", in June of 2009. Loredana was a former LAPD officer and body builder, now an attorney with her own radio show called, *Liberty News Radio on KCAA, 1050 AM*. After Richard briefed the Board about her interest in helping AE911Truth, he invited her to attend a Board meeting for an introduction.

As a guest to a Board call, Loredana explained her history as a police officer from a "family of cops" back in New York. She explained that she was dedicated to making every attorney in the world aware of 9/11 truth in pursuit of justice. She also explained that she practiced "entertainment law" and could help with issues and contracts regarding intellectual property rights.

The hot issue at this point was a distribution deal that was being offered to AE911Truth by a company who could get BFT in more markets. The sticking point was a clause that AE911Truth would defend the distributor and be liable for legal defense costs in the case of litigation for copyright infringement. Because, like most 9/11 truth advocates, AE911Truth believed it had used media under the fair use doctrine of the Copyright Act of 1976, Title 17, Section 1007. There are no steadfast rules in the codes – only

guidelines for interpretation. Prudence dictates getting legal advice with regard to interpreting the code in this particular context, comparing with case histories, and assessing the risks.

On the one hand, I contend that never before in history resides a more clear case in favor of fair use of all intellectual properties pertaining to the events of 9/11. The population of the USA (and the world for that matter) needs to be educated about the most egregious acts of mass murder, the cover-up, the false-flag operations and treason carried out by officials of the US government. This was a pretext to invade at least two countries to-date, and to declare a never-ending war against an unbeatable enemy – *terrorism*. An enemy *created* to insure war would become an “industry.”

On the other hand, AE911Truth did not and does not have the funding to deal with litigation. Not only would it be a distraction, this opened the possibility of the organization going bankrupt. Care must be taken.

It seemed Loredana had the energy to address our immediate issues while furthering the 501(c)(3) application process. Again desperate for an attorney, Richard motioned we elect Loredana to the Board, and ultimately – immediately - it was done. Although, Marx did point out, and at that moment it was hindsight for me that, once again, we voted without a closed-session where a discussion could be held openly. The candidate was present. It could have been awkward, yet the atmosphere was comfortable; we had high hopes despite the irrational move.

Alas, that introductory meeting and appointment was the first and last time we would hear from Loredana. In my numerous requests to her for things as simple as, “can I create an AE911Truth.org email address for you,” to more complex legal issues, I was unable to get any responses from her. Equally

without response, Richard and Tom tried calling her numerous times. Our legal issues were pressing and we did have to pass on the distribution deal until such time as we would have an attorney on staff or on the Board.

A wiser Board now burned twice by unvetted attorneys, the process of adding Board members would go a little more cautiously and more formally.

This was to be so with Dwain D. A retired aeronautical engineer and former manager at NASA, Dwain joined the team to offer some technical writing expertise. He rather quickly became the leader of the Writing Team which was never prolific enough or had enough writers. And, when it seemed that there were enough, there was so much dysfunction due to what can only be called “nanomanagement” with Richard having to review and approve of every damn sentence of every article for the newsletter or another writing project.

I had suggested we consider Dwain for the Board because he was a solid team player, committed to disseminating the truth. Unlike several other directors, I felt honestly incomplete without at least nine board members.

It was a weird vote and the recorded minutes read thus:

Michael motions to elect Dwain Deets to the Board of AE911ruth. Marx seconds. Discussion. Tom was not opposed, but wanted to make it clear that it is important that people have to continue the level of activity that brought them to this point. It was his contention that current performance should not suffer from being on the Board. Tom expressed concern that we have yet to get out a newsletter in a consistent manner. Marx clarified the need for Board members to have proven performance for at least 6 months. Michael made the point that Dwain has met these requirements. In Michael’s opinion, newsletters regularity is not an issue that Dwain is responsible for and, in Michael’s opinion, the inability to get out timely issues has been more

a case for web team formatting and the overall management of web team and writing team coordination which is lacking.

Marx withdrew his second to the motion. Justin seconded the motion.

Marx asked for roll call vote: Richard called for the vote: Justin – aye, Peter – aye, Tom – aye, Marx – nay, Richard – aye, and Loredana – absent.

One negative. No abstentions. Motion carried.

Richard asked Marx to offer any clarification. He stated that he felt it is healthy for us to have a split vote or some opposition and felt pulled in that direction. However, he added that he is happy with the results.

***Action Item** – Michael will inform Dwain that he has been elected to the Board and notify him of our next meeting and new times.*

At least this time, a reasonable amount of formality was pursued. There was real discussion and the candidate was not present during the vote.

But, where's the attorney we so desperately needed?

I'd like to elaborate a bit about Board business versus non-Board business and policies versus procedures. Whatever policies and procedures were accepted by the team existed informally. In fact, at the time of my joining the team, only the verification procedure was documented and it was a work in progress in need of some serious attention.

The subject came up on team calls and Board calls – “What is Board business?” Ultimately Board business can be well-defined by a detailed set of bylaws. The bylaws of AE911Truth are too vague to give guidance in this matter. It really wasn't very hard for me to see points of demarcation. But, comingling of the business often occurred and I'll explain why.

Boards are generally not made aware of work processes, flows and human resources. Directors have a fiduciary responsibility that an organization operates legally and ethically, remains healthy financially and that it grows in accordance with its mission. Therefore, anything that influences a mission, can either further it or jeopardize it, is Board business.

On the other hand, the job of officers and operation managers who are appointed directly involves managing resources. Therefore, an officer should be able to hire an employee, an administrative assistant for example, as Richard Gage eventually did in the middle of 2009. If a volunteer makes a purchase using the corporate credit card, this person would have to account for the action by defending it in a report to his manager. It's not a Board issue to decide how to best run a team, to determine if a particular software product is required or whether or not a newsletter is on target for publishing.

Much of the confounding issues plaguing AE911Truth stem from the fact that the Board, prior to 2010, consisted of volunteers from within the organization. Thus, operational problems may easily be convoluted and dragged onto Board agendas. Lack of empowerment posed another problem. Because Richard was the chief executive and because he attended all conference calls, he could effectively "nanomanage". Whether it became a conscious decision on his part to take an authoritative role on some team task, his mere presence could be felt. He could be inadvertently controlling; by merely making a statement, a volunteer could be intimidated to not question his rationale, thus allowing a bad decision to go unchecked.

An un-empowered team leader was never seen as a manager to his or her volunteers. Volunteers were never led to believe or encouraged to follow directions from their team leaders. Richard wielded the power as decision-maker.

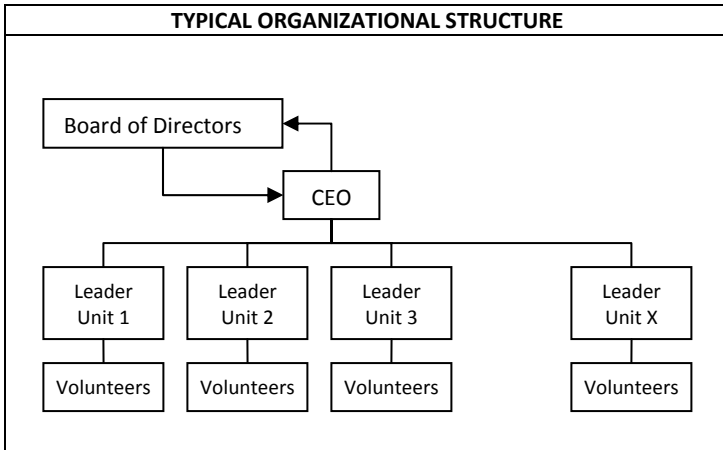


Figure 1

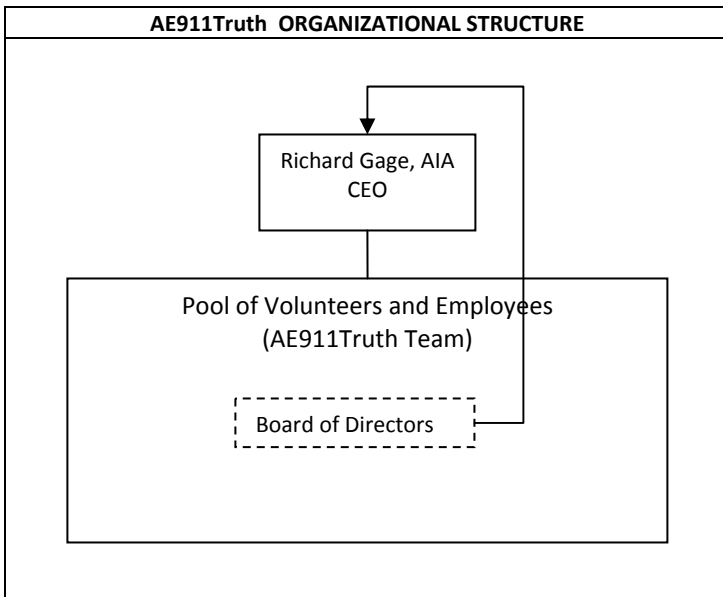


Figure 2

Dysfunction, the primary result of this minimal business structure, took precedence over accomplishment. A Board, among whose members is the CEO, may establish policies. The CEO can then go manage the operations, proceed with the mission according to policies and supervise the development of standard operating procedures. But, operations under the direct supervision of the CEO are limited by how well smaller units function in collaboration. (See Figure 1 for what you would expect for a typical organizational structure.) Smaller units have trouble collaborating when unit leaders disempowered by micromanagement are restricted further when the units volunteers are “*nanomanaged*”. (See Figure 2 for the organizational structure of AE911Truth as of January 2010).

In an attempt to make the group a little more organized, we decided to create something we called an Operations Team, nick-named “White Ops”. Essentially, this was supposed to be a management team to handle operational challenges. Richard preferred to look at it as a “brainstorming session with team leaders,” yet another weekly meeting (which rarely occurred due to ubiquitous crises) to help Richard “manage”. But, from the onset this group was doomed as it only consisted of existing Board members and then only those few who led teams or had tenure showed up.

We then attempted to alleviate the Board of operational stresses by segregating policies from procedures. Here are some examples. It may be Board business to establish a policy to assure that petitioners are verified. But it would be an operational teams business to establish the procedures: methods, tools, and metrics. It would be the Board’s business to establish a fiscal policy and approve budgets. However, individual expenditures, salaries and acquisitions would be operational business.

A great example of non-Board business which has consistently become Board business is related to human resources. Don't corporations have human resource departments to establish how employed and/or volunteers are processed (vetted, managed, disciplined, and dismissed?) Of course, they do. Does a human resource department routinely report directly to the Board? No. Of course, exceptions are always made when corporate health is in jeopardy, such as when an organization is infiltrated by maleficent people. If a volunteer is disruptive, profane and directly interferes with a team's business, should this be a Board issue? No. An executive officer or subordinate manager should be able to effect discipline without crying to the Board. Unfortunately, in the latter case, if Richard is the only decision-making body, and he refuses to individually dismiss volunteers from the team, then it becomes a problem for the Board when it shouldn't be. I'll revisit this a little bit in the Chapter called *Distractions*.



The Writing Team

While I've recently subjected the reader to flowcharts, I should take a chapter to talk about the writing team and its wacky ineffectiveness. One would think that architects and engineers would be a fountain of technical articles and papers. The topic choices for exposition are vast. It would also be wise to keep the web site dynamic with, if not "news" then, fresh perspectives.

As did others, I encouraged daily articles and a regular newsletter. Well-written articles were scarce. In fact, AE911Truth had never authored technical papers. It merely presented the evidence of others who had written peer-reviewed papers; articles that were published in authentic technical journals. The articles were often called "Information Items" and were announcements and/or highlights of these papers. And, what was promised¹⁶ to be a regular newsletter turned out to be a farce. The first newsletter was issued in December of 2007. The second left a few readers on the edge of their chairs until March of 2009! There's no excuse for such irresponsibility. It was an example of no foresight, bad planning and bad project management.

Writing, a critical communication element, and a potentially vital tool of AE911Truth, turned out to be a colossal and critical

¹⁶From Volume 1 of *The Blueprint*: "Here is the first of our periodic email newsletters to you. We now number more than 230 Architects & Engineers and 600 other patriots who are demanding a real investigation into all 3 World Trade Center high-rise "collapses" on 9/11.

We'll be updating you regularly with the latest news, events, speaking engagements, etc. Many of you might not have been following the latest news about AE911Truth on 911Blogger.com, so we will bring it to you now regularly via *The Blueprint*. If you are not yet a Petition Signer and wish to receive *The Blueprint* then please Sign the Petition. It's **free** and takes only a few minutes! You may also receive *The Blueprint* regularly by becoming a Sustaining Member."

failure in the organization's attempt to disseminate information. For quite some time, the absence of a writing team was notable. There were volunteers who eventually answered Richard's call to write specific articles. In actuality, the writer may be writing on behalf of AE911Truth or as an individual. But, in the latter case, volunteers would only go on record as the author of an article because invariably the drafts were sent to the entire team who offered corrections, additions, and other modifications. Then, when Richard had the time to review it, he would chop it up with revisions in his own voice.

This "farce" was clearly illustrated by an article first drafted by Brian G. before he left the organization. It was to feature the structural engineers that had signed our petition as of that date (the more names, the more perceived credibility – such was the thought). This article, an agenda item of team conference calls when I first started, was reviewed by team members. Brian graciously accepted the suggested revisions. Writing by committee kept the copy dynamic. Because of this, the manuscript changed format and style. When Brian left the organization, a volunteer was needed to continue refining the article. I believe it started with Kelli M. who volunteered to write other drafts for the organization. When Kelli left, it was turned over to the newly formed Writing Team led by Tony B., a volunteer handpicked by Richard; although at the time, I could not understand why. Of course, I do now – when Richard is in search of water and finds only a mirage, he drinks the sand. Remember that. Tony lacked effective leadership skills and was not a diplomatic representative of AE911Truth. Eventually after some coarse interactions with third parties, he would through mutual agreement leave the team. After Tony, I believe Peter M. took the reins. Time would progress and the number of structural engineers who had signed the petition rose from the teens to 22 in its final incarnation. But, whether or not to include newly signed structural engineers became a topic for group discussion.

It wasn't until June 30, 2009 when the article published under the title "*29 Structural/Civil Engineers Cite Evidence for Controlled Explosive Demolition in Destruction of All 3 WTC High-Rises on 9/11*". It is appropriately credited to "Gregg Roberts and the AE911Truth Staff." Folks, that's an 18-month period to produce roughly 7 pages of copy including a moderate amount of photos and quotes.

Too many cooks in the kitchen – am I right, am I right or am I right? Well, that's the conundrum. The cause of the problem is that that restaurateur wants to be head chef, food-sampler and critic.

Before I go on with the organizational structure of the Writing Team, I must first share the story of the second newsletter, Volume II, #1 which was a farce within a farce. The results of the experience led me to proffer a flowchart for the writing team, based on their desired process of which I wanted no further part.

The second edition of *The Blueprint* was well on track for being over a year late. In fact, it was on the second lap of that track. Enough ideas had aggregated on the writing conference calls and enough resources were available to perform the tasks. In fact, there were some extra articles because the initial size of the newsletter had been arbitrarily set to leave a few articles as a head start for the next edition.

The newsletter was not a hardcopy, rather an online newsletter. We called it the "eNewsletter." It was to have two versions and both required the web team to format the articles in HTML, the language of the web. It was also the language that most email programs would easily read.

Serving as the Web Team Leader at the time, I was expected to see to it that it would get formatted. Bill didn't have the energy

and I didn't have the time to do it myself. It truly was a fairly simple web project to do.

I assigned it to a new volunteer, Lisa M., who had offered to help with graphics and web related projects. Lisa had an Associates Degree in Graphic Design and was working full-time while studying to finish the last credits she needed for her bachelors degree in Web Design. Eager to help but restricted by time, she would often return my calls while on break during her evening classes. She also had some other personal setback with transportation as well as a broken computer. Her boss was kind enough to let her use an office computer after work hours. This was very helpful, but made coordinating conference calls difficult.

Lisa was to be given articles as they were finished. She would put them together in an email format complete with a photo or graphic for each article. (Richard insisted that every article have a graphic image). Then she would create an online web page in a format similar to the first newsletter.

Eventually this second edition had nine articles. What frustrated Lisa was that, as she was putting them into one document and formatting them individually, different people continued to emailing her revisions. Again, the write-by-committee mentality was overwhelming her when all along, she should have had a single contact – the editor.

The editor should have the responsibility to ensure that the copy was ready for publication save a final proofing of the HTML version. The problem here is that there was no single editor in charge.

Now all along I criticized the teams handling of publishing writings. Of course, materials need to be factual and grammatically correct – this is of utmost importance when trying

to portray professionalism. I would repeatedly assert my “one-writer/one-editor” philosophy. A writer should be proficient at writing and be so entrusted – else, they shouldn’t be writing. An editor should be proficient at editing and be so entrusted – else, they shouldn’t be editing.

Ideally each article would be assigned to a writer. The writer can choose an editor or one could be assigned. Nine articles could be written by any number of people even a single author. This should not exclude a cooperative effort by more than one writer if that is desired.

But, never at AE911Truth would two or three credited writers submit an article to one editor. Instead, a single author, credited or not, would draft a manuscript and pass it to a team of individuals. Each person would then offer edits. Invariably, not every person would be in accord with every other persons suggested changes. As a result, the article get honed and honed again by the team.

Finally, after the majority of the articles were formatted, Richard wanted to change the layout – what a surprise. He felt despite the fact that at the top of the email was a table of contents listing the links to all the articles, he felt it necessary to have short versions of articles in the newsletter followed by a link to “read more”. In other words, he wanted to have links to expand or contract the articles in the newsletter. I thought that was a fabulous idea. A number of web sites do that and we could adopt that format. However, I thought it was a very stupid idea to hold off publishing a newsletter for at least a week while the person who formatted the newsletter revised it to a new prescription. I thought it was a good idea to build this into the format for the next newsletter, which, according to grandiose plans, was scheduled two to four weeks later. No. It was to be done then and the newsletter delayed.

The formatting job was supposed to take three days. I think it took a month. And, when it was done, Bill, who didn't have the energy to do it in the first place, was overly critical of its appearance. Within about a day after much complaining, Bill took it upon himself to reformat the newsletter and web page.

I say that Bill was overly critical because although his final email and web versions were technically better, cleaner and uniform, his critique was much exaggerated. Even *his* final work could have been criticized. What was provided by Lisa was professional in appearance which is really what matters. Next to content, perception is indeed most important; but, if it's imperceptible, it is not critical.

I contend that Bill's changes would have gone unnoticed to all but a few people out of thousand. Some of Bill's technical issues had to do with "good practices in programming". Despite the final result, using the wrong HTML tags or omitting certain parameters in the coding, gave Bill cause to say, "That's very bad." Well, that something is done more professionally and consistently does not necessarily imply that something less exacting will be *perceived* to be unprofessional. If Bill had only committed that energy earlier on in the process, the newsletter would have been published a month earlier.

Out of this experience came many lessons for me. Before I walked away from the Writing Team, I would try to document a process that if followed (AE911Truth SOP and "following protocol" are mutually exclusive), would assure a smooth process. Although the process is not efficient, it would be smooth and that would be good for morale.

What is needed for an online newsletter? Well, of course one needs: chosen content, format and human resources to make it happen. Given the content and format, there needs to be an overseer – the editor-in-chief (EIC), someone who is responsible

for the layout and for managing the entire project from start to finish. There should be at least one writer and one editor per article; this is to say, two sets of eyes will deliver a finished product to the EIC for placement. If the editor doesn't proof, there should be a proofer as well.

Who is the editor-in-chief (EIC)? Well, all along it seemed to me that the EIC should be the leader of the eNewsletter conference call, a separate entity from the Writing Team conference call. (Despite the fact that both calls were led by Dwain D, and the principle people involved were the same, Richard thought there should be another conference call). No. Richard wanted to read all articles before publication. He needed to have the final say.

There's a lot wrong with that mentality. It's enough for the CEO to be involved in the article topics for each issue – this is micromanaging the organization's newsletter. It's a whole other level to review the technical and stylistic representation of the content – this is nanomanagement.

Look. The writers should be qualified technical writers in the first place. Richard had often complained that he had to review them because they were not well-written articles. Bunk. Yes, many people have had their hands in writing for AE911Truth and many are not very good writers. However, there have, indeed, been several good writers on the team and Richard Gage, who is a fairly good writer, is no better than the others. I could not help thinking there was ego impeding the process.

Richard is the publisher. Correction – AE911Truth is the publisher and it is the organization's reputation that needs protecting, not Richard's ego. Nevertheless, Richard, as CEO, should assume the executive responsibility as publisher. If the publisher is unhappy with the way his EIC manages the newsletter – be it choice in content or layout – then the publisher should replace the EIC.

The need for volunteers may outweigh the availability of human resources, but Richard is not any more qualified to write, edit, or design graphics than any one else in his pool of volunteers. The only thing Richard is more qualified to do than most other volunteers, in theory, is architectural design. Richard is the figurehead, a charismatic figure who has elevated himself and the organization to the status of celebrity. A line needs to be drawn.

See Appendix B for the newsletter process that was required to keep Richard happy. Complicated, isn't it?



San Francisco – 2009 National AIA Convention

After a few years of Richard Gage making presentation of BFT across the country, AE911Truth was about to come into its own as a force. For the first time, its presence as an organization would be felt at the 2009 AIA Convention in San Francisco. No longer was this one man's crusade.

We made the commitment to have a booth at this event months in advance. Actually, I think I speak for the team in saying that we were *elated* the AIA (The American Institute of Architects) would allow us a presence at all.

Richard had made some impressions on the AIA a few times already and they were not favorable. The first is the use of the AIA logo on Richard's business cards and the AE911Truth web site. He had received a notice from the attorney for the AIA to cease and desist using the AIA in conjunction with his 9/11 Truth efforts. The AIA claimed that his use was not in accordance with their rules.

It could be argued that the truth about the World Trade Center destruction on 9/11 is in the best interest of AIA. If building codes or policies have become the subject of attention due to the inaccurate reports and fraudulent statements by NIST, FEMA and/or other government agencies, then it is in the interest of architects everywhere to understand the true causes for the structural failures of the WTC buildings. It had nothing to do with fire.

It is unethical for an organization like AIA to turn their institutional heads away from information being presented to them when this information affects the architectural world. The Board of Directors for AIA continually refuse to hear a presentation of evidence by Richard Gage despite his going to such lengths as to meet them at their convenience.

Richard had indicated that he would stop using the AIA logo on his materials as a sign of good faith and asked that the Board of Directors meet with him in Boston during the 2008 National AIA Convention. There would be no such meeting.

Nevertheless, AE911Truth had a booth and an exhibit to plan for San Francisco at the beginning of April 2009. I was involved in the planning, the marketing, and participating in the event. As disorganized and unprepared as we were, it went fairly well. Richard wanted me to come and I was willing. And, it was so.

The convention was held in the Moscone Center, a huge complex in downtown San Francisco. Originally AE911Truth had a booth that was less than optimal; it was wrapped around the corner in a spot exposed to minimal foot traffic. But, fortune smiled upon the organization because upon arrival at the complex, the original booth had been given to another vendor, and Richard was able to negotiate a better, corner booth on that isle. Of course, this meant all of our planning including my layout of the floor plan, had to be scratched and we needed to refigure video monitor placement, along with re-hanging of banners. The space was the same – a 10 x 10 ft square, but the corner had one less wall. The exchange did, however, provide better exposure.

Regardless of planning and on-the-fly efforts, a 10 x 10 ft square space isn't fit for much of anything. I had had previous experience with such a space at a convention in Seattle. I had also been spoiled with huge, multi-level spaces at the *Hannover Messe* in Germany during my stint as a safety engineer. It was clear to me, more space and contingency plans would be a must for the future (yet, this wisdom would be ignored for the Washington D.C. Convention in July.)

I arrived in San Francisco the evening of April 29th which was the day the booth was being set up. Naturally, if you operate in

crisis mode you are always creating crises and indeed there were some challenges to overcome. There was also unfinished work to be done. No matter, we would stay up to the wee hours getting preparations taken care of.

Along with several other core team people, Gregg R., Bill D., Chris S. and I stayed at Richard's house, a rental at an *undisclosed* location in the hills outside of San Francisco. Richard was renting part of a house from a friend. He had two rooms for HQ and a bedroom and bathroom for himself. One room was the office where there were three workstations. The other was a stockroom for store items and marketing materials. Gregg and I each had our own couch in what could be called a "family room." It did have a nice view and each morning you would awake to the gobbles of a half-dozen male turkeys flashing their plumage for the half-dozen females strolling around the other side of the brick patio. A couple quail would be walking along in observance of this performance. I never once did go outside – too much dung on the patio and I only had good shoes with me!

We shared good meals together, but our days were otherwise long rising at roughly 7 AM, travelling and working until the wee hours again at night. The trip to the Moscone Center – if speeding in traffic – was a half-hour. With traffic or other problems, maybe it took an hour or two. I made the trip once per day for three days. A few people, like Gregg and Chris went back and forth for this and that.

There were two priorities on our minds. One was manning the booth at the convention, and the other was a typical Richard Gage presentation at a conference room at the Market Street Westin hotel. Let's address the convention.

It was obvious from the moment people starting walking by the AE911Truth booth that Richard Gage was clearly in his element. Richard is the penultimate salesman or, at least, he has acquired

that skill in his quest. When to work his magic, and when to stop selling and listen, remain for Richard to learn.

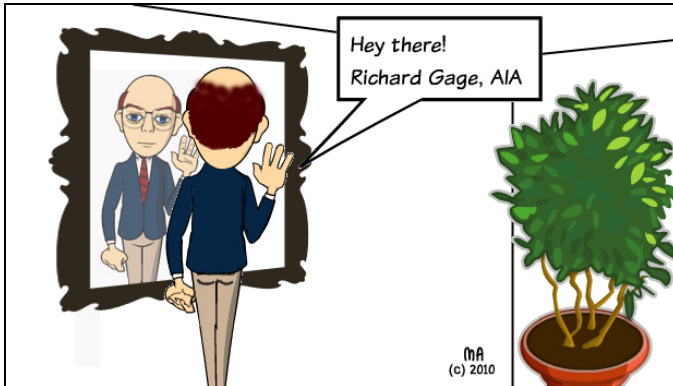
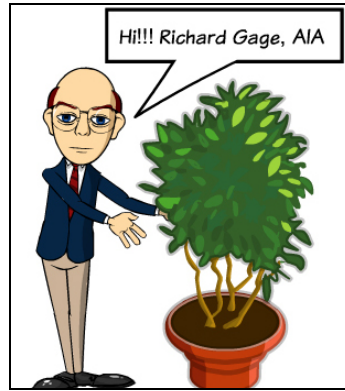
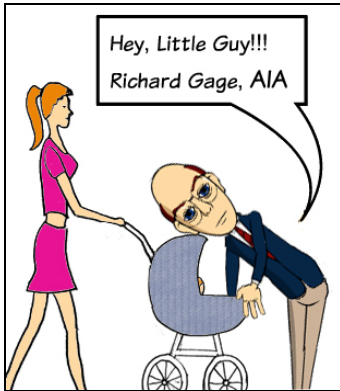
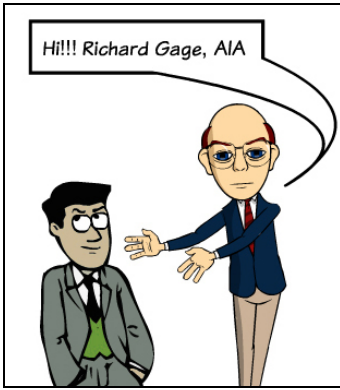
He unfortunately appears to live by the code: when someone tells you “no”, go ask somebody else. While perfect for a sales associate, this approach can lead to bad management practices. Because more than gaining wisdom from business associates whose assessments are relied upon for their expertise, this attitude nurtures the ego; it leads one to believe his ideas and opinions are valid once one finds the right audience.

Nothing would stop Richard from stepping out into the middle of a 10-foot corridor to approach a person whose goal is straight ahead. He doesn't wait for people come to him. He reaches out. I must admit, in the business of commercial sales, I greatly dislike this approach; I've never used it and have always been turned off from such aggression. It creates an instant barrier with me. Accosting someone to tell them you like their shoes will almost always have a positive and opening effect. To immediately interject with one's agenda on the other hand, will give the impression that you want something.

With an outreached extended hand you might hear, “Richard Gage, AIA. Would it surprise you to know that a third building collapsed at the World Trade Center on 9/11? Have you heard about WTC7? What does this video look like to you?”

Most people are courteous to such an approach but remain closed. Some are open to it. And, once in awhile someone ignores the assault completely. Rarely, but definitely an occurrence, someone is offended by the suggestions that the WTC fell to anything other than two commercial airplanes expertly piloted by “Islamic militants”, what the media has inculcated into the minds of the masses. I've never seen a violent confrontation, but people will occasionally speak their mind with *ad hominem* attacks, insults and gestures.

NO BOUNDARIES



A convention floor is one thing, but what happens when Richard Gage takes a break in a cafeteria? Well, I happened to run into Richard at one of the convention cafeterias. He was with another associate of ours. As we found a table and set down our trays, Richard needed to go back to the food service counter to check on the food that was being prepared for him. (Maybe he needed a condiment or utensil, I don't know. These details are unimportant and only serve to paint a lovely reading experience.) As he turned away from the table to head back, he stopped at the table immediately adjacent to ours to confront the sitting people. "Richard Gage, AIA". His hand extended, he went on with his spiel. "We represent hundreds of architects and engineers demanding a new investigation [blah, blah, blah]...third building, WTC 7 [blah, blah, blah]..." Seize every opportunity, yes. But, do so only if your life is balanced to begin with.

The truth waits for no man. But, an obsession as intense as it is for Richard can lead to self-destruction. His one-track focus has destroyed his marriage and to a significant extent has contributed to the disintegration of his organization's infrastructure. What will become of the man? I don't know.

I feel sorry for Richard. He needs to establish boundaries. For at this point, Richard Gage has ceased to be an individual human being and has become a rote messaging service operating on behalf of 9/11 Truth. But, whether the truth comes out or not, when Richard can separate himself from the cause, I would like to help him. Right now, there is no helping him. You can lead a horse to water, but Richard is in still content drinking sand.

There is an air of uncouthness to Richard and he exhibits it quite frequently. In one instance, Richard and I traveled from one building to another our way to visit a Jordanian architectural firm who was exhibiting. Richard excitedly wanted to introduce me to a "cute girl" that he liked at a booth in the large corridor

between exhibition halls. He wanted to ask her out and did so, only to find out she was seeing someone. I didn't need to be part of that play! I won't speculate whether his improprieties are from lack of humility, not caring or not knowing any better. This childish imprudence clearly affects not only his private life, but the engagements of AE911Truth as well. It is for this reason that I think it is important to make note of this behavior especially when he – AE911Truth – is under such public professional scrutiny.

My approach to the problem of talking about AE911Truth was proactive, yet passive. I did spend some time at the booth talking to passersby, but much of my time was spending circulating around the several halls that had exhibitions.

My tactic was to talk to people with which I had common interests. Invariably what I was doing at the convention would come up and that's when I would make my presentation. I had a decade's worth of experience as a product safety engineer evaluating and testing lighting products to safety standards. Naturally there were a lot of lighting vendors at a convention for architecture. In fact, a few of my old clients were there. So in addition to having a passion for lighting, I could just mention my time at Underwriters' Laboratories Inc. (UL) and the conversation would flow naturally. I did this with other interesting booths outside my area of expertise, again focusing on making a human connection *before* engaging the controversial nature of AE911Truth.

Although the convention floor was the more comfortable environment in an uncomfortable situation (why I was there in the first place), it was my talking near the booth that led to the few architects and engineers who signed the AE911Truth petition from my presentation. Over the few days of the convention, I never had a bad encounter with a visitor.

Besides getting petitioners, we did meet several people interesting in helping us. Now, Richard is guilty – rather gullible and too accepting – in offers from people who want to help. He would quite quickly bring people to me for two reasons.

One, I was serving as the Volunteer Coordinator although I never advertised myself as such publicly. It's just that it needed to be a coordinated part of the organization and I didn't want it to fall between the cracks before we found a volunteer to be, well, the Volunteer Coordinator. So, I took on that responsibility.

The other reason is that at the time of this convention, I was also the Verification Team Leader again (see Chapter ...) and several people, 5 or 6, expressed interest in helping along these lines. They needed to be matriculated and trained after the convention. Richard wanted to be sure that I got their names so that we can jump right on verifying all of these architects and engineers who were signing up as well as the hundreds of architects and engineers whose credentials still awaiting verification.

One interesting story related to these potential volunteers is a couple in their mid-50s perhaps, Paulette and Dennis S., who on some previous occasion had seen Richard's presentation. They came by the booth on the first day and Paulette, who was charming and passionate about helping, gave me her business card. As synchronicity would have it, we would meet again three times before the weekend was over.

The next day Bill and I decided that we didn't want to spend \$12 for a sandwich and a bottle of water at the convention's costly concessions. So, we took a walk for a few blocks to a nearby Indian restaurant. It was almost empty of patrons save a few tables. Well, one so happened to be Paulette and her husband, Dennis. This was my first time meeting ... as he wasn't at the booth when I met Paulette. We talked a lot about 9/11, other

false-flag operations and JFK. I thought it was odd running into them, but maybe it's not that odd.

Saturday, I saw Paulette again at the booth. But, what was unexpected was to run into them Saturday evening at the small bar in the Westin Hotel. I snuck away for a bit of a respite, a break from the troops setting up Richard for his presentation. They offered to buy me a beer and I was much obliged. Again, we talked a bit about AE911Truth and the presentation that would be starting upstairs within the hour. They were planning to attend.

Now, I will address the presentation only superficially. There were very few people in attendance and only a few of those were architects. We were hoping for a few hundred people. Instead, there were only 51 in attendance. Only a handful of those were unfamiliar with the material. As he did after every presentation, Richard asked for a show of hands to get a feeling for the statistics of who believes what, before and after:

Show of Hands	Before	After
How many believe fires brought down WTC buildings:	1	0
How many are unsure:	12	1
How many believe in explosive controlled demolition:	38	50

Ultimately, that is a *pretty pathetic* head count for a convention that drew 22,400 registrants for the convention floor at the Moscone Center.

The wisdom of hindsight? Never have a lecture or presentation after a convention closes if you want attendance. Also, do some active outreach to individual people *before* the event. Poor planning resulted in a major disappointment for me.

I did, however, enjoy meeting AE911Truth team members and patriots with whom I only formerly knew by telephone and

email. I had met Richard in person the year before at his presentation at the Museum of History and Industry in Seattle WA. But, finally I could put faces on Bill D., Gregg R., John P., Christine C., Eric W., Chris S., Tom S. and Brian G. and the one and only Marx.

Not having a solid conversation with Marx proved to be my biggest regret. He is a wonderful personality. A sharp and wise man in his 80s, this retired mechanical engineer with whom I'd spent countless hours on the telephone made me want to embrace him more than for the moment an introductory hug would allow. Alas, we could not have a coffee or aperitif. Before I knew it, it was time to go home.

My flight out was Sunday, midday. I was off to the airport. Richard, who never stops working, had an appointment that morning to shoot some footage with Dylan Avery, the maker of *Loose Change*. I had just enough time to meet Dylan, shake his hand, and then bid farewell to my fellow team members, until we meet again. It was goodbye, at least until DC came along and that was a trip not in the sights at that time.



The Verification Team – Revisited

We have to back up several months because it was before the trip to San Francisco that Richard called me with a plea to take the reins of the Verification Team. The previous team leader, Jen B., had finally moved on, Bill was not interested nor had the energy to pull the verifiers together, so, Richard called on me.

Because I didn't believe in the petition or the verification process, there was a fundamental problem with my being a "leader" of the Verification Team.. I felt our model and operating procedures were missing the mark. I told Richard, "I really wish I could explain, and I will, once I've completed my white paper on the strategy which I think we need to take that will eliminate verifications, although there would still be much work to do." Reluctantly, and I mean *reluctantly*, I committed to leading the Verification Team conference calls.

At that time, I think the verification team had a backlog of around 300 A&Es who were waiting to be verified. At any given time while I was with the organization, the number of unverified A&Es fluctuated between 100 to 300 A&Es. There were well over 100 of them sitting in *limbo*. This was a term we actually used to refer to A&Es who had signed long ago but for one reason or another could not be verified. They were either contacted or attempts were made and they never sent in their credentials.

The reason they weren't relegated to the "*OTHER*" category was due to bad practices of the team before I joined. Apparently, it was standard operating procedure to show the names with a disclaimer and asterisk, indicating that this signatory is "pending verification". Alone that is not a problem. But, a flaw in the original programming allowed for incrementing the count of A&Es merely if the profile was set to display. If, for example, the web site said, "312 architects and engineers have signed the

petition...”, and we were still waiting for 100 diplomas, then only 212 of them were actually verified.

That isn't the case any longer. Upon realizing this flaw and changing the program, a new category was created on the back end of the database for unverified architects and engineers. It was called “*UNVERAE*”. If credentials were not received, they were treated like the “*OTHER*” but put in this category to maintain the distinction.

If, however, they were put in this category instead of the categories for licensed or unlicensed architects or engineers, then the number of petition signers would change – i.e. the count of A&Es would go down and the “*OTHER*” would go up. It would be an embarrassment to go from 312 A&Es to 212 A&Es in one instant. Opponents of the organization would have more of a field day than they were already having.

Instead, a verification status called “*Limbo*” was created to mark those ready for transfer to the “*UNVERAE*” category. A plan was put in place to make the transfer of one petition signer for every two petition signers actually verified. In this way, the number would not go down, but rise albeit more slowly.

The turnover rate of volunteers for verifying was high and I begrudgingly trained the new people. Training a verifier – including my serving as volunteer coordinator and matriculating them (vetting them and setting them up with email accounts) – required about four hours of my time. Approximately two hours of this was applied their initial database training.

Because Bill D. built the database from scratch, no one knew it better than he did. Unfortunately, there was no documentation of the organization's history and rationale for how and why things were done the way they were. Having to rely on memory was a shoddy way to go about things. Nevertheless, having Bill

train verifiers was clearly the preferred route. But, Bill just didn't have the energy.

In my reluctance, I trained people and invariably forgot to mention something or failed to demonstrate an aspect of the database. As a result, a new verifier would make a mistake and Bill would coarsely *rip them a new one* in an email or during a conference call.

Many a new verifier were insulted by Bill; he was a straight shooter. Those with strong constitutions stuck around long enough to see the pussy cat he really was (Bill does love cats!). Others had to take some time to see a proctologist!

I think we had about six people from the San Francisco AIA Convention who needed vetting and training. I had my work cut out for me. A few of them would withdraw or not follow-up. One who did follow-up and seemed excited was Paulette S., who I mentioned in the last chapter.

I proceeded to train Paulette as well as the other SF folks who would collectively begin verifying the petitioners that accrued at the convention. Paulette had an assignment and was very good at communicating. For some reason, she suddenly found that she had no time. She had attended one or two calls, but was not able to begin the verifying people on her list or make further calls.

Paulette had been saying all along that her husband, Dennis, was willing to help. He needed to be trained. She thought that once she was trained, she could do that. Well, that would not have been sufficient; invariably a lot is missed in the initial training and a "novice" never makes a good trainer (unless there is no other option). I could have trained them both at the same time, but that wasn't possible for them. Finally, upon my follow-up with him, Dennis sent me an email that I just thought was

bizarre. He merely stated that he and Paulette were unable to assist us at that time. No explanation – nothing. Personally, I deserved more, given all the time I had invested in these potential volunteers. But, I know that sometimes when you invest, you lose. I lost and left it alone. As usual, I had too much to do, than to follow up with an inquiry for elaboration on a moot point.

The least I could do was develop some tools for analyzing our productivity on this team. Splitting up assignments was generally based geography and the last names of the petitioners. Further subdivision would be categories like Architects, Engineers and Others. Division examples would include “*East Coast A&Es (A-L)*”, “*East Coast A&Es (M-Z)*”, “*West Coast A&Es (A-L)*”, and “*West Coast A&Es (M-Z)*”.

If you recall from the earlier chapter (*The Verification Team*) verifying petitioners in the “*OTHER*” category is fairly simple and did not involve making a phone call (although I would have liked to have seen that change). Regardless, Chris S. was all over it. That guy would sit down and just take care of the list, no matter how long it was.

Ultimately it was the A&E count that was important for credibility. So, the important thing for me was making sure the human resources we had were spread uniformly among the categories that needed attention. The “*OTHER*” category was just not an issue for me despite the category being graced with good company the likes of Dr. Steven Jones and David Ray Griffin.

I began analyzing weekly statistics and plotting trends. From that exercise I could see, for example, that “*West Coast A&Es (M-Z)*” were increasing while “*East Coast A&Es (A-L)*” were decreasing. That would tell me that the verifier(s) on the latter assignment were underworked and the one(s) on the former were

overworked. It didn't matter how much a single verifier did; this was a volunteer assignment and the work was appreciated. What was important was whether or not we had the human resources to cover the human-hours of work that was needed. Maybe five part-time volunteers were needed in one category and one full-time volunteer was needed in another. I wanted to figure that out and get it done.

To my mind, there was no excuse for having a backlog. A month was a reasonable time to verify someone. If it wasn't done in that time, then something was very wrong.

Many verifiers didn't have a follow-up routine in place. They would attempt calling people and weeks or months would pass before a follow-up call. Of course, some were more thorough than others. As a result, we had a database full of profiles that showed varying statuses: "called once", "called twice", "called thrice", "email sent", "Limbo", etc. And, the dates that these unverified records were created (i.e. when the petition was signed) varied up to a few years, back to 2007 when the petition was started.

I was still trying to get away from this team and conference to no avail. I had one hopeful replacement, Jonathan T., whose pre-training emails looked promising. He did technically apply for the advertised position of Verification Team Leader and it seemed that with a few months of verifying under his belt, he could take over.

Jonathon did have a very good idea at the start which addressed the unverified architects and engineers. It was this. AE911Truth would send an email to all of the petition signers whose credentials were outstanding for whatever reason. This communication would have two foci. The first focus was to give incentive for them to turn in their credentials; upon providing their college name, year of graduation and date of birth,

AE911Truth would pay for the cost of a degree-checking service to verify their degree. There was no need to photograph or scan a diploma; they only had to answer a few questions. AE911Truth would absorb the cost because it was *that* important to Richard. Anyone not willing to do that in a short time would likely never do so. They would also be given a copy of the BFT DVD upon completion of the verification process, free of charge. The second focus of the communication was a plea for sustaining donations. This was to be a hopeful gamble that a few sustaining donors would offset the costs of a few hundred degree-checks.

Jonathon agreed to draft a letter to this affect and Richard and the verification team would review it during a conference call - Richard's favorite method for crafting emails. As fate would have it, Jonathan would disappear for awhile and miss several weekly conference calls. In the end, he had to withdraw his volunteering services for undisclosed personal reasons and was apologetic.

I then asked another volunteer to write the draft. It was Karl J., a more experience volunteer who Bill referred to as "a rogue." Karl had done some innovative things regarding emails and verification in the beginning, but he had a tough time sticking to assignments. He took it upon himself to call all petition signers within two days of signing, regardless of their geographical location or which verifier was assigned that territory. It was that kind of behavior for which Bill designated the phrase, "going rogue". Although he wasn't enthusiastic about it, Karl agreed to write the draft. And, while he was extremely productive in his beginnings, he became unresponsive to communications and was finally removed from the verification team without completing the assignment.

When a verifier leaves, it can leave some holes because petitioners may be in the process of communicating their credentials. As in the case of Karl, there were a number of

emailed diplomas attached to unread emails in his AE911Truth.org email account (along with some emails from an adult entertainment site for which anyone knowing Karl's email address could have registered him!) Fortunately for AE911Truth and those petitioners, those diplomas were recovered and archived and A&Es were verified.

Week after week, Grazyna kept asking for this "last resort" letter and it was not drafted. Finally, another verifier, Mike C., who, like the rest of us, had no time for more projects, stepped up to write the draft before going on hiatus. When he did, he missed the point of the second focus. I volunteered to edit Mike's document but before I had a chance, we changed tactics again in a desperate attempt to achieve 1000 verified A&Es by September 11, 2009.

The stellar verifier at the time was Dave C., a gentleman who, as it turned out, would not commit to discounting the "no planes at the WTC" theory. I discovered this upon vetting Dave for the team and had a brief exchange with him. To me, it seemed intellectually troubling. Nevertheless, I saw no reason to suspect Dave would do any harm to the organization.

By the summer of 2009, as we were gearing up for reaching 1000 with less than two hundred petitioners to go, we had over three hundred unverified A&E contacts and over a hundred of them were in limbo, or never even acknowledged their original signing via email confirmation. Dave suggested calling these unverified A&Es yet again for more expedient closure. In principle, verifiers would attempt to contact A&Es three times by telephone before giving up, sending them a last chance email, and finally moving them into the "UNVERAE" category. Poor follow-up resulted in long lag-times between calls and these numbers grew.

I was too overworked to continue participating in the verification drive. Dave was up to the task of managing the verification team and with little assistance from me, he took over leading the calls. I finally stepped back from that team completely.

☺☺

WASHINGTON DC

In July 2009, the local chapter of the AIA had an annual convention called “Design DC 2009” held at the Convention Center in the center of town. Attendance was anticipated to be pathetically low for our purposes; there was to be only a few hundred exhibitors and roughly 700 registrants for the convention floor. However, the convention was ancillary to our goals. What justified the expense of the trip was the plan to bring the message of AE911Truth (and Richard Gage personally) to as many Congressmen as possible. At first this wasn’t clear to me, but even Tom S. sold the convention on this point – it wasn’t the booth that was important – it was DC!

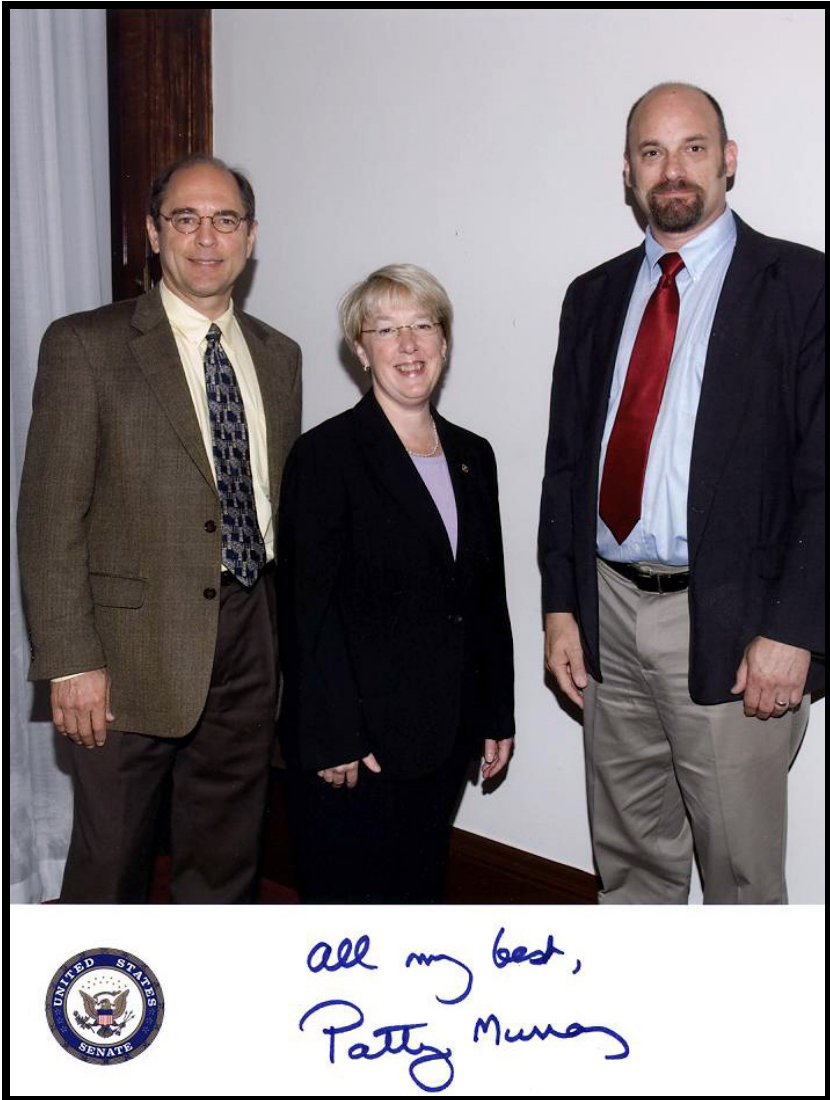
It was the decision of the Board to bring certain experienced team members to the convention with expenses paid. Other volunteers made arrangements of their own. Aside from Richard, Gregg R., John P., Chris S. and I had expenses covered by the organization. Richard also disbursed petty cash to cover daily food and transportation costs about town. I believe Richard, Gregg, John and Chris flew in together, if not on the same flight, at the very least at the same time. I was committed to not leaving before celebrating my son’s birthday, so I didn’t leave until Sunday, July 12th. I also didn’t want to stay longer than the week, as I didn’t want to be away from the family longer than that. To this, Richard added another impropriety on a conference call when he said, “We’ll take care of you – we’ll *service* you!” I’m fairly sure that was a joke. Nevertheless...oh, brother!

When I arrived at the hotel in the late afternoon, I was greeted by Mike C., who I had never met before, Adam S., and Chris S., who I did have the pleasure of being with in San Francisco. Mike and Adam had driven together from Cincinnati and were staying in the home of a local who offered quarters to some of our volunteers. The others had been on a little sight-seeing trip of

the Capitol. I believe John P. wanted to acquire some stock video footage, but the others saw this as an opportunity to check out some of the sites. In which room I was to stay remained a mystery, so with my luggage in tow, I hung around the lobby waiting for Richard's return.

While waiting, I sat with Adam in the lounge and had a beer. I had known Adam from vetting him and training him on the use of the database for verification purposes. He had been on hiatus, busy with work and trying to make a living as a concert violinist for two orchestras as well as teaching, or doing whatever he needed to do in order to survive financially. We were discussing dinner plans and both of us had a strong desire for Indian food. So, that's what it would be, whether the others joined us or not. When Richard finally arrived, food from the subcontinent sounded good to the group and it was to be. Before leaving, I needed to store my luggage in the room I would share with Richard and Gregg. Adam also wanted to retrieve his \$10,000 violin the room Chris shared with John. After thinking about it a bit, Adam decided it was safest in that room during dinner and he could just pick it up afterwards.

The first of our DC congressional appointments were to begin the following day. Set-up of the convention booth would not transpire until Wednesday afternoon, and the formal public presentation of Blueprint for Truth wasn't scheduled until Thursday evening. So, rather than living through this again chronologically, I will write about these in order of these three aspects of the trip: congressional visits, the convention, and the formal presentation.



Richard Gage, AIA, Senator Patty Murray (D-WA), and Michael Armenia

The Halls of Congress

A lot of time in DC was spent walking the halls of the Senate and House buildings to talk with various representatives of the members of our group. I never really realized that these offices are open to the public. Of course they are. Our delegates in Washington DC are there *to serve us!* We pay their salaries.

Anyone can enter the buildings, have their items x-rayed and scanned by Capitol Police security guards, and walk into one's Senator's office with the hope of a meeting. Of course, more often than not, they are on Capitol Hill, or otherwise busy. Nevertheless, you can walk right in with your issues. Each office has staff that specializes in certain areas: economic policy, foreign policy, science and technology, homeland security, etc. These are the people that advise members of Congress.

We gave the staffers evidence that the three World Trade Center buildings were demolished by controlled demolition - evidence that federal agencies offered unscientific, fraudulent, and criminally negligent reports - this to say the very least! After talking with several staffers and getting their promise to review the evidence that would be laid before them, and that they would take these issues to "their bosses", our representative WHO SHALL SERVE US, I had mixed feelings about what would come of this. But, Friday morning after clearing security, I was putting on my suit jacket when I overheard one police officer behind me say to another, "Did you hear? Architects and engineers have figured out what happened to the World Trade Center buildings on 9/11. They're sayin' it wasn't the planes that brought the building down - it was explosives....I knew it..." After another sentence or two, I turned around and approached the officer talking and I handed him a couple of our brochures titled "Hundreds of Architects & Engineers Reveal: What the Government & Media Won't Tell You About 9/11". Patted him on the shoulder and said, "Check it out! It's all there." He sort of pointed at me surprised, shocked and saying, "Hey, all right, I'm

with you, man. I'm with you". So, the seeds were planted and that is success.

At this point I should say something about security (or the lack thereof). The security in federal government buildings must be there for two reasons: (1) to stop the very rare idiot with a insignificantly low IQ or average crackpot who would brazenly carry a gun or other weapon in a briefcase or jacket pocket, and (2) for theatrical value. I will explain.

You will likely recall the Anthrax attacks upon the country following the events of 9/11. (The fact that the strain of anthrax used was created in government labs and part of some government conspiracy is irrelevant.) Similar incidents have occurred with Ricin, a toxin from the castor bean used in chemical warfare¹⁷. A major casualty from those incidents was access to government officials through the US Postal Service. To this day, anything sent via mail supposedly gets extra attention because of such attacks.

Using my Senator's web pages as examples, Senator Murray's message reads:

NOTE: Due to the Ricin incident in the Dirksen Senate Office Building a few years ago, procedures are in place to include the opening and testing of all Senate mail at an offsite facility. As a result, any letter you send to the Senate takes an extra 1-2 weeks to reach us.

Senator Cantwell message reads:

If you are planning to send correspondence to me through the U.S. Postal Service, it will take about three weeks for your letter to be delivered due to screening procedures. Other packages may take even longer. I ask that you be patient with written correspondence to and from my office,

¹⁷ <http://en.wikipedia.org/wiki/Ricin>

and when possible use alternatives such as [email](#), phone, or fax.

This kind of scrutiny only serves to catch mail sent by people who don't have the wherewithal to have a package delivered by person and, as a result, further limits access to your representatives.

Because of the above notices, I have elected in the past to fax my representatives because a fax will definitely be seen by at least one pair of human eyes even if it's discarded before reaching a representative.

On another note regarding security, it was about this time that the news media covered a story of how security measures at chosen federal facilities were easily breached. Using plain-clothed investigators, the Government Accountability Office (GAO) was able to smuggle bomb-making materials into 10 randomly chosen federal facilities. These investigators were able to assemble the bombs in restrooms. Here's the surprise – in some cases, the restrooms were locked and the private security officers *let them in!*

My first appointment was at Senator Murray's office in the Russell Senate Office Building on Monday morning, July 13th, to meet with Joshua Jacobs, a legislative liaison that appeared to be in his low to mid-twenties.

I was nervous. Indeed, I was a little intimidated by my surroundings, but mostly I was nervous because along with me was Richard and John P. John was AE911Truth's videographer and attempted to film anything and everything pertinent. John is a very respectable person and would cease and desist when asked, but it was my firm belief that the first impression AE911Truth makes, rather the first impression that the constituent makes is an unimposing and humble one.

Now, as it would turn out, recording in the Senate offices (as it was with the House) was not allowed. It seemed to be a uniform protocol and understandably so. However, Mr. Jacobs was unaware of this protocol. He had asked why it was being recorded, but didn't object to the filming or Richard's line, "John follows me and films everywhere I go."

While I wasn't at ease, I was comfortable enough with John's presence to forget that he was even there. John is quiet, adaptive and unobtrusive. So, I didn't have a chance or think to ask him not to film, a policy I had planned from the very beginning. We had just recently been to Rep. Tom McClintock's office, where John asked and received permission from the aide, so I believe we were on automatic at this point.

To Mr. Jacobs, I introduced myself, AE911Truth and Richard Gage. I then turned the floor over to Richard for his presentation. Afterwards, we were approached in the halls by a more elder aide (perhaps in their upper twenties) who apprised us of the no-video policy and that Mr. Jacobs was unaware.

Now, I believe video or audio recording, even when permission is granted, changes the dynamic of the meeting and therefore the results. It is a certainty, that those who know they are being recorded will be even more cautious. In fact, efforts to maintain alertness will stifle responses and also distance them from actually making a personal rapport. There's a wall.

In fact, we all know this wall exists even with handwriting notes. Everyone on business meetings takes notes; it's required to document the answers to questions and to determine action items. A speaker's ego churns with curiosity upon seeing someone notate their spoken word. "*What did you just write there?*" Think about a visit to a physician or therapist. What they write should theoretically help you. Whether it does or not, remains irrelevant.

But that act of recording something does have an effect regardless of the means. If you are supposed to be listening and are writing, by your actions you are telling the speaker that you have found something in what they are saying to be noteworthy or significant. Be that as it may, writing is less intrusive. Audio and video recording offers far more disruption to the energy of dialogue.

Richard, guilty of lacking a big-picture vision, thought this 15-20 minute session with a legislative aide was his only chance; that this is “once in a lifetime opportunity.” In doing so, he tried to pack too many details into that time and often omitted the most critical points of evidence. Of course he did the best he could to condense a two-hour presentation into a 10-minute version. This was done for the BFT DVD Companion Edition, a 10-minute video version of the live PowerPoint presentation. However, Richard and most others didn’t see this as an opportunity to open doors in a campaign whose scope and duration was larger and longer out of necessity. They saw this as an opportunity to be singled out and exploited as if it were the one and only time to make a point.

But, the strategy should have been altogether different; instead of presenting as much of the best evidence possible in a single 15-minute meeting, one should spend that time opening the door wider and more permanently.

Very few people understood my proposed strategy in outreach to Congress. My contention here should probably be repeated as part of the organization’s lack of strategic planning. But, I will discuss it here briefly because it is most relevant in efforts to lobby truth upon those in a position of power to do something about it.

One person who did see this was David S., a DC activist. He accompanied us to many a rep's office. Like others who came from states across the country, David came from nearby Maryland as a means by which Richard Gage could ostensibly meet with members of Congress with whom he could not otherwise tango, not being a constituent member. David seemed to have the most experience – certainly more than my *zilch* – than the rest of us at lobbying around DC; he looked more comfortable with the process and the environment.

This white-haired, MIT graduate was not someone you would peg as the activist. David was the kind of guy that wanted to get prison time for his protests as a means of publicity for a cause. In fact, during our visit he was due in criminal court for sentencing in something unrelated to our mission. He received, I think, a sentence of a day in jail, and was to report to the jail Thursday morning. I was surprised to see him Thursday night at Busboy's & Poets in time for Richard's second presentation; he was released after a few hours because of good behavior!

Dave had suggested then, as he did more vociferously in later months encouraging follow-up with the Congressional representatives, that when confronting these people we should focus on one easily-understood point that irrefutably demonstrates the failures and fraud of the NIST reports. For example, take the free-fall acceleration of WTC 7 for the first few seconds. Get a committed position from the person, agreement or non-agreement and then move on. Frankly, this would only work if they agree and, of course, any intelligent person would have to agree.

But, even if you took this to task to by remaining focused on one aspect of the WTC destruction that is inconsistent with the official reports, you would encounter an almost rehearsed response as an obstacle: "I'm not qualified to make that

assessment.” Or, “I’m not a controlled demolition expert.” That is male bovine feces!

It can be logically shown that, if you have a high-school diploma, you have enough understanding Newton’s laws of motion and algebra. This is all that is required to prove the fraud perpetrated by NIST¹⁸. If only one US Government official’s office could confirm that, yes, NIST made an error, and then the house of cards would fall. And, my friends, one day it will. (The cynic in me, however, believes that day will come when it is moot and pales in comparison to other news of the day, be it real global chaos or sensationally manufactured for distraction.)

Mr. Jacobs, Senator Murray’s legislative assistant gave the standard response, “I’m not a controlled demolition expert.” He showed a little concern about WTC 7 and, again, most people are not familiar with that building. He did promise to watch the DVD of BFT (which he was given), and pass on this information to the science advisor.

At any rate, I wish to point out this was hoped to have been the start of many visits to Congressional offices. Open the door and establish a good rapport. Interest them with one irrefutable fact that has major consequences. Be assertive and let them know you are not going away. (See the chapter titled *Strategy*.)

I believe you can appreciate how a 10-minute whirlwind of evidence, presented by rote as excerpts from a much longer and more convoluted presentation, can undermine these efforts by overwhelming the unexpected auditor with too much information to process. Meanwhile, the time to make a powerful personal impression and fix your doorstep into

¹⁸ $F=ma$, Newton’s second law. If downward ‘a’ equals (or approximates) 32 ft/s*s, then the upward $F = 0$. i.e. there is no resistance/physical support for the object. WTC did this for 2.5 seconds for a distance of 8 floors. This means that ALL structural supports for those floors disappeared simultaneously.

position might have passed. The materials you hand over will likely only get glossed and/or tossed.

Our dinner meeting and debriefing Monday night was held at *Hooters*. It was my first and, likely, last experience with the well-endowed, popular food chain. Enough said!

Senator Murray

On Wednesday, July 15th, I had an appointment to casually meet Senator Murray during her morning constituent coffee sessions; which she holds weekly when Congress is in session. During this time, any of her constituents visiting DC can come by and meet the Senator among a group of people. Not every Senator does this; however, many do and it was fortunate that both of my Senators did. As far as we knew at the time, this would be the first (and it was the only) contact we would have personally with a US Senator instead of their legislative aides.

It just so happened that there was a great deal going on that week including regard to health care reform meetings and the Judge Sotomayor confirmation hearings. It couldn't be that no US Rep or Senator wanted to meet with AE911Truth, could it? I honestly don't think they would ever expend intelligence resources to ascertain a constituent's true motive for a meeting. When you make the appointment, they do ask you up front for the reason of your meeting. Vagueness is always best.

Before running off to a health care reform meeting, Senator Murray would give a small speech. But, before she did that she posed for photographs with those who requested them to be taken by her staff photographer. Then she introduced her staff. Over a dozen of her aides and advisors were there and the Senator indicated that they would be able to field questions and deal with issues on her behalf. Then, after introducing her staff, she went around the room allowing the constituents to introduce their selves.

When it came my turn, I introduce myself as a representative of “Architects and Engineers for 9/11 Truth founded by Richard Gage, AIA,” who was seated next to me. I explained, very concisely, that we were in town for a conference and meetings our representatives. I wanted to let Richard do the talking, which was our mantra at the time, so I stopped there. Next in line, Richard introduced himself and stated that “We [AE911Truth] are calling on Congress for a new investigation into the destruction of the **THREE** World Trade Center high-rise buildings, the three worst structural failures in modern history.” Murray’s head nodded a “thank you” and she moved on.

Senator Murray’s speech was impressive. Of course, she did this kind of thing weekly, so it was well-rehearsed. As she briefed us on current affairs, she appeared absolutely confident in her presentation, comfortable in the room as her words flowed so trippingly off her tongue.

After her speech, I approached the person she had identified as a science policy advisor and requested to meet with him. The dialogue was a clear indication that the office had a briefing about our visit on the day prior.

Approaching him I said, “I understand you are Senator Murray’s Science advisor. I am wondering if I can meet with you today or sometime this week to discuss a case of fraud and corruption within NIST, the National Institute of Standards and Technology”.

To this he curtly replied, “You already had a meeting.”

He didn’t look at his notes or think about it, he knew it. Notice his simple past-tense statement. Only after a challenge, did he rephrase that. So, expecting a different response, I puzzled, “Excuse me?”

“Didn’t you already meet with Joshua Jacobs yesterday,” he asked?

“Yes, I did. But, I want to meet with *you*. I can meet at your convenience; I’m here through Friday.”

He softened up a bit, perhaps the emphatic word – *you* – brushed his ego (again, the mechanics of 9/11 isn’t rocket surgery and I am fairly comfortable with rocket surgical procedures, but maybe he felt more elevated in stature than the other liaison).

He countered, “Here’s my card – I might be able to meet with you for 15 minutes on Friday.”

I offered a “thanks” saying that I would call to set and confirm something. His manner did not bode well for progress. If he was aware already, then he had the materials. The only hope in meeting him was to give Richard 15 minutes to do his shtick and getting a reply other than “I’m not qualified to make that assessment.” No, this fellow would be spot-on to produce agreement or an irrefutable argument.

As it happened, we were overbooked for appointments on Friday. Given how much time it takes to get to and from the various Senate and House buildings, one appointment per hour was hard to keep as it was. So, I didn’t bother setting one up with him.

Outside the office, I recognized the gentleman who made my original appointment in the first place. He handed us four passes to the Senate floor if any when we wanted to see the Senate in action during our stay. I believe we bequeathed them to others as we simply did not have the time to be entertained by a farce on the Senate floor.

That Wednesday involved my attendance as an observer at other meetings throughout the Halls of Congress during the morning and afternoon. At some point late in the afternoon, I retrieved a message from my cell phone stating that Constituent Coffee with Senator Cantwell which was scheduled for the following day, Thursday, July 16th, was cancelled. Something had come up!

Well, I suppose it would be immodest for me (or AE911Truth-centric) to think Senator Cantwell didn't personally want to meet with me and/or Richard Gage because of foreknowledge that AE911Truth was *in the building*. The reality is that Senators are just too darn busy and schedules do change, right? I admit, yes, Senators are busy, but this particular Senator does schedule cushions. Upon my original planning requests, Cantwell's scheduler told me over the phone that the Senator usually travels on Mondays and Fridays and couldn't meet on those days. Okay, something came up. I'll let it go. Alas, the aide that left the message was kind enough to offer an opportunity to meet with me and so I took it.

Of all the people I had scheduled to meet, I would have thought Senator Cantwell might have met with me personally. She certainly was in the best position to help me – a fellow Washingtonian – bring justice where it was due. Given that she serves on Commerce, Science and Transportation Committee and given the gravity and seriousness of the charges I was making against an agency within the Department of Commerce, I couldn't think of a more appropriate constituent to brief her on the issue as an officer of AE911Truth. She had then – and still has – an obligation to follow-up on the information I gave her office.

It started months prior, when I began corresponding with Senator Cantwell's DC office (and copying her WA State offices

on all faxes) regarding President Obama's appointment of Former Washington State Governor Gary Locke to be Secretary of Commerce. That was the perfect time to reveal the corruption and fraud festering in NIST with regards to their reports on the World Trade Center destruction on 9/11.

At the time of the final report on WTC7, the Secretary of Commerce was Carlos M. Gutierrez. The extent to which Secretary Gutierrez was aware of NIST's wrongdoings needs to be examined by investigation. But, the job of cleaning up NIST would fall on the new Commerce Secretary, which is currently (at the time of this publication) Gary Locke. It is ultimately Secretary Locke's responsibility to see that the Office of Inspector General within his department follows through on the allegations which are numerous and beyond the scope of my book. Secretary Locke needs: (1) to clean up corruption and ensure justice is served for all the felonious and treasonous crimes committed by any NIST employees and (2) to appoint a new director of NIST, a seat that is open and should be filled with a competent body.

How does this tie into Senator Cantwell? Well, because she serves on Commerce, Science and Transportation Committee, she has the opportunity to directly address issues by interrogating nominees under oath during the confirmation hearings. Thus, together with other committee members, she confirmed Secretary Locke.

Prior to our visit to DC and before Locke's confirmation hearings, I briefly informed Senator Cantwell of the issue via faxes and offered to brief her on more details pertaining to these allegations against NIST. I was either too late or ignored by her office at that time. I was hoping she would breach the topic of corruption within NIST; she could have pursued lines of questioning addressing what Locke planned to do as Commerce Secretary with regard to allegations against NIST and what

qualities he might look for in his appointee to the empty seat of Director.

After the confirmation hearings, I began to correspond directly with Secretary Locke regarding the matter and I made every effort to schedule an appointment with him while we were in DC to no avail.

I made one last ditch effort in the fall of 2009 when a political member of the Democratic Party of Japan, Yukihisa Fujita, was planning a confidential trip to Washington DC. Fujita supported AE911Truth and a new investigation into the events of 9/11. My hopes were too high that a foreign dignitary could give supplemental credence to the allegations a constituent of Washington (Locke's home state) was making. With short notice, I tried to arrange a meeting between Secretary Locke and Mr. Fujita, but Commerce Secretary Locke's personal secretary said he was scheduled to be out of town.

So, let's get back to Thursday, July 16th, in DC. I had scheduled an appointment with Senator Cantwell's office.

I should at this point mention that when at least a dozen people are making appointments to meet with their representatives, one would undoubtedly expect conflicts. And, so there were. But, conflicts only occurred if one person, namely Richard Gage, was needed in more than one place at one time or, as often was the case, meetings were running late.

At the Cantwell meeting, it was to be only Richard and me. When we arrived for the meeting, the receptionist could not find anything written down on the schedule for the person who made the appointment with me. After a few phone calls were placed and his unavailability was determined, another liaison, James Bangasser, took us in for a 20-minute meeting. No

unexpected results there; a shallow promise to “review the material.”

Early Friday afternoon, I had an appointment with Katrina Lassiter at the office of Representative Brian Baird. This was one of those known conflicts where Richard was scheduled for another meeting. I was planning on going it alone and it began that way, but I was joined half-way through by Gregg R. who had the BFT presentation on his laptop. With no camera's present and few people, the energy was much more comfortable for what I expected to be the first of many meetings. The momentum of this meeting was disrupted by Katrina being called away. So, she had another liaison step in for the presentation just after Gregg arrived.

As it was with all these meetings, follow-up would be essential. I expected nothing to come from the early encounters with Congress. My personal objective was simply to make my name familiar so that as pressure began to build in their offices concerning 9/11 Truth and, more specifically, AE911Truth, I might build a solid working relationship so that the issues would not die.

In this case, I was hoping to engage Baird himself either in DC or WA State. Now, although I had voted for him quite blindly in his prior term, I did not vote for him in this last term. I had vowed to not vote for any candidate who supported the bailout of financial institutions or the unprecedented stimulus package at the beginning of Obama's presidency, which was something that Baird did.

Rep. Baird has a Ph.D. in Clinical Psychology and some experience practicing it, so, I felt compelled to pursue the psychological aspects of 9/11 Truth calling attention to my then recent article which broached the subject. Denial, cognitive dissonance, and fear are the human-natured obstacles to

outreach and the dissemination of truth. Baird should be familiar with these concepts. Apparently he suffers from these considerably, like most other Americans.

Of the many other meetings I attended as an observer, two are worth mentioning for my records. The first was a meeting set by volunteer, Mike C., one of our verifiers and his representative, Congressman Geoff Davis of Kentucky. The meeting was with the Congressman's staffer, Dan Adelstein. I entered this meeting a little late, together with Gregg.

Equally noteworthy: latecomers to a meeting seemed to be not as disruptive as one would think as long as there were enough chairs for you to sit down quickly. We had reason to be there, but it just seemed too surrealistically natural; to walk into a congressional office, take notice of the room where the meeting was being held because you could hear familiar topics or see someone you know, nod at the receptionist, point at the meeting and confidently open the door to the room and walk in, nod at colleagues, and quietly sit down. Not everyone in the room would know this latecomer, but the meeting would continue. I wondered if someone strange to all attendees could get away with this. I believed it might be possible, at least for a little while.

Mike's meeting happened to be behind closed doors in the Congressman's office. It was small but very provincial, with an American flag, photographs, certificates, and personal decorations. Paneling and an abundance of wooden furniture gave it such warmth that made it seem like the office had been used this way for over a hundred years – which it had. I quickly sat down and started taking notes.

His spoken language was cordial, inquisitive, and concerned; yet, with airs of pretention confirmed by his body language. His clean-cut demeanor was that of a former intelligence officer or

department head and it went well with his khaki pants and blue blazer (common DC garb). Perhaps in his mid-fifties, he had the confidence of someone who was pulling strings, not merely an aide.

As he questioned Richard and Richard countered with a video clip on his laptop, I wrote a message on my notepad to show Mike. Since I was late and missed introductions, I wrote, “Mike. Is this the Congressman?” Mike nodded, no.

I felt this man’s energy. He was not condescending, but his energy certainly was. Since this cannot be because he is a powerful politician – because he wasn’t one, could it be because he was an intelligence officer posing as a politician’s aide? Whoever he was, he seemed to be not likely to believe what he was hearing, and any efforts to reach a congressman vis-à-vis this messenger were futile.

The other interesting session I encountered was that with the office of Senator Barbara Boxer (D-CA) and her legislative assistant, Mara Boggs. The energy in the room was high. I recall nearly a dozen of us in the room with not enough chairs despite the effort on Mara’s part to find some extras. Although most of us would normally be silent in such a case, the dialogue was for the first time that week, engaging.

Having claimed experience in the clean-up of sites subjected to controlled demolition, Mara said she was “familiar with controlled demolition.” She was also asking intelligent and pertinent questions and showing genuine interest. This attention sparked fires under number of us in the room, causing us to jump on her as if several boys found the popular girl at the playground and were individually vying for her attention. For once, I was excited to think we were talking with someone who would not use excuses to dismiss our allegations or claim

ignorance in the matter. A door was opened and exploiting that potential would require follow-up.

Sadly, no systematic follow-up with the DC office occurred. There were separate attempts to educate staff at Senator Boxer's CA office by various individuals. But, my suggested strategy of progressive follow-up in DC outreach was never followed – a tragic waste of outreach momentum. The DC Conference Calls continued weeks perhaps months after the convention. “What are we going to do?” How many times will they discuss this? I had been emailing copies of my follow-up communications and suggested procedures for follow-up. I could finally empathize with Gregg R. when he often asked, “Do they even read my emails?” Well, I knew a few people did, but *Jebus Crimeny!*

It didn't take more than a handful of visits to notice the majority of the legislative aides and advisors were young. Most appeared to be in their 20s or 30s, perhaps some were fresh out of college. They were definitely not seasoned, but they were confident and mostly well-versed in a protocol that was quite uniform throughout the Senate and House.

As I did sit or stand near the administrative assistant's desk in the reception area within a dozen or so offices, I did notice something that felt quite peculiar to me. The telephone was often ringing and it was more often than not, a constituent calling to speak with the representative or occasionally it was someone making an appointment. At first I thought to myself, “Gosh, it's refreshing that you can make a telephone call to your reps office and get a very cordial person on the phone.” But, then I heard what would be probably the most commonly uttered phrases in all the Halls of Congress: “I'll be sure to give your message to the Senator so-n-so.” Or, “I'll be sure to pass your message on to Congressman so-n-so.” Other than interchanging the words *pass* and *give*, or addressing the official

by name, these conversations were so automatic and uniform among the offices that I quickly lost faith in their sincerity. My only regret is that I never thought to look over the shoulders of these assistants to glance at the notepads they were scribbling on to see just what sort of information was actually being recorded.

I then wondered how I would handle these calls if I were in office (and for months after this visit, I actually considered a future in politics). Of course, I would want to hear from my constituents, but there would be too many messages to read comprehensively. So, I came up with a plan.

The receptionist would document the information, name, number, and reason for calling and put this in a spread sheet. My chief of staff would organize the list into categories; action items (questions, requests, etc.) and non-action items (informational statements, compliments, complaints, etc.), and then according to policy, forward them to the appropriated advisor to determine if and how they would be addressed; by the advisor or by me. During daily morning briefings, the chief of staff could call to my attention the important notes. I figure that if a constituent took the time to call, I could certainly scan a spreadsheet with highlights of these calls. Naturally, the same process could apply to emails, but it's not possible for them to address emails in the same manner as they are simply too numerous.

Oh, boy, this was an education as to how things work (or don't work) on *the hill*. Yes, I know. Hindsight is 20-20. Granted, the SF-AIA Convention in May 2009 was the first experience for AE911Truth to have a public presence. But, that was to be public education via a commercial conference. This DC venture was to be education for the body politic, a new experience for the organization. It was successful to some degree. But, it could have gone much better. I dare not analyze how at this point.

There is no excuse for the poor planning – there was time for it. There was just not enough of the right kind of reflection.

The whole experience, a dichotomy of warm openness and cold pretension, gave me visions of hope and futility. The halls of Congress belong to the people and they are readily accessible. Senators and House Representatives are supposed to work for *us, the people*, and *we – the people* – should have access to them. This is *our* country. Only upon much reflection afterward did cynicism rear its ugly head and completely destroy my faith in the current structure of the US government.

Washington DC is the world's most elaborate set of stages, where men and women are mere players – actors. And, if only ... only if... we could identify the *Deus ex machina*, and eliminate the shadow government, will the people stand a chance at having a government “of the people, by the people for the people.

The Convention

On Wednesday, we had a limited time to set up before the floor opened at 4 PM for a short time, mostly which was a social hour. We walked to the Convention Center which was only a few blocks away. Ralph A. had a truck full of materials that had been shipped from California as well as other items and furniture that we were to use in the booth. Because we were avoiding the rapping costs of union labor, we had only one entrance near which we could park to unload. Even then, the vehicle needed to be attended at all times. We had a great deal to carry and even with a dozen of us, several trips were necessary.

As we learned at the AIA Convention in San Francisco, union labor is really extortion. A person can load and unload provided a single person can carry objects. If it required two people, you had to use the union. Dollies and hand trucks were not to be used by non-union labor. If assembly of anything required tools,

the union had to be used. This much, at least, is in the contract. But, the actual union laborers were flexible. In fact, they were often very helpful.

Once inside the DC Convention Center, we had to walk a distance (what seemed to be several blocks) inside the building, at least according to the directions given to us by personnel in the building. We amassed a pile of our equipment including valuable LCD monitors at the entrance and walked the long corridor. We ascended a stairway and finally found the convention floor entrance near our booth. Once we knew where to go, we would make trips back to the pile. Fortunately, a union guy stopped us, saying “come with me”. He then walked us through the back halls where other workers were strolling and forklifts were rolling, a straight shot to a freight elevator. The worker indicated that we were not *supposed* to be back there, but this was the short cut and elevator that we could use. Once on the elevator, we descended two floors and the doors opened up just in front of our waiting equipment. So, without much further adieu, we transported the rest of our belongings to the booth without incident and began setting up.

Enter Kyle N. I had met Kyle at one of our first congressional appointments. Kyle had attended some of the DC Convention conference calls and came to DC from Illinois so that she could introduce Richard to Senator Durbin’s staff. Senator Durbin would theoretically be an important Senator to know, as he is Democratic Party Whip, the second highest position in the Democratic Party leadership in the Senate. Kyle appeared to be confident, more comfortable than I would be in Senator’s office. But, this was my first experience and I would finally learn to relax.

Kyle had come to the convention Wednesday afternoon to help set up the booth. She was both bubbly and elegant, well-dressed

in advance for a professional appearance when the floor opened a few hours later.

One of the things we were missing was a table skirt for an additional table we had for a large LCD monitor. We knew that requesting additional items, even a cloth, would require a small fortune. Kyle, armed with her charm and professional disposition, disappeared into the back alleys of the floor, only to return minutes later holding a black skirt for our table. I thought to myself, "This woman is resourceful!" I knew I would like her a lot.

I met for the first time a few other people there that day, one being Jon C., a professional engineer who flew in from FL. Jon, a very knowledgeable chap. I found it inspiring that he had his own engineering firm of 20 or so people, and *still* donated a lot of time to the organization.

In retrospect, the convention was a waste of financial resources. The time and money could have been used for more aggressive tactics on Congress. Poor planning and a lack of an event coordinator were certainly to blame for the limited success. But, it was known in advance that only 700 or so attendees were registered. For what it was, the AE911Truth booth was hopping with people. And, as far as I'm concerned, there was much more opposition to our case and dissonance between us and those stopping by the booth, more so than anything I observed in San Francisco.

A woman, probably in her late 50s, approached me at the booth. I believe I spoke to her first as she was watching the video of WTC 7 falling down. She began the most impassioned yet controlled tirade of disgust I've ever encountered.

Pointing to the video of the WTC 7 implosion, I opened with a classic line, "What does this look like to you?"

I don't think I waited through her silence as she watched with a gaped jaw. She was slow to react and spoke methodically.

"How...how can you even suggest that the US Government could be behind such acts?"

"Well," I said, "we are not blaming anyone on these acts. We are saying, and have irrefutable evidence that we ARE being lied to by agencies of the US Government, particularly NIST."

She went on. I went on. I was enraged by her obvious blind faith. (As far as I'm concerned, blind faith is a breeding ground for hatred.)

I touched her lightly on the shoulder to let her know that I was human, we were human – flesh and blood – and then proceeded to give her reason for pause.

"Look," I said. "I'm an engineer. I used to work for UL – Underwriters Laboratories Inc. – as a product safety engineer. UL is a standards writing organization like NIST and I used to hold NIST in such high regard. This organization investigated the WTC building destruction. Now, I know that this organization has lied to me. Taxpayers' money has been used to lie to the American people. I personally – not AE911Truth – allege that NIST is corrupt, fraudulent, and has willfully participated in the cover-up of the truth regarding the events of 9/11. I want Justice."

She responded in the usual fashion that indicated she wasn't listening to me. She said, "What you are doing is unpatriotic and despicable."

I continued, "Unjust wars in Afghanistan and Iraq have been started on false-pretexts. I have a family and a six-year old son

who I would like to see have pride in his country, a pride in America that I have lost. I've now dedicated my life to truth and justice."

By this time, John P. had also stepped into the conversation. I believe Chris S. was also involved and it went out for about 15 minutes. I was enraged. I said to my colleagues, "I can't believe we are trying to bring truth to these people. We are trying to save them. They don't deserve it."

Costly BFT Screenings

Richard wanted to have a room at the convention where all day, he – or someone else, because he would likely be busy at the convention booth – could show the 30-minute version of BFT followed by a Q&A session. This occurred every hour, on the hour.

Now, a bad decision and poor use of money it was. While AE911Truth had a 10x10 foot booth inside on the convention floor which was manned all day Thursday, Richard believed we might be able to get more people into deeper conversations by pointing them to these free video presentations elsewhere in the building. In theory, this was a good idea, but not enough forethought went into the arrangements to make it fruitful.

For one thing, we thought the convention continued on Friday. We were (I was) stunned to realize the convention went from mid-afternoon Wednesday to Thursday afternoon. Lectures and workshops continued Friday, but our booth would be emptied Thursday with the rest of the convention floor.

As Richard was going to be busy all day Thursday with appointments, someone was needed to field questions at the 30-minute screenings which would run all day. Jon C. volunteered to handle this.

The presentation suite we had reserved was quite a distance, several minutes walk from the convention floor. It was on the opposing corner of the building, down a corridor which was sandwiched between a long boring wall and glass windows that paralleled the street outside.

The AE911Truth banner was placed at the corner of the corridor on an unprofessional-looking jig made of white PVC pipes.

Very little walking traffic populated our small corner. Regardless, Richard wanted volunteers accosting people coming around the corner, going both directions, handing out flyers for the Busboys & Poets event that evening. If you let someone walk by without talking to them, you'd hear about it. I can just imagine a conversation like this:

“But, Richard...she’s just an 8-year old girl?”

“She must be here with people,” suggests Richard!

I don't remember the statistics and I wasn't staffing the area a lot of the time. When I was staffing the area, there were only one or two people in the room watching the video. I am quite sure that there were times when no one would show up at all. Perhaps one or two architects signed the petition at the video presentations.

Now, who the hell was planning our events? Who was the coordinator? Well, we didn't have one. Tom Spellman, who had served at best adequately as volunteer coordinator at the SF convention was expected to do the event planning for DC. But, since he would not attend the weekly DC Convention Teleconference calls that were started months before the convention; clearly he wasn't going to do it. Who was?

A “real” project manager or event coordinator was not sought. Richard dumped all arrangements on his own administrative assistant, Tania T., the only paid employee aside from Richard. It certainly was too much to handle. Tania could have done a nice job, but was not given the task to manage the project. She was given specific tasks to do, phone calls to make, forms to submit, et cetera. She was not asked to think or manage.

In effect, Richard was coordinator and not only was he *not* up to the task, it was a mistake. I didn’t speak up and I regret allowing AE911Truth to pull off the DC event without an effective leader coordinating it. I would have gladly done it had I thought I *could*, but I was already doing the job of ten people and, although I was doing the best I could under the circumstances, I was doing a less-than satisfactory job being stretched so thinly.

Busboys and Poets

On the last day of the convention (the only really full day of the convention), Richard was giving his big presentation, two presentations, in fact; one at 6 PM and the other and 8 PM. But, some people had to stay behind at the convention to pack up. So, I was a little bit late to Busboys and Poets, the quaint restaurants and venue for progressive folk where Richard was speaking.

I stayed behind to travel with Ralph A. who had loaned AE911Truth his 42-inch plasma screen TV monitor for use during the convention in the BFT presentation suite. His truck had an uncovered bed, so, it couldn’t just be parked outside the venue that night and a trip to his home was necessary. His house was just a few miles away, but in DC traffic a short distance often took a bit of time.

He was very protective of that baby, a newly purchased \$4000 piece of equipment. He had blankets to wrap it, but personally I think he took way too much risk; in addition to covering it with

blankets, I would have brought much more firm padding. Regardless of that, his driving it to and from the convention center and home was without incident. In between that time, however, there was an incident.

Some materials that needed to go back were all brought to the side of the convention building near the presentation suite. To be safe, we left the TV in the suite until Ralph pulled up to the side with his truck. Fortunately for us, a loading zone spot opened up right by the door and Ralph and I carried his monster TV outside. We set it down gently in the bed of the truck with the screen facing up. On the truck at the back of the cab and below the window, there was a small ledge just above the bed area on which one of the blankets was partially laying. Apparently someone – other people were assisting with loading and making space – set a plastic pot or container of some sort up on the ledge. Ralph didn't see the pot when he pulled the blanket and it came down on top of the TV screen and marred the surface coating slightly as it skid.

Ralph exclaimed, "Fuck! Son-of-a-bitch! Who the fuck put that there? God damn it! Fuck. Shit – it scratched the screen."

I said, "It's a really small scratch. You may not notice it when the unit is on."

"It scratched the special coating," he said angrily. "I don't know how to fix it. Fuck!"

His face was red. The expletives were vociferous. And, if there is any doubt in your minds, I can testify that Ralph was pissed.

Ralph is a great guy but he had no problem showing his temper. During the convention, he pulled me aside at the booth to tell me about some people staffing a booth at the corner of our aisle on the convention floor. They believed the official conspiracy

theory about 9/11 and thought AE911Truth and its controlled demolition hypothesis were total bunk. Fair enough. But, when this guy went on a personal attack using a logical fallacy known as argument from authority, Ralph went off. The fellow asked Ralph if he was a structural engineer continuing on in a manner implying that Ralph is not qualified to argue the case. Hey, Ralph was just helping out an organization of hundreds of professionals who *know* the case. Remember, a *high-school graduate* is able to understand the case. Ralph returned the insult with, “How much do you make? . . . I made more money last month than you made in a year. Do you want to step outside? Cuz, I’ll step outside right now.” Now, Ralph also used a logical fallacy here, one that we can call, “I make more money than you so I must be smarter than you.”

Ralph was engaging in a futile debate – you can’t win over *those* kinds of people. You can’t change an illogical mind with illogical food for thought. Suffice it to say, if that bozo had scratched Ralph’s TV, he would have had “Size 13” permanently scarred into his forehead from Ralph’s boot print!

Having finished loading the truck, we were on our way to Ralph’s house and then Busboy’s and Poets. Stopped at a red light, at least a mile from the convention center, I heard Ralph again say, “Fuck! Fuck! Fuck! That TV cost me four fucking thousand dollars! [A few moments of silence] God damn it !”

We arrived roughly mid-way through Richard’s first presentation. I didn’t bother going in. Kyle N. was staffing the venue room door and seemed a bit annoyed. So, the three of us got a table in the restaurant near the door and ordered some food since none of us had eaten dinner yet. Kyle filled us in.

Kyle’s first complaint is that AE911Truth and/or Busboys & Poets staff – who doesn’t matter so much – had to turn people away.

Those who had come to pay for and see the 6 PM presentation were told there was no more seating.

When I told Richard this between presentations, he told me that he had looked up during the presentation and saw plenty of seating in the back. It is true there was *some* seating. Yes, there was seating, but it was extremely difficult to get to without annoying people. Too many small groups of 2 or three would take up booths and tables that could fill 4 to 6 people. This was poor planning. There could have been a seating manager to arrange for tables and booths to be shared by seating people in tight pockets and having a route to quietly seat latecomers.

If Richard would have known people were being turned away, he would have stopped to let them in. I don't think his presentation should have been forced to suffer for that. Indeed, it was too long and he had a tendency to ramble. So, the last thing he needed was to take breaks to seat people.

The other issue which troubled Kyle and me is that a number of people (fellow AE911Truth volunteers, local *We Are Change [WAC]* volunteers and others) who came to help had taken seating up front near the stage. It is bad enough that most attendees at these events are choir members – i.e. Richard is often *preaching to the choir*. But, it is absurd that all those who were turned away *could* have had those seats. I know some of the volunteers would have gladly given up their seats if asked. But, who would boldly ask after a presentation started? It should not have gotten to that point.

I asked Richard to make an announcement before his 8 PM presentation, asking all volunteers to wait for other attendees to be seated before taking their own seats.

Much irony lies in this. Richard has asked in past events that AE911Truth volunteers/staff do not sit down until all architects

and engineers sit first. He made a big deal about this at the SF-AIA. Yet, if you recall, in a room sized for hundreds of people, there were only 51 hands shown and a handful of A&Es in the room.

For the only formal presentation of AE911Truth in DC, the Busboys & Poets venue was a poor choice in my opinion. It was chosen because it was a well-known establishment for progressive activists. There were few, if any, architects and engineers there that evening. Obtaining new signatures for the petition, and/or sustaining members, was not likely. It was a place to *get the word out*. That's fine. But, a bigger opportunity was missed.

It is arguable whether the ROI (return on investment) was worth the expenditure because the effects that trickle down are intangible and often immeasurable. Indeed, it planted a seed. Talking to any individual or making a presentation in a public place has the potential to blossom into fruitfulness. But, for an organization that has limited funds and operates in the red from month to month, it could have been better executed.



FUNDRAISING (the lack thereof)

Prior to December of 2007 when AE911Truth was incorporated in the State of California, funding for Richard's presentations, and all of the trappings that go along with it, was largely provided by Richard's personal investment. As I joined in February of 2008, a transition into dependence on outside funding was already in place.

At that time, Richard was employed as a staff architect at ELS Architecture and Urban Design in Berkeley, CA. His work with AE911Truth was no secret and was accepted by the firm, although it was a taboo subject on the job. Richard clearly kept the controversial 9/11 truth work separate.

According to Richard, he had cut his working hours from fulltime to part-time, a little over half of his normal hours (I seem to recall the rate, "60%" being mentioned). This meant a drop in his six-figure salary. To compensate for a loss in hours at the firm, Richard would charge around \$500 for a speaking fee when he gave BFT presentations. In addition he would attempt to acquire compensation for travel expenses. Still, much additional operational money was needed at the very least for DVD production and associated advertising.

One would think that upon incorporation, a budget would be prepared; at least identifying anticipated expenses and sources for income. A plan for fundraising would normally follow. That would not begin to materialize until 2009. The only system in place, however, was what AE911Truth called "Sustaining Membership". This was a misnomer as the organization did not have a *membership* body. There were neither criteria nor benefits for membership. Slogans like "Become a Sustaining Member" would later change to "Become a Sustaining Donor" or "Become a Sustaining Supporter". In other words, support was requested by means of donations. Preferably it was not a one-

time donation, but a periodic (monthly) one; thus, the *sustaining* part.

Essentially, an affiliation with the organization would amount to being petitioners, donors, volunteers or a combination of any of these contributors. Officially, there were no employees until Richard became the first in January of 2009.

In the early days, the only thing close to fundraising was the drive to acquire sustaining donors. Sadly, the main thrust of this drive was a passive one. Pleas for sustaining donations would come at the end of emails in its own paragraph, or in passing as in an email signature tag, and also on the web site in a place of prominence. These pleas were also supposed to be casually mentioned during the verification process, on the phone with architects and engineers, or in the emails to others.

Richard did make *active* efforts soliciting donations and I commend him on his ability to be a cold-sales solicitor. As to his success rate, I cannot attest. He made a practice of always asking for sustaining donations at the end of his presentations and interviews, saying "For as little as \$10 per month, you can become a sustaining donor..." For some reason that I don't agree with, he found the need to set a lower limit on donations. In reality, no gratuity would be refused. Still, why not let people choose? Take public radio as an example. Yes, they have minimum amounts at various pledge levels which are associated with gift incentives. But, when they ask for financial support, they merely ask for whatever the listener can afford. They don't use the words, "for as little as." Nevertheless, Richard wanted to encourage a minimum.

AE911Truth did offer incentives in the form of packages of evidence cards and DVDs, increasing the quantities as the levels rose. At one point, there was a cheesy \$911/month level which

was termed “Truth Hero”. To avoid the *gorgonzola* aroma, this was later changed to \$1000/month.

Overall, the effect of AE911Truth’s efforts in raising money seemed to be a negative one, an opinion shared by both myself and, as you would expect, the opponents of AE911Truth, one of which I am not. If one constantly sees a plea for money in far more frequency than one sees new forensic information, newsletters or progress reports, one gets the impression that the organization exists only to make money or to sustain a living for its only real employee, Richard Gage. Is he milking 9/11 to make a living? Absolutely not. But, giving the lack of real fundraising efforts that you would expect from a non-profit organization, you can see how constant pleas for money can be interpreted when there is NO significant corporate growth. I’m not talking about having an impact on the truth or an effect in the movement. Naturally, every seed planted has potential to blossom. But steady growth in supporters and productivity (and it should be exponential in this case of educating the public) is neither seen nor nurtured.

Another aspect that exacerbated this perception was the *online store*. It is not really surprising that there is merchandise associated with the endeavor. Be it for a profit or non-profit corporation, the merchandise serves to get the word out – advertise. The purchase of such merchandise helps defray the production costs and it should be priced accordingly – on the low end of the scale.

In the case of AE911Truth, the store has been the main source of income. In 2008, the income from online store sales was approximately \$60,950.68, which is 42% of the total gross of income of \$145,188.26 for entire year of 2008. This exceeded donations which totaled approximately \$57,766.89. Together these comprise 82% of the total income with the remainder being speaking fees and other sales income from events. By

June 30, 2009, mid-year totals were much better than the previous year with store sales at \$48,265.36, roughly 34% of the year-to-date income of \$140,373.32, while donations were at \$74,248.04, roughly 53%. Suffice it to say, a third of the sustenance for the organization was store sales.

I have a certain degree of ambivalence regarding the store. On the one hand, all information should be readily available at no cost. Evidence in the crimes and cover-up of 9/11 events is no exception. Watching BFT should be free, which it is to the extent that it can be viewed online in diminished quality. Brochures, pamphlets and articles should also be freely available. However, while the artwork for many of these materials is available to download from the Internet and print for free, I do think stocking the store with the items opens up avenues for an attack on the organization's intentions for profiting.

AE911Truth needed real money and it wasn't coming in.

Toward the end of 2008, Richard was laid off from his job at the architecture firm. Due to funding issues, his projects were shut down and that meant the highway for a lot of staff I suppose, save the principals of the firm. This much was kept quiet among the team, still those of us on the Board and in the finance committee needed to discuss Richard's full-time participation at this point. He was committed to giving AE911Truth his all. However, he needed compensation if he wasn't going to look for a job as an architect.

We were faced with the challenge of coming up with a salary for Richard. Although Richard claimed it would be a huge pay cut for him, he could survive on a gross income of \$6600/month. But, with a net monthly income average of slightly over \$2000 throughout 2008, how could the organization justify an architect's salary?

Richard had sold the Board (and himself) on the impossible. He had committed to begin rigorously calling all of the petitioners personally on a sustaining membership drive. This would be a large of his job description, in his words, to “direct fundraising efforts with a goal of increasing the number of Sustaining Members every month.” In fact, I was comforted in knowing he would spend hours of every day reaching out to potential donors. After all, he had the time now and, more than anyone else in the organization, he had the sales skills. But, this would never come to fruition. He found his ego drawn to micromanage all aspects of the teams projects to his content. He made no time for telephone calls.

Therefore, the agreement was written similar to a commission agreement. With a base salary of \$2400, he would be compensated up to \$6600 per month, provided the net income for the month would allow it, minus expenses and a cushion of \$2000 which would serve as cash on hand for the organizations needs. What was *not* stipulated (and, it sure as hell should have been) was that he should solicit funding and be compensated accordingly. There should have been an incentive. Instead, he would get his \$6600 without any new efforts to increase sustaining donations.

As times were often difficult financially in 2009, Richard called upon a patron to the organization, Mike S. of Arizona who would, on occasion, donate a \$10,000 amount provided it could be exempted from his own personal tax as a charitable contribution. This was done through a fiscal sponsorship as AE911Truth had still not yet applied for 501(c)(3) status. The trade shows of 2009 were costly and with the economy taking its toll even on the wealthy, Mike told Richard on his last request that he should “not rely on him for large donations like this in the future” and should make other arrangement. In other words, Mike was a “fallback” for when not having a budget in the first place came back to bite the organization on the ass.

There was an attempt in 2008 to start a team called, "Sustaining Member Recruitment". (Please remember that the term *member* was inaccurate and served to mean instead a *periodic donor*.) Several people, including activist Blair Gadsby who wasn't on the AE911Truth team per se, Dave S., and Gregg R., were motivating themselves to make systematic calls to get sustaining donations. In turn, they would have earned a commission on the income with residuals for a maximum of one or two years as the income would be sustained for some period. This idea never got very far. At least, there were no significant increases in sustaining donations (there weren't very many to begin with.) In my opinion, those telephone conferences were a waste of time, for if they resulted in any progress towards a system a fundraising, neither I or the Board was made aware of it and the progress remains only in Richard's mind.

Two facets of fundraising I continually pushed for, but never saw, were: (1) identifying and targeting individual patrons who possess sources of wealth and are sympathetic to the cause of 9/11 truth and justice, and (2) grant writing.

A perfect opportunity for finding donors has presented itself; it has just gone very much ignored. This proven potential can be found in celebrity outreach. Celebrities not only tend to have more wealth than the common civilian, but they also have a status that can be used to publicize.

Now, 9/11 truth advocacy, something the mainstream media (and government) work very hard to suppress, is deliberately tarnished when it is, in fact, depicted in public. Truth advocates (also called "*truthers*," a term I loathe) are constantly cast in an unflattering light. Stories focus on the negative, using *ad hominem* attacks and illogical fallacies, not to mention changing the subject: "*Are you going to listen to a guy who has domestic violence issues and is in rehab for drug abuse?*"

Celebrities, particularly accomplished TV and movie stars, are cautioned to consider their public image. But there are exceptions.

Ed Asner, the Emmy Award winning actor of Mary Tyler Moore and other television appearance and recent voiceover star of Disney's animated film, *Up*, signed the AE911Truth petition, and although he didn't become a sustaining member, he publicly encouraged others, through a general written endorsement, to consider it. Among other celebrities Richard directly presented to at a private gathering are: John Heard, Judd Nelson, and Dean Haglund (from *X-files* and *The Lone Gunman* – there's an ironic 9/11 twist in here which I'll footnote.)¹⁹

There are countless well known people, such as Charlie Sheen, Martin Sheen, Sean Penn, Rosie O'Donnell and Willie Nelson (to name but a few) who are probably in a position to help, if not directly with financial support, then with using their status and connections to encourage fundraising. This is an avenue that has been talked about many times over the years. Yet, the AE911Truth team has yet to make strides in this direction. Despite a smaller-scale "celebrity status", Richard refused to make more than a few attempts at the necessary calls, even though he, of all people on the team, possessed enough power of persuasion to get these celebrities to return his calls; at least in my opinion. Fundraising was never Richard's priority; he never accepted that ownership or responsibility.

Grant writing, another important facet that held a treasure-trove of opportunity was left unexplored. If government watchdogs can get grants, so too can AE911Truth.

¹⁹ Early in 2001, months before 9/11, *The Lone Gunman* pilot appeared on network television. The plot: "The pilot program, which first aired on March 4, 2001, concerned a government plot to crash an airplane into the World Trade Center and make it appear as a terrorist plot in order to justify more defense spending." <http://www.imdb.com/title/tt0635314/trivia>

In fact, I believe it's possible that funding may be found through US government organizations interested in "throwing off the scent." This opens then door to moles. Then again, with Richard's shortcomings leaving the organization vulnerable, the organization is likely infiltrated enough.

Merely researching the financial opportunities of the organization proves to be an undertaking beyond the scope of this book. However, there are many avenues through which grants could be available to AE911Truth – from private foundations or even government grants.

Of course, the crux of problem lies in the lack of fundraising leadership. The fundraising team concept was introduced at the Board level. The Finance Committee would address the topic of fundraising during weekly teleconferences and little was done to follow up on the concepts. It was generally agreed we needed to have a fundraising team and someone to spearhead it. So, I added the position of "Fundraising Team Leader" to the Volunteer web page that I had previously created with the goal of recruiting more human resources in general.

In the mean time, Richard Gage had met Scott S., someone who claimed to have non-profit fundraising experience. Upon Richard mentioning Scott, the Finance Committee suggested he be invited to the next meeting, which was to be held February 2, 2009. Scott gave us an overview of what we might consider in fundraising – grants, individual donors, celebrities, etc. Where I have heard that before? At that time, Scott sounded busy and was unable to make evening calls. The Fundraising Team remained a frequent, but otherwise hollow agenda item with little substance for weeks.

At some point, I was asked to update the Conference Call schedule and, according to Richard, Scott S. and Jim C. were co-

leading the Fundraising Team Call. *Surprise, Michael!* At the time this became known to me, Scott and Jim had not been previously vetted. In fact, they were *never* vetted. They joined the team very slowly and I suspect Richard had developed a trust in them. I'll talk more about the vetting aspect of this in the chapter called *Volunteer Coordination*.

After several months, I did have a heated email exchange in which I vented that I had seen no worthwhile efforts to actually raise funds. It was a case of ideas being hashed, documented and rehashed as agenda items, week after week. There were no real action plans and no progress. I will say in the defense of Scott and Jim, they didn't have much to work with. It seemed to me they were not business leaders capable of a start-up of this magnitude. But, in theory, AE911Truth wasn't a start-up. It had operated as a corporation for over a year. At some point, Scott, who had become the sole Fundraising Team Leader in title, asked some good questions. *Where was the budget? There was none. Well, what was the 5-year plan? What growth was expected? What are the income needs? What are the anticipated expenses? Will there be at least one DVD production per year? Conventions? Forensic engineering research costs? Advertising?* As confounded Mr. Krupp in Dan Pilkey's *Captain Underpants* would say, "habba habba babba habba waaa waaa..."

What is the mission? Well, in its infancy, AE911Truth had the simplest of mission statements on its web site: *"To research and to disseminate the truth of the 9/11 "collapses" of all 3 WTC high-rise buildings to every architect and engineer."* There was, however, no indication of goals and steps necessary to achieve them. No strategy or tactics for realizing the mission was prepared, let alone documented. Richard Gage just started giving presentations and growing a list of petition signers. As time progressed, there was no analysis or evolution. But, there was expansion and the organization needed more volunteers.

With that growth came more opportunities and more need for money.

So, I cannot wholly blame the Fundraising Team members for merely twiddling their thumbs. I am surprised though, that Scott and Jim stuck with it as long as they did. How in hell could a fundraising team leader establish objectives, even intermediate ones, without knowing the projected direction of the organization? If you don't know what you need, you can't expect to get it.

The trend in 2009 was to put "chip-in"²⁰ graphics on the web site. It was believed that people would be more likely to donate to special projects they could get behind supportively as opposed to answering a general call of money. Some projects were tangible. Such examples would be "Fund the Booth at the SF-AIA Convention", "Fund the Booth at the DC-AIA Convention", "Fund the [umpteenth]th Edition of The Blueprint for Truth." It's hard to know if donations actually go to the precise process or not. AE911Truth had barely been surviving month to month; biting its nails. So, when push came to shove, whatever money was on the books was used to pay whatever liabilities existed at the time.

In early 2010, a chip-in appeared on the AE911Truth web site to "Investigate NIST / Sundar", which successfully raised \$6,900 for "fees required to pursue legal strategies: Prosecutor to empanel federal grand jury investigation of Shyam Sundar Lead Investigator, NIST; John Gross Co-project Leader."

I find this activity suspect inasmuch as it departs from the mission of AE911Truth as it has been in the past. However, giving benefit of any doubt to their motives and intentions, I grow chilly in the shadow of doubt evinced by the organization's

²⁰ <http://www.chipin.com/> A visually interactive donation metric service on the web where financial goals and attainment levels are plainly visible.

dysfunction and the time it takes to bring a project to fruition. In short, if they intend to pursue legal action with vigor, it will be so many months or years away that the money will be spent on keeping the organization afloat if it hasn't been squandered already.



Strategy

During several Sunday team conference calls early in 2008, various individual team members asked about the goals of AE911Truth. Often the question and rationale was *“What happens after we get 1000 A&Es? We’ll send the petition to Congress. They’re not going to open a new investigation. What then?”*

I suggested then, as did others, that we have a *strategy* meeting. Too many meetings were wasted discussing the recycled issue of our lack of strategic planning; a dominating topic that diverted the agenda time and again. Judy S. was a big proponent of the strategy meeting. I felt having a documented strategy and tactical procedures was of critical importance. I was personally willing to hold a weekly conference call reserved for several hours of brainstorming. After all, this is the most serious issue of our times. But, many voiced concerns about adding yet another conference call. As irony would have it, there were only about half the weekly conference calls than when I left.

Given the many voices on the team conference call which, at that time, could be around 20 people, I thought we should add the concept of strategy to the Board agenda. After all, the organization only had three blocks in its hierarchy: Richard Gage, the Board, and all volunteers. Absent was an executive management team. Considering Richard had admitted he did not have a vision in his head – “not a big picture kind of guy” – and this was an organizational problem, not an individual problem, the Board was the best place to start a strategy discussion. It was placed on the agenda for the next meeting.

During the Board discussion of strategy, it was decided that we would dedicate a 30-minute session after the regular weekly team call to poll team members on their vision of AE911Truth’s goals, its objectives and how to reach them. Each team member

would get three minutes to share their vision. Afterwards, this information would be compiled into one document for further brainstorming.

This brainstorming session took place the following week; meeting members taking turns sharing their thoughts. The conference was recorded and David W., who timed each speaker, took some written minutes as well. I must admit that I promised to create a transcript of the call and never did. I didn't see the point as we had notes from Dave which were sufficient enough to brainstorm. It wasn't as though that meeting was formally committing the organization to a certain path of objectives and methods. But, a brainstorming session never appeared on the agenda for the Team meeting.

For the course of almost a year, the team put very little effort into formalizing any of these strategic plans. In fact, except for Dave's efforts to record the speaker's comments, the time spent on the subject was wasted and the effort would prove fruitless. The absence of a strategy team, the absence of objectives, and a timeline bore the presence of ineffective planning. The result was a lack of any real progress.

In the meantime, I had been struggling with the fact that I did not believe in the AE911Truth petition and that I insisted a paradigm shift was necessary. In fact, at the time when Richard called me practically begging that I lead the Verification Team call, I revealed to him I thought the petition was in vain and the verification process was a waste of human resources. I suggested he consider my current project; I was working on a white paper that outlined a new strategy; one which deviated from the idea of a petition, but would maintain a base of supporters who would lend their name, their credibility to AE911Truth and its efforts. Alas, the paper was largely in my head at that point and I could not elaborate because I hadn't quite figured out how to concisely define my paradigm shift.

In the summer of 2009, some of the newer volunteers began asking the same questions: “What happens after we get 1000 A&Es? What then? We needed a strategy call. Really? No shit! Something clicked in Richard’s head and he decided that we would start having a weekly strategy call. It took a year for him to realize and vocalize this? He asked me to schedule the meeting with the whole team, which I did.

Meanwhile, I had about 25% of my white paper finished. However, it had the makings of a strategic outline. I called it “*STRATEGY PARADIGM SHIFT – Part I, In the mission of Architects & Engineers for 9/11 Truth (AE911Truth)*”. I sent a copy of the work-in-progress, roughly 20 pages, to the entire team with a reminder of the first strategy conference call. There wasn’t an official agenda, so I suggested we begin with my paper and go from there. The first strategy conference call was held on June 30, 2009!

For brevity, I will mention only the highlights within the text of this book.

I suggested abstract objectives for AE911Truth as follows:

MAJOR OBJECTIVES OF AE911Truth.org to consider are:

- To raise 9/11 awareness to critical mass (or Critical Mass Awareness)
- To produce a comprehensive document summarily refuting the conclusions of the NIST reports on WTC 1 & 2 and WTC 7.
- To establish an outline of what is needed in a real 9/11 investigation.
- To facilitate such an investigation if and when asked.

The incomplete paper I sent the team only addressed the first objective. In a further subdivision, I split the first objective into

several smaller strategies that would be implemented concurrently.

**THREE SIGNIFICANT CONCURRENT STRATEGIES FOR
AE911Truth
Raising 9/11 Awareness to Critical Mass**

STRATEGY A – Build credibility and establish authority by the process of amassing qualified professionals as supporters of the AE911Truth mission.

STRATEGY B – Communicate with those in position to bring about a real scientific investigation and criminal justice, US and global leaders.

STRATEGY C – Empower OTHER people to foster the exponential growth of 9/11 Truth.

Of these, only Strategy A was addressed in the first part of my paper.

At this point I would like to explain the futility of the petition as it was (is).

Members of Congress are just people. Although they should represent the US citizens of their constituency, they rarely do. No matter how much good they believe they are doing, they represent their own interests and the business interests that fund their campaigns. Nevertheless, they are no different than the rest of us. On average, they don't know any more than they need to know to do their job for which they have policy advisors. They are briefed and rarely research for themselves. When they do read or watch the media, they are subject to the same disinformation as the rest of us. They also suffer from cognitive dissonance and denial and they likely live their lives in perpetual fear. Of course, they fear for their jobs and reputation, perhaps sometimes their lives. The Anthrax and Ricin incidents serve as

reminders. But, they also fear losing power. Power corrupts. And, this is so partly due to the ego's greed or need to retain it.

Congress will not suddenly wake up and demand a new investigation into the three world trade center collapses. Most members of Congress believe that government agencies like NIST and FEMA have done due diligence. Most of them became subjects of George W. Bush's inculcations...*"let us not tolerate outrageous conspiracy theories concerning the events of 9/11. Malicious lies that shifts the blame away from the terrorists themselves, away from the guilty."*

And, they closed their minds.

That said, of what value is the number of petition signers? Granted, more intelligent individuals have signed the AE911Truth petition than those who performed the investigations for the US Government. But, was the goal of 1000 architects and engineers magical? Of course not. Any one who thinks that number was special is mistaken.

But, is there a special number that would engender Congress to revisit 9/11? The answer is no. Let's look locally for examples that make AE911Truth's goals for Congress pale in comparison. In 2009, The NYC Coalition for Accountability Now (NYCCAN) needed and obtained 30,000 signatures to get their petition for a new and independent 9/11 Commission before the New York City council. In Washington State where I live, the required number of legitimate citizen signatures to qualify a referendum for a ballot is 241,153. These are huge numbers. Forget about it.

The petition itself is useless. But, the potential value of the signatures is not. Every architect and engineer willing to put his or her individual credibility on the line for the case that AE911Truth is building only adds to the overall credibility of the organization. This also inches closer and closer to critical mass

awareness of the general population. And, since authority is in the eye of the beholder, it is more than possible – it is hopeful – that the general population can shift its assignment of authority from NIST to a larger body whose members collectively outweigh NIST in credibility.

The pool of architects and engineers who could amass this collective credibility is astounding. AE911Truth hasn't even scratched the surface. The tactics I outline in my strategy paper would tap into this pool, and, while I can't predict the exact measure of success, I am confident that the numbers of legitimate architects and engineers behind the organization would be a hundred, if not a thousand-fold.

In 2005 alone, 79,743 engineering related degrees and 9,237 architectural related degrees were conferred. Extrapolating linearly for an approximation in the spirit of my argument, that's 444,900 A&Es from 2005-2009. (That the graduates went on to work in their chosen field is irrelevant; they still provide a pool from which AE911Truth can source some credibility because they meet the criteria for engineers and architects with regards to the petition.) 1000 A&Es, the accomplishment of AE911Truth, is a little over 0.22 percent of this pool.²¹

Now, these numbers are based solely on US statistics. I venture to guess that, on a global scale, the percentage of technically minded individuals working in the architectural and engineering disciplines today that have even heard of AE911Truth is negligible.

The tactics I outlined involving a systematic progression of outreach to academic institutions in the US and around the globe will amass supporters more rapidly, and with more A&Es

²¹ <http://www.infoplease.com/edu/colleges/bachelors-degrees-field-1980-2005.html>

disseminating the truth to the general public, awareness will grow exponentially.

We had attempted to run a pilot program on this type of outreach in time for the DC convention in July 2009. However, there was little time for organizing the effort. We only began discussing this strategy in June. Human resources were needed for data mining. But, there were too many volunteers talking and not very many working, in general. A second attempt was made while I was still on the team at a time when Richard had a three-day presentation tour in Montana. The numbers would have been small, but it was perfect for a pilot. Needless to say, with only me and Gregg R. willing to put some time into it, we didn't accomplish the pilot.

Sadly, nothing concrete resulted from the strategy conference calls I attended from June through August 2009.

Legal action, a recurring discussion in the realm of strategy, was on the table again. To what extent should the mission of AE911Truth involve litigation? Let me first state my opinion. Legal action might be the only way to bring 9/11 truth into the open, or at least precipitate the falling of the veil of lies. Much in the way that the civil case filed by the family of MLK demonstrates the complicit nature of the US government in the assassination, any number of law suits involving 9/11 could, at some point, bring about the truth. EPA lies have led to sick, dying and dead first responders. Their families are suing. The Jersey Girls have pursued answers for the deaths of their spouses at the World Trade Center. It is certainly easy to prove that individuals with NIST have committed fraud, made false-statements, misprision of felony, and a host of other crimes. It is irrefutable, but the problem lies in getting this case into a court room in the first place.

Some outside influences pursuing their own agendas have tried to get “justice” into the mission of AE911Truth. While AE911Truth is one of the best-suited entities to provide testimony in a case against NIST, it does not fall in the organization’s mission to launch such legal matters. I see AE911Truth as an educational body, a professional activist group that provides technical resources. I see another entity actually pursuing legal action, and that might very well start with accusations of false statements. Fraud and treason may follow as these false hoods were funded by US taxpayers, and the services provided to the US public – numerous lies and felonious cover-ups – have been misrepresented by the US government. Ultimately, with regard to the American people, this is high treason.

Who should do this? Well, one would think that *Lawyers for 9/11 Truth* (<http://www.l911t.com>) is on top of this. No. During my time in the movement, their action has been null or, at least not publicized at all. While there have been some very vocal members of that organization, it appears as nothing more than yet another petition for an independent investigation. I can’t pretend to know whether a seed will sprout, but you can’t get a fig from a thistle.

So, I’d like to suggest casting litigation aside – it requires lawyers. AE911Truth has had great difficulties in even getting lawyers on the Board of Directors, let alone hiring one to assist in corporate legalities.

Let me readdress my aforementioned proposal of concurrent strategies in a different light: (1) Outreach to hundreds of thousands of credible architectural and engineering professionals, (2) Outreach to US Congress (and foreign dignitaries) (3) Empowering and Training people (other than Richard Gage, AIA) to commit to these three strategies.

The outreach to professionals could be very profound and easily surpass the current efforts of AE911Truth if a systematic approach were taken.

The second strategy, an outreach to Congress was started last year without tactical procedures and plans for a middle and end game – it stalled.

Gregg R. had pushed for a satellite office in DC in which he would perform the functions of a lobbying arm to this organization. Frankly, at the time we were in DC, I contemplated how it might be possible for me to do that myself, and I might have competed with him on that. Better, still, would be the two of us in DC. I think we would have kicked Congressional butt! Nevertheless, I have a family I am not willing to relocate and I have quite different plans I will share later. In short, this idea – while a good one – cannot possibly be funded when the organization, barely afloat, is paying Richard's salary without any true fundraising prospects.

Congressional outreach can be seen as lobbying and a lobbying sister organization could easily be formed. An organization exempt from taxes under 501(c)(3) is limited to less than 20% lobbying efforts. AE911Truth falls well within this limit. But, I believe that is not nearly enough for impact. It certainly would be exceeded with a DC office.

Another approach possibly circumventing this lobbying definition, certainly in tactic, if not in principle, is to provide education, advice, briefings to Congress. I feel confident my tactics would not be considered political or lobbying activities as defined by the IRS²² even if I operated out of the DC office.

An example of this is an individual tactic in performing as an advisor (most likely unsolicited), providing educational

²² <http://www.irs.gov/charities/charitable/article/0,,id=120703,00.html>

information to incumbents. Take for example, my last approach to Senator Cantwell's office. I have explained this in more detail in the DC chapter. In summary, I felt that I might very well be the best-suited constituent to serve as an advisor in the Senate Confirmation Hearing for Commerce Secretary Locke.

A DC office could be very effective if it were managed much like the DC Congressional visits of July 2009. In essence, a permanent DC staff member at a satellite office, trained in the technical presentation of BFT, could make repetitive visits to Congress with supporters of AE911Truth who are there to voice their concerns as a constituent to their representatives. Every person willing to visit his or her two Senators and House Representative would bring the AE911Truth staff member as an advisor. Certainly after a short while, the Senate and House offices would begin to see this AE911Truth staff member on many occasions. They might even tell the constituent that they are "familiar with AE911Truth and have materials to review". But, the constituent would be adamant about personally visiting with staff to voice his or her concern. Over the course of time, this would be advantageous as the AE911Truth might become well known in the Senate and House buildings. More and more "water cooler" talk will ensue. The pressure will build.

The third strategy involves breeding AE911Truth speakers (spawning similar groups with the same strategies might be effective, but the tools are in place for AE911Truth). More people need to represent AE911Truth and the list should grow. Richard can't be everywhere and is not nearly where he should be. The objective is to swarm society, imparting the truth. So, a talk today in San Diego doesn't mean there shouldn't be one tomorrow. Certainly if Richard presents in Boston one weekend, he will not be there the next. Of course, Richard would say he would go if his schedule allows, if his travel expenses are compensated and if he receives his speaking fee. However, a presentation by AE911Truth should not be limited to his

schedule. Further, sometimes the cost is prohibitive. The best solution is to have a well-trained, local AE911Truth staff member (from Boston, in this example) speak at a great discount.

I think there is an ego trip that goes along with being a 9/11 Truth leader. Richard needs to transition from truth presentation leader to a founder, trainer and fundraiser. It's way past time for Richard to stop fishing and start teaching people how to fish. His reticence to be proactive in this respect is a detriment. His ears are open to ideas, but his mind only hears the ones that facilitate *his* momentum on *his* critical path.



Distractions

Shane

My first encounter with what I can label as true dissonance, my first distraction of energy, was in the email exchanges of a team member Shane G. Now, Shane had been a part of the team before I had joined the team calls. When I did join, Shane wasn't on very many calls at first. I knew him mostly through email exchanges with the team.

Shane was most often very thoughtful, that is *full of thoughts*. His emails were long and more often than not, abstract. He had tendency to cite the theoretical and reference Wikipedia. No matter what the issue, his contention would always be “the scientific method”, the lack thereof, and how it needed to be the basis of reasoning in AE911Truth's arguments. No one could argue with that. Nevertheless, he often became embattled in arguments and I watched as he often agitated Bill D. and on occasion Gregg R. At one point, he agitated me.

In this particular thread of emails, he and Bill already exchanged some heated words, equivalent to “idiot” or “asshole” – and the crux of the message was: “we”, team members, other than Shane, were not applying the scientific method. I admittedly got huffy and defensive in his accusations. I explained to him that in all likelihood, I knew more about the scientific method than he did from my experience. I cited my having performed evaluations to scientific standards; my having performed tests, analyzed results, and reported on the same, and my teaching others in the US and throughout Europe procedures of performing repeatable experiments in accordance with established scientific methods. It seems to me he was just full of hot air. Why? How could someone have so much time as to write pages and pages of emails about nothing?

I asked my fellow Board members what, if anything, Shane had done for the organization. There were only two valid results, neither of which had value to me. Richard responded that he likes Shane's "contributions" on team calls. No specifics were provided.

Justin responded with a few statements involving the only real accomplishment to my mind; he was able to procure some dust samples from the WTC and led an effort to continue collecting samples. In my opinion, that had no value for the current activities of AE911Truth. AE911Truth was not conducting investigations and certainly not performing actual tests per se. Some associates, Justin being an example, were doing independent research, but dust and more physical forensic evidence was unnecessary to demonstrate a case for controlled demolition. That is further corroboration wasn't necessary to prove the lies and falsifications of the official story. Regarding the dust, samples had already been analyzed by Dr. Steven Jones and corroborated by other scientists. Sure, the more samples, the merrier, but AE911Truth was not involved in conducting tests yet. Richard Gage was merely presenting information obtained by researchers and repackaging it.

This is not to say AE911Truth shouldn't be conducting an investigation. But, we had neither an expert and credible staff nor resources to do that. Justin was a college student and other people like Dr. Jones and Kevin Ryan were outside the organization.

To be fair, Shane's passionate efforts have value. This value, however, is more objective and not relevant to AE911Truth. At that time, and at the point of my departure from the organization, AE911Truth had no place in wasting resources, human or otherwise. If Shane had no direct contributions to the productivity of AE911Truth, his abstract meanderings – as fascinating as they were – were a distraction. Anything that

diverts time and attention from the issues at hand detracts from productivity.

AE911Truth aside, Shane's emails were interesting to me. I wished on many occasions to share a glass of wine and discuss subjects like chaos theory, fractals, emergence et al, at length. Outside the organization, we could have been good buddies.

Troy

An annoyance, not a menace, was this person named Troy. I will not list his full name here, not to protect him, but to deny him the gratification he gets from any publicity, especially embarrassingly bad publicity. Anyone wanting to identify this perpetrator can do an internet search for "AE911Truth" and "Troy" and discern precisely who I am writing about.

Troy was an effective, lone troublemaker. I'm not sure of how many federal crimes he committed. His modus operandi was in posing as an official representative of AE911Truth by calling AE911Truth petition signers and pretending to confirm that they "were still onboard". He would engage them in conversation and then either mock them or "dismiss them" from membership in the organization. He would record these conversations and put them up on YouTube by the dozen. When he was flagged for doing so, his account would be suspended. He would simply create a new one and start all over again.

Troy once met Richard at an event. Richard said he went up to him and introduced himself; Troy seemed shy, perhaps embarrassed.

Troy himself was an agenda item on several Board conference calls. We were hoping that one of the attorneys invited to the Board would give a better recourse. It was not to be so. Should AE911Truth ignore him? I didn't think it was right to allow him to continue ridiculing and embarrassing people who took a

personal risk signing the AE911Truth petition. Then again, even if we stopped him, there would be others.

Richard did once have a pre-paid legal service that turned out to be a crappy service. The attorney that worked for the service wrote a cease-and-desist letter which otherwise threatened legal action. It was a fairly good letter. Richard held on to it for a bit, but I do believe that Richard eventually sent it. Then the attorney tried to collect payment for the service, but the service was an entitlement of Richard's and billing for it was against policy. That attorney was dismissed.

I cannot say that the letter was effective. After that, some new videos appeared on the Internet. Richard considered the possibility of calling Troy's father for whom he worked at a car dealership. While it was a humorous prospect, most of us thought it would be bad idea.

Meanwhile, a few copycat accounts, mostly foreign, have posted his videos: they can still be found.

While Troy had seemingly stopped making these telephone calls and uploading videos, he had continued to get into trouble with the law at baseball games. He was arrested on a few occasions for various menacing acts in public, belligerence, vulgarity, drunkenness. Most recently, he was arrested and pleaded no-contest for domestic battery of his children. Apparently he suffers from an intermittent explosive disorder and takes medication for it.

Troy was annoying, but Richard Gage and AE911Truth wasted a lot of time on him. IF Troy ever redeems himself to his wife and children; if he redeems himself in the eyes of the legal and justice system (as he has broken civil and criminal statutes according to both state and federal law); and if he redeems

himself with his maker, then the most Troy could ever aspire to be is a total asshole!

Don M.

What a piece of work is Don; noble in intent, quite limited in faculties! Don M. was never a team member, but a big influence and a distraction. The reason he was a big influence was largely because he was a big donor – the only \$950/month donor at the time. As such, Richard didn't want to lose him. But, Don had his own agenda and began to impress it upon AE911Truth.

A retired engineer, Don is an activist working in advocacy for public safety and health, predominantly environmental. But he is also impassioned to bring justice to the real 9/11 criminals. He does this by urging other citizens to petition their local government prosecuting attorneys for a grand jury investigation. Well, the first encounter with Don was a deal to publish an article by Don in *The Blueprint*, the AE911Truth newsletter.

Prior to publication Richard had agreed to endorse Don's proclamation, which is documented as part of the petition. In doing so, Richard had Don make some changes to the presentation, making it more accurate and less speculative. I personally had a problem with the language of the proclamation and, if asked, I certainly would not sign it. Richard endorsed it; he told the Board that it would be "Richard Gage, AIA" endorsing it and that action should not reflect the position of AE911Truth. That being the case, I was OK with Richard having the right to personally endorse something. However, in principle, and hindsight, I think it is absolutely necessary that before the CEO of AE911Truth.org promises to endorse something so closely related to the mission, he/she should first bring it to the attention of the Board. It is because at this point, the credibility of AE911Truth is largely defined by the credibility of Richard Gage, AIA. In the eye of the public, there is not delineation

between the man at the top and the organization. There are liabilities to consider.

Now, part-two of this deal is Don's article. The Board had a chance to review Don's article and felt the article itself was innocuous. It was approved for publishing to the dismay of Gregg R. at the time. I defended the article as it is worded. I did then reveal that the Board had prior-knowledge and approved it and it's a done deal. I think I came across as saying that the Board shouldn't be challenged, but that is not the case at all. I think the Board should *always* be challenged – authority must be questioned. But, Gregg's point I think was a broader issue and, while I didn't see it worth discussing then and keeping the newsletter from being published, I support his criticism.

Gregg's issue was in the dangerous precedent of doing the bidding of a contributing patron. In other words, Richard had said as much as he was going to publish the article because he didn't want to lose the large monthly donations Don was making. In the case of Don's article, I saw no compromise in organizational ethics. However, in principle this is wrong because it breaches the ethical standards of an officer and non-profit Board member with fiduciary responsibility. Regardless of what Richard was thinking, he should not have said what he said. And, regardless of the consequences, he should have not made the deal in the first place. What benefit does a leader in the 9/11 Truth Movement have to gain in signing the obscure petition of an eccentric old man? I can only think of one.

There had been a time when Don requested the name and email addresses of the AE911Truth petition signers. Well, that would have been a breach of the organization's privacy policy to not disclose personal information. Whenever anyone from an outside organization legitimately wanted the names of petition signers, either in total or in a particular state or occupation, the most honest and ethical treatment would be to mention the

cause in an article, email alert or elsewhere and direct “any interested petitioners” to contact the person who want that information. So, much was achieved in Don’s article.

Fortunately, we were able to shut out Don M. – at least while I was with the organization. But, that wouldn’t come without compromise.

The final straw came months later at a Special Board meeting on June 1, 2009 when Don was invited to pitch a proposal whereby AE911Truth would publish an email alert, this time calling upon its 8,000 petition signers to sign his petition and send it to their local government prosecuting attorney. In essence, not Richard, but AE911Truth would be inciting our petition signers to take legal action. For one thing it would have been a breach in a different kind of ethics, akin to bait and switch, whereby AE911Truth would now be selling something to its signer base, a third party’s petition for that matter. Also, in doing so, AE911Truth would be viewed as endorsing Don’s proclamation, the body of evidence inside the petition, and that is something it could not do. Further, AE911Truth was not prepared to embark on a new tributary by incorporating “justice” in its mission. Don made his case to the Board and was thanked and dismissed so that we could have a discussion in a closed session.

Don had made it clear in writing via emails and personally to Richard that he would cease all financial donations if the Board did not agree with his proposal. He repeated this to the Board during the meeting and suggested that he’s helped the organization in the past and now the organization should help him. It’s the godfather calling upon AE911Truth to return a favor!

The comments were most interesting. I thought Don was generally disrespectful and I was drowning in my own animosity toward his extortionist tactics. Justin didn’t like them either.

Peter thought (correctly) that Don was belligerent and rude, talking over Richard a lot.

I was tasked with writing the rejection letter while on my quasi-vacation. I hadn't had time off in a long time, but at the beginning of June I went to Disneyland with my family. So, I had to be content to work a mere four hours per day during the vacation. The crux of the message was as follows:

AE911Truth has decided, quite conscientiously, not to endorse any specific judicial efforts. We feel, as an organization primarily of technical building professionals, that it is vital for us to remain narrowly focused on obtaining the investigation of the destruction of the World Trade Center high-rises. We feel that it is our mission to be without a prosecutorial agenda, and to be used instead as a resource for evidence and witnesses in an investigation which is initiated by others.

The letter was very cordial. I was so insulted by Don's lack of professionalism that I wanted to let him have it straight. Had it not required Board approval, I would have included the following paragraph:

Aside from your gruff and somewhat rude demeanor on the conference call, many of our Board Members found your frequent reference in previous emails to past substantial donations to be troubling. They were construed to be coercive to the point of being called extortion. While we have appreciated your generous financial support to date, we do not appreciate the tactics you have employed to further your own agenda.

Then, something interesting happened. AE911Truth was always desperate for a PHP programmer, as I explained in the chapter about The Web Site Team. One day, I was told by Richard – and how he got connected one must speculate – that Steve T., the webmaster for Don M., would be joining the web call. This happened to be during the most vulnerable time for the Web

Team. Bill D. had retired, except in an advisory capacity, and the highest traffic to date was expected during the impending George Noory interview. So together with another 9/11 web site webmaster, Steve joined the web team calls. He was given access to the web server to tour and better-understand our current applications. For one or two weeks – I’ve forgotten exactly how long – Don M’s webmaster had access to our database. Why is this bothersome? Essentially, as the meeting minutes of the Special Board Meeting of June 1, 2009 indicate, Don said, “that he not always achieves his results *legally*.” Very interesting indeed! Was the database unethically or illegally accessed? I don’t know. I’m just saying it’s very interesting.

Steve F.

“F” is for foul. Or at least it is in this case. Steve F., a truth activist and, as far as I can tell, is energetic with his heart is in the right place. But, his demeanor was unfit for AE911Truth which should require professionalism and decorum at all times.

I think internal protocol and public appearance are critical. Unlike most activist organizations, AE911Truth has to contend with credibility issues. Its presentations need to be scientific, rational and follow protocol. Steve was not one for protocol. Steve’s attitude is what you would expect from a successful student activist on the street with a banner. He belongs with an organization that’s in the street, and in your face with protest signs and cameras. He would excel in groups such as *We Are Change (WAC)* and “[insert city] for 9/11 Truth”, for example; groups that are making a difference. They’re being heard by ordinary people. But, I do not see AE911Truth as a grass-roots organization EVEN if some of its team members are.

When Steve F. was quite new to the team call, he made the common mistake of a newbie, throwing out new ideas amidst a desperate agenda to accomplish predetermined tasks. That was to be expected. But, Steve quickly showed defiance and even

said he is “not a big fan of subordination” when he was reprimanded for blatant disregard for organizational policies. I do believe Steve served in the military and if he did, I would not be surprised if he had a dishonorable discharge. I don’t know the facts, but, someone who says “*I’m not a big fan of subordination*” clearly cannot get along with a superior officer.

Here is another example of Richard’s ego before the organization. Steve was volunteering for AE911Truth, NOT Richard Gage, AIA. But, Steve perceived himself as someone helping Richard Gage and that cultivates an atmosphere opposed to the growth of the organization. In fact, before things escalated, Steve even said, “*I want to work for Richard Gage. I dont care to work with you or David though [sic].*” The problem with that is that Richard himself cannot follow protocol. He does what he wants.

The initial problem was that new people, unknown to the team let alone the idea of being vetted, were being invited to team calls, and particularly sensitive ones at that. One such call was the Strategy call. Richard was absolutely in breach of protocol. He defended bringing people onto that call and frankly, I found it not only completely unnecessary, but risky. I will address this in the chapter on *Volunteer Coordination*.

Steve said, “*I’ll tell you straight up...Richard did not "Vet" me accordingly. I promoted 2 events for him here in SD, and broke bread with him after the second.*”

Richard, a horrible judge of character, goes expressly by feeling, or emotion and is quite easily fooled – so it seems.

Steve said, “*You dont [sic] need to vet me any further.*”

How dare he instruct the Volunteer Coordinator and chief vetter how or when to do his job.

He continued, *“If I trust someone, and am confident that they can offer the team a valuable connection, I will invite them to a conference call if I feel it will help us out. Walter is a great connection for AE911Truth, and I wanted him to familiarize himself with what we do here, so he can know exactly how he fits in to our scheme, and so team members would know what he brings to the table. I let him know the # was confidential and informed the group he would be on the call. I will continue to take necessary steps to inform team members.. I try to avoid confusion and surprises. I am not going to wait for approval though in situations like this.. I know when I have an issue that needs approval and when I have a no brainer. You will learn to trust me more in time. No response is needed for this. Just wait it out.”* [sic]

That’s against the policy. It was not appropriate for just any team member to invite people to the conference calls, especially a new team member. That sums up my original criticism. Not only does he break the rule he has been informed of, he plans to do so without approval in the future. This is exactly how the organization has been infiltrated. I blame Richard for that.

And, in his own defense, he felt it necessary to immediately insult team members with profanity. That’s strictly unprofessional and I frankly wouldn’t want to work with people who think that was excusable (and there were a few team members who were tolerant of Steve’s antics.) For someone actively on the team merely a week or two to show such arrogance and defiance; he should go. But, when he said to the whole team, “fuck yourselves”, there isn’t a virtual doorknob big enough to kick his ass out. So, I politely cut him off from email and mailing lists.

People with tenure might nurture an attitude. New people, volunteers or paid employees, have no place in a professional organization if they are unprofessional or disrespectful. Steve F.

was a bane to AE911Truth. I am told that he had been reinstated after my departure. That being the case, he is no doubt a contribution to the disorder that reigns in the organization's waning period. A proponent of disorder can only nurture the chaos.

Steve M.

It would be hard to classify Steve M as a volunteer. I am not aware of any of his efforts. However, Richard had invited him to a few conference calls and he was there. He also engaged the team in some email discussions which quickly turned belligerent and distracting.

Steve M. is a passionate man and I sympathize with his frustrations. I first met him in person at Busboys & Poets in DC. Even at that time, he seemed to have his own agenda. In conversations there, as well as during subsequent telephone conferences and email exchanges, his "sue-the-bastards" mentality was just not fitting within the context of AE911Truth activities.

A disruption more brief than Steve F., Steve M. proved to be loud and foul, and politically vocal. Like Don M., Steve M. had a political agenda. In fact, not only did he want AE911Truth to pursue a mission in line with litigation and justice, he advocated replacing all of Congress one at a time and even hinted at running himself. He may have been joking in asking for our individual support, but Steve doesn't possess the dignity to hold a political office (with the exception, perhaps, of serving as mayor in a small town not on any map.)

Volunteer Coordination

When I join the team in early 2008, there was no *coordination* of volunteers. In fact, after my emails of willingness to volunteer, I received phone messages from two different people, one from Judy S. and another from Justin K. Both were calling me to see how I might envision myself helping the team and to talk more about that. I returned Judy's call first and was invited to the Sunday Team Call.

There was no such position as a volunteer coordinator. One could say that Judy was relegated with that duty. Judy did indeed enjoy talking with people, so she would be the most likely candidate. However, she was doing a number of the things no one else was stepping up to do. When it came time to actually establish a position with that responsibility, Judy didn't want it. Of course, by that time Judy was frustrated with a lot of the dysfunction stemming from lack of empowering leadership.

Without a policy to give anyone guidelines, there was no direct line to the team. Richard was the only one who could approve of a new team member, although experienced core team members could always advise Richard on who should come aboard.

Richard was not good at dismissing people or engaging in confrontation where he would look like *the bad guy*. So, again he would turn to Judy to do the dirty work. It was the first occasion of actually dismissing a volunteer that brought to mind a need for policy and procedures.

A volunteer named Rick N. had been working with the verification team, but was neither being productive nor attending conference calls. He was to be let go. Judy was asked to do the deed and she did so via email. Several people thought Richard should have carried out the responsibility, and that it should have been done over the phone, as personally as

possible. This was most vociferously advocated by Bill D. and I concurred. (I did find myself later dismissing people by email only because they were unresponsive to communications, or just so vile that cutting them off was all they deserved.)

So it came to be that it was time to put in writing the most abstract form of a policy about the processing volunteers. No written policies whatsoever existed and this one would be the first to be documented and approved by the Board. And, while I attempted to get others written and even drafted some, they were never docketed for approval by the Board during my time. As it was, it was almost an entire years since I joined the team before the volunteer policy was approved by the Board in February 2009 (See Appendix C for the 2nd Edition.)

In the passage of the policy, there was an explicit protocol for processing a new volunteer. This is most critical for the success of the organization – for staying *organized*. It would go completely ignored by Richard and some others. Frankly, Richard not only neglected to consider the policy, but he had no respect for the protocol and acting out of what could only be described as impetuous desperation, he imprudently side- stepped the whole process on many occasions.

On one such occasion, an individual used the generic feedback form to contact the organization through the web site. This person claimed to have some experience in areas that could help the team. Justin, who normally shared form messages like that with the team, forwarded the message to the team. Rather than process this person as a potential volunteer, Richard contacted the person via email and copied the team. In the email, Richard expressed sincere desire to have this unknown person join the team and gave out our confidential teleconference number and access code so the person could join our next call.

Now, there are several mistakes here. For one, an un-vetted stranger had been given confidential information. It wasn't detrimental and could have been easily corrected with a new access code. I need not describe all the details, but it would have taken me a few hours of work to correct all of the documents and email reminders with a new access code and the forty people on the team would have to memorize a new access code. This is easily done, but an unnecessary waste of time that could be avoided by *following protocol*. Another mistake was copying the team email address and revealing it to an unknown person. This was a common mistake that was inadvertently done by everyone at one time or another, even me. A third mistake was that Richard took 15 minutes of his valuable time to read this gentlemen message and generate a reply before this person was vetted as legitimate. The processing of a potential volunteer should not demand any time from the CEO. Richard could have been briefed afterwards.

This brings to mind the subject of vetting which is something I was doing unofficially before I became an acting Volunteer Coordinator. There were no official *vetters*, but Richard would commonly ask Justin, Bill or me to vet someone. Often this was after the fact. Richard would meet someone at a presentation in some city. The person would offer to help. Richard would then invite them to a conference call, giving them the number and access code. Afterwards, Richard would announce that someone was invited and needed vetting. After the volunteer policy was approved by the Board in the beginning of 2009, I took it upon myself to act as the official *vetter*.

The process of vetting a volunteer was simply to determine if the person was a threat to the organizations credibility or to eliminate the possibility of sabotage or harassment. The organization has enemies, mostly in the vein of irrational and zealous supporters of the official government conspiracy theory.

A frequent discussion forum that attempts to discredit AE911Truth and Richard Gage is the James Randi Education Forum (randi.org). James Randi is the skeptic who has plagued television talk shows for decades exposing charlatans. His claim to fame might just be his appearances on such shows to disprove the talents of psycho-kinetics and telepathy displayed by Uri Geller. As skeptics go, Randi is a charlatan himself for hosting a forum full of logical fallacies in attack of AE911Truth.

Other lone crusaders might attempt to harass Richard Gage, the organization, its volunteers or petition signers. One such example was Troy, as discussed in the chapter called *Distractions*. A more organized effort was conjured by someone named Joe N. who had the time on his hands to develop a web site to ridicule AE911Truth and even registered the domain "AE911Truth.info". Unlike Troy who is mentally unstable, Joe N. possesses some of the trappings of a government disinformation agent. If not hired by counter-intelligence, then his deck of cards is shy more than a bit of 52. (Yes, that's my speculation and a humorous *ad hominem* attack. But, there is no debating his nonsense and the bozo deserves it).

In the process of vetting, it would be standard operating procedure to search the internet for posts on forums like those at randi.org or any of the 9/11 related internet sites. The aim is to determine if the candidate has posted something malevolent regarding the organization. Some core AE911Truth volunteers have been ardent debaters in forums like randi.org. Their positions on the issues were clearly defined.

An example, pertinent to vetting but not related to a volunteer, was an affiliation with a petition signer, Anders Björkman. Anders, a civil engineer from Sweden, maintains views on 9/11 which ultimately cost him his job. With decades of experience in structural engineering and damage assessment particular to concrete structures in the shipbuilding industry, he currently

works in exile in France as a Naval and Marine Engineer. Anders wrote several papers which debunk the official explanations for the destruction of the WTC towers and self-published on his web site. It was largely due to these excellent papers that Anders was selected to be Petitioner of the Month in February 2009. As there was never an attempt to vet Petitioners of the Month, it was a total surprise to us when someone on the team pointed out that Anders posted in the JREF forum under a pseudonym in favor of the absurd theory that “no planes” hit the WTC buildings. This association could only hurt AE911Truth if it were capitalized upon by proponents of the official conspiracy bunk. Clearly vetting for affiliations needs to be considered in addition to vetting team members.

As I was the only one at the time vetting and I was hoping to pass it on to a recruited Volunteer Coordinator, I drafted a Volunteer Vetting Procedure that documented what I considered to be the bare minimum of due diligence (see Appendix D). I had done this roughly a month after the Volunteer Policy was in effect. There were no significant comments on my draft from Board members.

While some details of research techniques are in the appended document (Appendix D), I’m going to recap the Objective and Method here:

OBJECTIVE

To establish confidence in a volunteer as being supportive of our mission and to determine to what extent controversial views, if any, may be divisive or destructive to the organization.

When there is no publicly displayed information regarding the candidate’s opinions on the events of 9/11, it is helpful to record some evidence of character as an aid in establishing confidence in a relatively unknown individual.

In addition, any expressions of personality or personal interests which are publicly available may provide useful in optimizing productivity and exploiting all potential human resources that a volunteer has to offer.

METHOD

To achieve the objective, a process of reasonable due diligence in vetting shall be performed. The following should be considered and are listed in order of weight, the first being most important:

- A. Published opinions: an assessment of publicly available information surrounding the candidate's opinions about the events of 9/11.
- B. An assessment of character, the extent of which is made judiciously by the vetter and dependant on confidence in the results of item A.
- C. Personal recommendation from a trusted AE911Truth team member.

The intent of vetting is NOT to prevent infiltration from the NSA, CIA et cetera. It is only prudent to surmise they have always been tapped in. AE911Truth does not possess any secrets or information unavailable to the public. Its operation is the application of intelligence to this information and developing strategies for the public dissemination of this analysis. It is my estimation that although computer algorithms are scanning emails and tapping telephone conversations, they are not picking up any interesting *chatter*. AE911Truth is operating at such a weak and unproductive level it poses no threat to disinformation campaigns. The intent of vetting is to prevent human entities from interfering in the strategies of the organization, be this personal disruptions or merely occupying the time of the most valuable team members, those whose time is a true asset.

The most important part of the vetting would be to search for aliases, alternate personas and usernames used on the internet. The cross-referencing of a phone number or email address can help to confirm the identity of the person. It might be through an obscure ad on Craigslist for a “missing bird” or personal ad for married male “swinger” seeking someone; both real examples. The result is typically another username; a viable entity that can then be researched again for discrediting information that the volunteer might have posted.

In the case of the aforementioned petitioner of the month, Anders posted under the user name “Heiwa”, the name of his company²³. The point here is only to show that vetting the petitioners in accordance with this policy would have yielded some useful results.

Months after I circulated this procedure, albeit predominantly ignored, I grew weary of vetting at all. There were a serious number of unvetted people on the team, and it seemed that Richard was constantly invited people to the team calls without vetting. Steve F. is a case to this point. If you recall from the mail he sent me, Steve wasn’t vetted and according to him, I didn’t need to vet him! I then wrote to Richard the following email:

From: Michael Armenia
Sent: Friday, July 24, 2009 1:13 AM
To: 'Richard Gage'
Cc: 'Board'
Subject: FW: Conference Call Summary
Importance: High

Richard:

You made a very bad judgment with Steve F. You need to learn the difference between people who can help us from outside the team and those who can help us from inside.

²³ <http://heiwaco.tripod.net>.

There IS a distinction. Team players should be invited to the team and team calls, not every damn activist who wants the truth. Any time someone expresses a willingness to help us, you bring them aboard. You even once gave out the call number to a stranger who sent us a message from the contact form with even knowing him. We need to be more discerning.

I'm starting to think Steve has come around with a mission to cause a stir by being a zealot and suggesting good ideas while tossing monkey wrenches in a machine. He's going to be more of a headache than Troy S. I know he has pissed off more people than me.

Either we start following protocol, or we can completely halt vetting and trust the gods. Which is it? I'm certainly not wasting any more of my time vetting team members; so, shall I tell Karla there's no need to vet people any longer?

m.

I never received an answer from Richard on this. What could he say?

Serving as Volunteer Coordinator (VC) was driving me nuts, if not for the lack of proper management, certainly for arbitrary vetting practices. The time came to hand the responsibility down to someone else. Karla P., an eager respondent to the web site announcement I wrote advertising the position of volunteer coordinator, looked promising. Clearly a new person needed training and, while Karla supposedly had some volunteer coordination experience, I wasn't about to entrust someone new to the AE911Truth climate with the sole authority of vetting. Karla was slow to adapt and, in my opinion, didn't have a sufficient amount of time to invest in the project to prove beneficial. I felt the VC needed to invest a minimum of 20 hours per week (assuming they would also be vetting and working alone). It was a critical position; serving as an entire human resources department. Granted, there was only the matriculation of laborers. There were no health benefits, no

official documentation to process, and no training or orientations to facilitate as in a normal organization. Begrudgingly, I continued to invest my time and energy even though it seemed in vain. Richard continued to invite people into the organization who seemed to have their own agendas. Some had the audacity to bring in their own people along with them; none of whom were vetted. I left the organization with Karla as the acting VC.



Conference Calls

I'm writing about this toward the end of the book because having read through much of the book, the reader will better understand all the facets of the organization, the growing number of teams and, accordingly, conference calls. I mentioned earlier in the book the organization started with about 3 calls per week. The number increased to about 18 regular team calls per week: Graphic, Presentation, Video, Finance Committee, Online Store, Translation, Strategy, Marketing, Fundraising, Board of Directors, Operations, Verifications, Operations, Verification, Web Site, Writing, Newsletter, and All-Hands Team.

Typically, the Operations Team call was cancelled; yet, it was supposed to meet weekly (and should have, as it would have been the only semblance of management in the organization). Heck, I only remember having one or two meetings for this team.

The Board meetings started enthusiastically with weekly conferences, then monthly for about a year; until crises required weekly meetings again. This was so because Richard and the Board were doing a lot more talking than doing at the time of my departure. Other special weekly meetings occurred for a few months as they were project based: SF-AIA Convention, DC-AIA Convention, NIST response, CBUT debate, et cetera.

Calls were typically one hour and occasionally ran over. Board calls were usually two hours long. Graphic Team calls also had a tendency to go over an hour, frequently over two hours.

Through the years, a few teleconference services were used; they were all basically the same with the exception of pricing. The first few were free services and the last, a paid service. For this particular teleconference service, the same phone number is assigned to all registrants. A unique access code is assigned to

each registrant, designed to serve as a “virtual conference room.” Anyone who calls the number and enters the access code will join a conversation in progress. Most of the systems announce visitors as they arrive; “Richard has joined the conference,” or as they depart; “Richard has left the conference.” The phone number was usually a long-distance call, but most people had this covered in a free or flat-rate long-distance program on their land lines or cell phones. Some chose to use Skype, the popular internet service which for most people worked just fine. For Grazyna, it seemed to be a bane. Some combination of her computer, internet service provider and Skype would always cause problems by generating echoes on callers. So, she would hang-up and call back again and the echo would be gone...for awhile.

For the most part, calls were in the evening because most volunteers, with the exception of a few of us, had day jobs. Slowly, some calls shifted into the late afternoon to account for volunteers on the East Coast. The earliest call was the translation call which occurred midday PST to accommodate the numerous volunteers working from Europe and beyond.

Because of midday calls, I had huge monthly cell phone bills (\$300-400) on several occasions. On the first occasion, I didn't realize I had gone over my minute usage. I had free unlimited air time for the hours between 9 PM and 9 AM PST. I wasn't until I received my first bill totaling more than \$300, that this came to my attention. A quick study showed that most of my calls were being between 6 PM and 9 PM PST, so, it behooved me to purchase an extended service to cover that period for only \$20 more per month. That's a no-brainer. But, then the number of conference calls increased and I soon went over my minute usage again. This time, the minutes needed to be increased so I doubled them from 700 to 1400 for another \$20 per month. I finally found enough coverage with 1400 minutes per month. Although I needed at least 1800 minutes per month for

conference calls alone, I had free long-distance after 6 PM. I had been paying the higher rates because many of my calls had moved into the early afternoon between 4-6PM.

For two years during weekdays, I sacrificed time with my family and furthering our livelihood, in favor of donating countless hours to AE911Truth as if I were an executive workaholic. As a general rule, hard and fast, only to be broken a few times, I never participated in conference calls between 6-7 PM. This was my family dinner time. At least I had that much.

Conferences were rarely recording in the first few years. Toward the end of 2009, it was done to help the minute taker for the call.

I will venture to say that half the calls made, if not more, were unproductive. I do not wish to say that half the calls shouldn't have taken place. Richard's lack of consideration for efficiency locked the team into a fixed grid of limited time slots. There are only so many hours in the day or evening; writing them into a grid limits the number of conference calls and, thus, the confinement certainly affected productivity. A smarter system was surely needed.

The first problem was that Richard felt that he needed to be present at every call. Does the CEO of a non-profit org need to be at every department and/or team meeting? Hell no. Frankly, it's a waste of time and certainly a waste of funding. Richard frittered away at least 4 hours per day and that's an easily justified minimum.

Secondly, rather than have an agenda necessitate the need for a meeting, conferences were scheduled regularly and agendas were created to fill the hour. Richard often said he wanted to meet *regularly*, even if for fifteen minutes. In theory, that might work *if* you effectively address an agenda item in 15 minutes,

hang-up and do some other real work for 45 minutes until the next scheduled call. This is *never* how it worked in practice. If there weren't an agenda, Richard *loved* to brainstorm one. And, if one were not brainstormed, the 45 minutes were easily used up as a gripe session; amounting to nothing because no action items were defined. No. it is wrong to have a meeting just to keep it *regular and routine*. Richard said he needed that. His needs should have been below the needs of the organization. AE911Truth needed to be streamlined, especially with virtual meetings of volunteers across the country and world. No. He needed to get off the conference calls. It would make one less conflict in the scheduling of the calls.

With all this in mind, I suggested a workable solution that is still the best one and far superior to that wasteland of calls; at least in my mind, it is. My system is based on a few simple rules:

Rule Number 1: Every Team should have its own conference room (telephone number and access code).

Rule Number 2: The Team leader determines the agenda, frequency and duration of team conferences (not Richard).

Let's look at the details of my proposition; noting its effectiveness.

Given just about any teleconferencing service, especially the one AE911Truth was using at my departure, access codes for conference rooms could be added freely. Whether using a free service or a paid 800 number, it would take moments to create a few dozen conference rooms. (Look at this as if you are physically visiting a professional institution and the department or section head has his, or her, own conference room.) In this way, there is never a scheduling conflict because of another meeting. The only conflict is if a person has to be at two meetings at the same time, a potential in the real world just as it

is in the virtual. This does not create a problem at all. It does, however, provide a challenging conflict for the team leaders to resolve. The only logical excuse for not doing this – an unacceptable and personal one – is one that Richard gave. He didn't want to have to memorize a new access code and he certainly didn't want to memorize a lot of access codes. Well, frankly he shouldn't be on most of the calls. But, even if he were to attend them, as he so unproductively did, he could create a business card cheat sheet with the access codes. Perhaps it would be in the form of a label discretely attached to his Blackberry phone.

An Example of Cheat-Sheet with Hypothetical Meetings That Could Benefit from Richard's Attendance

Conference Call Telephone #: (123) 456-7890

MEETING	DAY	TIME	ACCESS CODE:
All-Hands Team	THURS	4 – 6 PM	12345678
Strategy	MON	8 – 9 PM	23456789
Fundraising	TUES	5 – 6 PM	34567890
Marketing	WED	5 – 6 PM	45678901
Presentation	MON	7 – 8 PM	56789012
Finance Committee	TUES	7 – 8 PM	68901234
Board	FRI	8 – 10 PM	89012345

Now, if it is too difficult to consult this chart, then that is reason alone one should not serve as a CEO.

Why schedule a meeting in the absence of an agenda? What if there are a few existing, but less pressing agenda items, and the Team Leader has other more critical tasks to accomplish? Why set a weekly call if it could be bi-weekly? Why allot 60 minutes when 15 minutes would suffice?

It is illogical to let a pre-scheduled meeting mandate that an unempowered team leader should take the time to make-up an agenda for advance notice. It is also absurd to brainstorm an

agenda when there is a resolute absence of solid issues already brewing in the mind of a team leader or already written down in earlier communications from the team.

So many times I had to attend a meeting that was an utter waste of time. For example, verification calls – such as they were – should be monthly, not weekly. (Of course, the call and team itself is a misapplication of human resources, but I'll address that elsewhere.)

When projects or issues arise, it is a project manager's responsibility to determine how to *manage the project!* If human resources require more than one task handler and a private telephone or email conversation, then by all means an agenda should be created and a staff meeting scheduled. Contact those members on staff and propose a meeting in the conference room (using special team access code). They will check their schedule and find the proposal agreeable or not. In this way, their time is used most effectively.

My solution not only streamlines the conference calls, but it helps to empower team leaders. It gives them greater responsibility and also tests their abilities. If they are effective leaders, the team will produce. If not, the lack of productivity would speak for itself and appropriate management efforts could be extended. It stands to reason that a manager would have the power to lead his or her department. But, with AE911Truth, the only manager is Richard Gage, AIA.

Alas, my ideas fell on mostly deaf ears. A few saw no harm and only benefit in the plan. Others were without comment. Richard would have nothing to do with it.

The last conference call service the organization had used did have some benefits that were underutilized. In fact, they were never utilized, aside from demonstrations, and that's

regrettable. Two such services were a “white board”, the virtual equivalent to a dry-erase board, and a desktop sharing capability. These could be used to discuss and brainstorm visually. Certainly the Graphics Team would have benefited. On many calls, someone would want to share an email or another document that they supposedly emailed the team. Invariably at least one person hadn’t received it. So, they would ask for the send date and subject line. Then, they would begin scanning their inbox looking for it while on the call. Richard invariably would ask for documents, agendas, or the latest graphic proof to be emailed while on the call.

There were so many tools that went underutilized or simply unused; ultimately undermining our efforts.



Negative Associations

It is irrational to judge a book by its cover, or to judge a book by other books shelved adjacent to it in a bookstore. Such judgments are purely speculative and have no merit. Nevertheless, it is a fact that there is a psychological aspect to associating two independent entities with each other, thus commuting the stigmas of one to the other.

AE911Truth has associated with a number of entities which, in their own right, are remarkable organizations that need to do their thing.

Further, Richard had in the past made commitments and associations with people based on one common interest – 9/11 truth and justice. He has said that he wouldn't hesitate in appearing at a UFO convention. His rationale was simply that he would go just about anywhere an audience was present. To my knowledge he hasn't been irresponsible. He has come close, however, in appearing at an event which does have a stigma – Conspiracy Con. He attended in 2009 and he has committed to going in 2010.

The negative association has nothing to do with the truth. It has everything to do with public perception. The word *conspiracy* has a negative connotation because at some point in history, purveyors of disinformation began to discredit conspiracy theorists by launching *ad hominem* attacks and covering up the truth by destroying evidence.

Whether or not someone believes in extraterrestrials cannot negate the evidence that NIST is guilty of felonious conduct (fraud, false statements, obstruction of justice, cover-up, etc.). On the other hand, it only hurts AE911Truth to share a stage with someone who wears a tinfoil hat.

There was a gentleman Richard knows named Ron A. who had built some nice models of the WTC twin towers. Richard was hoping to use them for the SF-AIA convention. At the last minute Ron couldn't make the trip. At that time the Board was concerned because Ron volunteered to staff the booth and it was a valid fear that conversations might go in the direction of his passion which is . . . alien physics, something described in detail in his book of the same name. Ron's homepage states,

“Welcome to the site of the Hyperspace Alien that notified NASA SETI that he could tell them the answers to all the questions they were asking about survival and travel to the stars and galaxies eternally. This web site is dedicated to the profession of the principles and laws of space and how to travel to the stars and galaxies. These principles and spatial laws are contained in the book entitled Alien Physics.”

Ron believes he is an alien that has been “transformed from one type of creature to another.” He was featured on the George Noory radio show, the same show that featured Richard Gage in June 2009. On his web site, Ron writes:

“When I told Lisa Lyon the producer of the George Noory Show at Coast to Coast AM that I was an Extraterrestrial Hyper Space Alien she was very interested. But when she found out that I became so by the operation of Christ Jesus upon the Cosmos, her excitement changed to skepticism. After answering her questions of how I became a Hyper Space Alien, she said ‘you are just proselytizing.’”

I cannot scoff at Ron's claims. It is difficult, if not impossible to communicate because humans rarely stop to agree on a common language – a fallacy in documenting most human affairs. Had Ron, as a Christian, said something like “the time-transcending spirit that has incarnated in my current human form is of divine essence, the same essence that incarnated into Jesus of Nazareth two thousand years ago”, it would have sounded like a theological construct. However, using a language

that carries with it preconceived notions – “hyper space” and “aliens” – beckons ridicule.

Whether Ron is correct or not is irrelevant. One person talking about 9/11 and the WTC is going to be labeled a “quack” if he is standing at the same convention booth as another person known to consider himself an alien. Politics is perception.

In June of 2009, Richard visited Seattle where, after a successful night of a record attendance exceeding 600 people (mostly choir members, i.e. already aware of the truth), Richard held a strategy meeting which he publicly opened to anyone. It was to be held at a supporter’s art gallery space. One gentleman spoke out about the government’s involvement in covering up the fact that alien visitors are indeed the puppet masters in control of the show. Look, conspiracy theorists tend to congregate; they have a similar plumage. But, it is a serious mistake to be as public and open as Richard is; an openness that will ultimately come back to haunt him.

Another association difficult for many to see within the truth movement is the perception of a relationship between AE911Truth and an organization such as *We Are Change (WAC)*. Society needs grassroots organizations like WAC. They represent the common man and have an in-your-face approach; public protests, on-the-spot interviews accosting politicians and any member of the military-industrial complex that does not seem to have the people’s interest at heart. I hope such organizations thrive and grow exponentially. AE911Truth has always and should continue to foster relationships with grass-roots organizers, providing them with information to counter the lies of the state. But, there must be boundaries.

My concern was how AE911Truth was presented in public. A group of marching people in the street can be seen as disrupting traffic. Even on the sidewalk they can be distracting traffic. If

they are carrying a huge banner professionally branded with AE911Truth images and slogans, they are seen as representatives of AE911Truth. From a distraction which is at minimum guaranteed, to a potential liability associated with an accident or crime, AE911Truth is associated with the actions of those who carry its banner.

It has been a conundrum with third-party representation of the organization. One activist had all of the professional booth banners of AE911Truth printed by the same manufacturer that made the organization's materials. He set up a 10 x 10 ft booth at some local California events and for intents and purposes represented AE911Truth. He was not a team member and he was not trained. He was merely a supporter and advocate. AE911Truth allowed him to do this knowing that he did not represent us. It seemed enough to Richard and the rest of the Board that a promise of liability insurance coverage was enough. The organization's general insurance policy, retained at the very end of my days with AE911Truth, seemed to cover it and a casual conversation with an insurance agent eased the minds of the others.

Selling AE911Truth bumper stickers, for example, results in activists buying them and distributing them to an unknown populace, or even placing them in public places that can be construed as vandalism. In my opinion, AE911Truth has no business selling bumper stickers. Look again at my strategy of raising awareness among A&Es, lawmakers, and training others to do the same. The mission of 9/11 truth in general would be to wake up the planet. But, millions are already aware of the truth. AE911Truth needs to focus on those who can lend to its credibility. Bless the farmers in the central US who want truth and justice, but their numbers do not help AE911Truth.

The IRS Fiasco and My Departure

There were so many reasons to distance myself from the organization and so many reasons to stay.

The timing had much to do with my personal domestic environment. After 18 months of fully dedicating my time to the cause, I admit that inadvertently I had taken advantage of the housing opportunity afforded to me by my in-laws. This much was true.

The amount of negative energy emanating subconsciously at home was clearly a sign we had worn out our welcome. Dissatisfied with our jobs years earlier, we had moved in 2004 from a more expensive lifestyle east of Seattle to the more affordable capitol city of Olympia. By staying with family for a few years, we hoped to find better jobs and save money for our own home one day. A few times my wife and I switched roles of bread-winner and our child's caretaker. Then, the veil of 9/11 truth was lifted.

Coming upon our fifth year of living with our son in someone else's home, it was time for a change. I was hoping to move out by the end of 2009 into a space we could call our own and that would take money. My wife had a part-time job already, and although with my stipend I was earning more money per month than she, I was viewed as "not working". For one thing, I was working at home while my wife actually got out of the house. I had tried to change that perspective earlier in the year when I started working daily on my laptop in a café with a Wi-Fi connection. My semi-retired, father-in-law had been unemployed for nearly two years and was collecting unemployment. Had I remained at home, working would have been even more uncomfortable than it was. I would have had to deal with defending how I really did spend my time working and didn't have time for domestic chores. Also, I wasn't about to give

110% to the care of the domicile when, from my perspective, it appeared my in-laws seemed uninterested in investing in it themselves. Another aspect casting a shadow of doubt on my efforts was that I received no respect for the work I was doing. Aside from the fact that it paid minimal wages, it involved a conspiracy theory which, even to my in-laws, seemed laughable. Granted they allowed me to work and take daily conference calls *with a headset* in their basement office knowing full well what I was doing. But, they didn't take any time to really study the evidence that so convinced me to rally for the cause. Their frequent comments about conspiracy theories and their wholly inaccurate perspective of my "not working" (which they voiced publicly on occasion) really hurt...but I'm letting it go!

I don't expect everyone in the world to see the truth about 9/11, nor do I require it of my own family. There is a great deal of escapism and, thus, denial ingrained in most humans. So, I can forgive the lack of passion from my in-laws for the movement. It is my hope that they one day understand my efforts to make a better world for my son, one where he can respect America. With this said, they would be welcome in my home in the future when they need it. Life is too short for grudges.

All things considered, emotions had swelled for me by the summer of 2009 and I decided I must immediately stop volunteering with AE911Truth. Despite the \$1200 per month the organization was paying me, I felt the need to spend the better part of my time finding ways to earn money for a move. That money wasn't compensation in a linear sense. In fact, if I had simply scaled back my volunteer time to 10-20 hours per week, I would have received zilch in compensation, like the other dozens of volunteers who came and went.

My faith in the efforts of AE911Truth was just about non-existent at this time. I knew the organization was poorly managed and stifled by Richard. Despite that fact, I did want to

stay connected, so I did not immediately resign from the Board of Directors. It was my hope to remain the only voice of reason on the Board to support the few voices of reason scarcely scattered among the team members. I resigned from volunteering and ceased to receive the stipend in September of 2009. Thinking I could deal with one two-hour phone call per month and a few emails per day, I looked forward to remaining on the Board.

Certain concerns about not yet having 501(c)(3) was brought to the Board by a team member and major sustaining donor in October and November of 2009. I think no one could argue that the organization was financially crippled by not having 501(c)(3) status. The mere ability to market it that way would likely increase donations. But, Tom S. who was happy with status quo, - funneling donations through a fiscal sponsor like Agape – suggested that we consider applying for 501(c)(4). He pushed hard for this, taking the advice of the organization’s CPA whose experience with non-profit organizations was little to none.

The 501(c)(3) status made sense to me from the beginning. AE911Truth is an organization intended to educate: to research via forensic science, disseminate, and raise awareness. I never doubted it. There was always the concern that some of the activities of AE911Truth could easily be construed as political (affecting campaigns) or lobbying (affecting legislative) activities. However, under 501(c)(3) status, organizations can pursue lobbying activities provided that they are less than 20% of the exempt purpose expenditures when those total expenditures are less than \$500,000.²⁴ This certainly has been the case for AE911Truth, which has not nearly garnered that much in tax exempt donations. While I believe the success of AE911Truth, moreover the 9/11 Truth Movement, is contingent upon lobbying efforts and endorsing specific political campaigns, its

²⁴ <http://www.irs.gov/charities/article/0,,id=163394,00.html>

past and present activities clearly fall within the allowed tolerances.

Tom's push for a 501(c)(4) application was an absurdity. These were Civic Leagues, Social Welfare Organizations, and Local Associations of Employees. I won't entertain the inadequacy of this any further; it's not worth my time. However, it was a topic for discussion at several Board meetings and summarily dismissed by several of the CPAs, including one who was also a prestigious tax attorney. As it will be seen, although Richard and the Board ignored the advice of these CPAs, application for a 501(c)(3) would eventually be pursued.

A sustaining donor and truth advocate for some time, Laurel B. had just joined the AE911Truth team just after my departure. However, as I still interacted with the team via emails, I began to see how much time she was investing in researching non-profit requirements. She was digging up readily available information on non-profit organizational structure and 501(c)(3) IRS requirements, not to mention other tax exempt options. In short, Laurel was doing the research that no other Board member had done. Up until that point and beyond, Richard had been running the organization by the seat of his pants – or, rather, his skivvies! Now, Laurel opened up a critical can of worms that had to be devoured. Apparently 2007 taxes were improperly filed, and although it was 2009, and taxes for 2008 had not yet been filed with the IRS, neither had extensions for filing. The organization's bare-naked ass was just lying there open for the IRS to sodomize. I was beginning to sicken with Laurel's discoveries. As minor as these infractions were, they were a sign of complete incompetence of the CPA and the Board of which I was apart. How much longer could I remain party to this? The news to me is that we didn't know what we were doing and, worse yet, we were not taking action to better the situation.

I had been involved in the email exchanges and suggested Laurel be invited to the next Board meeting to address some of these concerns. Her savvy and passion for compliance and doing things properly were unmatched and I hinted that down the line, her experience working with organizations could benefit the Board. Richard did speak with Laurel and invited her to the next Board call where she would make an informal presentation. I wrote to Richard the following:

From: Michael Armenia
Sent: Tuesday, October 27, 2009 11:49 AM
To: 'Richard Gage'
Subject: RE: 501(c)(4) ?!?!?

Richard:

Excellent. Thank you for inviting Laurel.

IMO, she's more qualified to be on the Board than I am. But, I ain't quittin'! I still see my self as a voice of reason and a "directing" strategist. I suggest we keep an eye on her and engage her into Board issues. That way, unlike hastily invited attorneys, she will prove herself.

m.

Because some questions had arisen regarding incorrect IRS filings 2007 and 2008, Richard also invited Bryce, the CPA that had worked with the organization from the beginning, so he could address this. Tania had called Bryce to confirm his availability.

This first of what would become several ad hoc Board meetings did transpire that week. It was an important and urgent calling because Laurel had scheduled a half-hour visit with her CPA to review the actual financial documents of the organization on the following Monday. But, Bryce was a no-show. He forgot! I wondered if he wasn't concerned about defending his filings. Laurel said, "No CPA worth his salt should feel threatened by a

peer review. “ This was unfortunate and only delayed addressing some of the tax issues. Bryce had limited or no experience with non-profit organizations, so his advice regarding the application for 501(c)(3) was not as important.

As of the close of 2009, the facts are these: AE911Truth had claimed to be operating under 501(c)(3) since inception in 2007. There were inaccuracies in the IRS filings for the 2007 tax year and amendments were required, yet not performed. IRS filings for 2008 were not filed. Exemptions for not filing 2008 taxes were not filed with the IRS. Any forms required by the California Secretary of State were not filed. All of this can easily be corrected, but as far as I could ascertain, Richard and the rest of the Board of Directors seem unconcerned.

Laurel had her meeting with Dave, her CPA the following Monday. She also got the advice from an associate CPA and non-profit tax attorney, who had expertise in this very area.

So, where are we at this point? An independent CPA questions the accuracy of the 2007 return, chastises the filing CPA for not filing 2008 extensions and says, yes, absolutely a 501(c)(3) is applicable. But, let’s get another opinion. Laurel contacted Brian Y., a CPA and tax attorney who coincidentally had recently been elected as Chair for the IRS Subcommittee for the Office of Professional Responsibility. Brian agreed completely with Laurel. Laurel suggested hiring Brian and offered to pay for his services. The Board declined. Richard did not agree with the assessment. As it is typical of his modus operandi, he embarked on a search for someone who would agree with his views. So, Richard chose to poll a few CPAs among the AE911Truth petition signers.

Meanwhile, with all the disorder in compliance, Laurel’s research also drove her to propose the organization have, at the very least a Compliance Officer, if not a Chief Operating Officer (COO), to serve where Richard lacks experience. She even went

so far as to propose Steve W., an activist and supporter of the organization, who had been involved at a distance for a few years. Certainly unlike any on the Board at the time, a triple business major graduating *magna cum laude*, Steve had over 20 years of business management experience. The Board entertained the idea but only with insult. They offered him the title of "Director of Special Projects" where he could serve as Richard's right hand without the title or power of an executive manager. The intent was to see how people would respond to his management style. (Wouldn't he actually have to *manage* in order to demonstrate that style?) His first task would have been to lead the application for a 501(c)(3). How very utilitarian of Richard (or, would this be Machiavellian?) to pass a time-critical task on to someone who would most assuredly save his ass without giving him any authority to manage people, the very thing the organization needed! Is that how it's done? Does a CEO hire a general manager or does he put a body in position to handle tasks to see how it goes? No. Richard and the Board did not understand how businesses operate, profit or non-profit. If someone merited the position of general manager, then they were given the opportunity with fully-vested powers. If they were to succeed, there would be accolades. If they were to fail, they would be fired and a replacement would be sought. Corporations, especially ones dealing with timely issues cannot pussy-foot around with people to see how well things work out. It was my opinion that Steve could have proven himself or failed in a short time. I wouldn't have wanted to bet in either direction not having worked with him personally. Nevertheless, Richard was not the least bit interested in relinquishing any power, and that will be the ultimate downfall of the organization as it is. Even though Steve volunteered to serve as acting COO without pay, the Board's counter-offer was indeed insulting. Steve W. disassociated himself from the organization in an email, an excerpt of which reads:

“Due to what appears to be a substantial lack of understanding of business practices and ethics within

AE911Truth's board, I have decided to stop supporting AE911Truth until someone is appointed to run the organization that has the required education, experience, and desire to run the organization following the highest level of business ethics.

We are very sad and disappointed that it has come to this, but we feel we are just "spinning our wheels" with this organization, and fear money has effectively been stolen from the public, at the very least by way of mismanagement.

Perhaps someone within the organization knows how to appeal to the board's better judgement.[sic] In the mean time, we are not going to waste our precious time on this earth working with an ineffective board which adopts unethical business practices.”

Somewhere in all that chaos, I resigned from the Board of Directors. I certainly saw myself no longer qualified. Undoubtedly no other Board members had the experience necessary to guide the corporation financially or ethically. I couldn't be a part of it any longer.

I could no longer afford the time. Because of pressing issues, I was once again contending with emails on a daily basis, Board meetings needed to be weekly and I foresaw many ad hoc conferences if, and that's a big "if," the issues were to be addressed seriously. They should have been. If they weren't to be addressed with utmost urgency, I didn't want to be around anyway. I wasn't going down with the ship. That's a captain's responsibility.

It is finished. No, it is not finished.



The Reformers and The End of My Story

Having been removed from the emails exchanged and the crazy BaseCamp messaging system, I was free of most communications. I had zero responsibilities. But, alas, I wasn't free. I was still very emotionally involved with a historic development that was underway – a reformation movement with a large group of the core team members.

Despite my cynicism and negative views on the current strategy of AE911Truth, I wanted the spirit of Richard Gage's quest for 9/11 truth and justice to thrive. I wished for AE911Truth to succeed. But, that will only be possible if certain changes are made in the corporate structure.

At the time I left, there were very few core team members who had a reasonable amount of experience with the organization. There were a few newer people with whom I was familiar. There was a host of other newer people whose names I did not even recognize.

A number of people, new and old, saw the dysfunction in the organization. In fact, several new people took advantage of that in order to mold the organization in their way insofar as Richard would let them. Two new members, Jeffrey O. and Gary T., were incoming as I was going. Typical of all newcomers they made the obvious observation that there was a great deal of dysfunction. They made the erroneous assumption that disorganization and no well defined mission means there were no bylaws and no policies.

Gary and Jeffrey introduced BaseCamp and sold the team on it. It had the advantage of threading emails and some document sharing in one location on the web - that's about it. In exchange for these features (which were available already in an existing forum of which none of the new people were aware of), what

resulted was MORE email notifications than there had been previously. The emails were also confusing to look at and read. The original forum was discontinued early in the organizations embryonic stage simply because it was public, and there were no human resources for moderation. Rather, resources used for public moderation would be completely misused. It would have worked well for the team as a private forum. Nevertheless, Jeffrey and Gary pushed this on the team. I refused to use it as I was no longer a volunteer at that time. But, that was a drop in the bucket to the problems those two caused.

I was immediately turned off by the fact that two new volunteers – Jeffrey and Gary – with no understanding of the organization’s history came aboard intent on change. Jeffrey had begun by trying to move the organization away from its current mission. Albeit unclear to most, the mission – all efforts to that date – have been the presentation of information and forensic analysis in the case for controlled demolition.

I had reprimanded Jeffrey and others for wasting scarce human resources by putting energy into the acquisition of evidence, the further testing of WTC dust, finite element analysis on the structural failures of the towers and so on. I always thought AE911Truth could perform its own investigation. However, that was never its mission and it absolutely did not have a credible staff to do so. While supporters could have been recruited to perform such an investigation, the organization was in dire need of volunteers to assist with the administration of existing projects, not dismiss the needs of the organization to pursue idealist projects that would not help the cause. Again, AE911Truth had more than enough evidence. This is fact. If the Department of Justice or the Inspector General of the Department of Commerce would open a formal inquiry publically known to address “allegations of fraud, false statements, obstruction of justice, cover-up, treason, etc.”, it could be proven using basic logic, algebra, and Newton’s Laws of

physics that false statements were made by NIST. A case for the remaining charges and then some would follow conclusively. (The only defense NIST has is complete and utter incompetency by several key officials including Shyam Sunder and John Gross. If found competent in terms of the credentials and authority they are supposed to represent as structural engineers, then it can be proven guilty of these allegations.)

The fact that Jeffrey and Gary could not see this; that they wanted more evidence, that they wanted to redefine the mission of AE911Truth and divert attention away from controlled demolition, was an indicator to many that they just might be agents bent on disrupting AE911Truth's efforts. At least, they certainly succeeded in the most egregious disruption to date.

It was clear that Jeffrey's push for BaseCamp was detrimental. He even wrote to me,

“One core idea of using basecamp is to get away from email "broadcasts". Teams should do their work on basecamp, including the conversations which have previously taken place in email - should be done in message threads on Basecamp. Team members should check into BC to see what's going on.

Email notifications should be limited to URGENT matters .. This way discussions are archived in the message thread on B/c and we are not drowned in email.” [sic]

Essentially, this “archive” idea was dangerous because it could be corrupted and messages could be controlled by others. In other words, Jeffrey and Gary were able to delete and/or edit information. Jeffrey did, indeed, delete posts that were critical of him. Control of information can be a nefarious tool!

A certain group of team members broke away from the main group in a tragic attempt at organizational reformation. I say “tragic,” because AE911Truth will suffer greatly from the

consequences of losing certain assets in the form of the most dedicated 9/11 truth advocates they have yet to encounter.

For the most part, these reformers consisted of nine organized and vocal team members plus a few others who served only as advisors. I was one such advisor, appropriately not having a voice for the reformers or AE911Truth. Yet, I was able to provide both a historical perspective and detached reason. Among the key reformers, were John P., Gregg R., Laurel B., David C., Chris S., Ralph A., Debora B., Andrea D., and Mike M. The Reformers had enumerated many issues that had the potential for disaster and brought these to the attention of the Board. John P. had built a website to identify the mission of the reformers, listed the corporate compliance issues, and illuminated the distractions and lies of Jeffrey and Gary. Countless hours went into their efforts. I must say that the email exchange among the reformers was prolific. I would never have imagined so many individuals could devote themselves to work collectively, collaborating so carefully- worded communications and a professional web site, all to save an organization from itself. These folks – unpaid volunteers, many of whom donated money to AE911Truth – had nothing but the best interest for AE911Truth in their hearts.

The reformers issued a formal document to Richard and the Board above stating that they would no longer contribute to the organization – go on strike insofar as volunteers can strike – until Jeffrey and Gary were removed. The Board saw this as threatening and disruptive. Richard called it an ultimatum – us or them. Isn't everything? Either things happen or they don't. There are consequences in both cases. Any feeling of threat or ultimatums is only a sign of weakness and inadequacy, both attributes of the Richard and the Board at the time. The reformers provided information concerning the ramifications of keeping disruptors like Jeffrey and Gary aboard.

After accusing the reformers of disrupting the work of the AE911Truth team, Richard suspended the reformers in an email to the entire Team. He also suspended Jeffrey and Gary until a formal grievance policy could develop.

Will a man who completely ignores or waffles on a volunteer policy adhere to a grievance policy?

Alas, while they succeeded in enlightening Richard and the team to the ways of Jeffrey and Gary, they fell short on bringing other critical issues to light. This was handled in a childish way by Richard and that much came as no surprise to me. I was greatly disappointed by the fact that Richard has seemed to devolve over the course of time rather than evolve.

In the end, Richard Gage welcomed back all 9 reformers back only to dismiss Laurel as quietly as possible afterwards. He even told Chris S. before the suspension of the reformers was lifted that he did not want Laurel on the team and would not work with her again.

It is fair to say that Richard Gage is sexist and I have made allusions to that in other parts of the book. However, in this case his ego is threatened by intelligence. I venture to guess Laurel's financial and business acumen is far superior to his and he simply cannot handle it.

You might be wondering if I am overly critical. I have been kind in my criticisms, if harsh – not harsh enough. I had told the reformers from the start that I personally would not work with the organization unless all of the following steps were taken:

- (1) The immediate removal of Jeffrey and Gary (two disruptive volunteers)
- (2) The removal of Tom S. from his new position as CFO and from any position of authority. (Certainly, Tom S. needed

to be removed from the Board. His financial advice up to my point of departure was misguided at best and resulted in great disservice.

- (3) The removal of Richard Gage from position as CEO (his remaining on the Board of Directors was encouraged).
- (4) The complete reformation of the Board of Directors. (At least 50% of the new Board should consist of non-AE911Truth Team volunteers. These should be experienced Board members with accomplishments in fundraising. One attorney would be prudent.)

These actions could have happened independent of each other, over a span of time. However, Richard and the team needed to be talking about them and they should have all been on the docket for reforming action.

Richard Gage, AIA must absolutely be removed as CEO. More accurately, Richard Gage should not have managerial control of business operations. Richard is inexperienced. He possesses no business acumen. He lacks vision; as he has admitted, on many occasions, he is incapable of seeing the big picture! That alone is a red flag for leadership. His personal need for control is harmful to the organization. Lack of serious fundraising efforts and very low productivity of the volunteers are directly related to Richard's mismanagement.

Richard belongs on the stage. He has charisma and charm which, together with his passion for the cause, makes him a great spokesman. He should be nothing more than a figurehead.

The Board needed to be reformed. A small Board of inexperienced people, hand-picked by Richard, all "yes" men (no women) that enable him must be transformed into a panel of overseers whose sole responsibility is to preserve the mission and ensure the fiscal health of the corporation. As it was when I left, there was no outside blood – no attorneys or, more

importantly, no one with solid fundraising experience. Richard's closest and trusted people merely performed *ad hoc* as issues arose.

Among other people in the organization that have been a disservice, Tom S. needed to be removed from the Board. His financial advice up to my point of departure was at best misguided. He personally delayed the filing for 501(c)(3) status for two years. (Now, at the time of this writing they have finally applied and have been rapidly approved shocking all expectations of difficulties particularly with outstanding tax filing to the IRS and the California Secretary of State.) Tom refused to consider paid volunteers as employees. Those who were paid even small amounts, ranging \$250 per month to the \$1200 per month I received, were in his eyes to be handled in one of two ways. Either they were independent consultants working for the organization, or the amounts paid were to be considered Board stipends. No official contracts were ever drawn for consultants and I contested to no avail the absurdity of any Board stipend in that amount. It was Tom's excuse to avoid dealing with IRS complications; "keep it simple," he always said.

For me to continue working ethically with the organization, I proposed a change to the Bylaws in June of 2009, amending the California State boiler plate language:

ORIGINAL WORDING:

Section 7.15 Fees and Compensation of Directors

The Corporation shall not pay any compensation to Directors for services rendered to the Corporation as Directors, except that Directors may be reimbursed for expenses incurred in the performance of their duties to the Corporation, in reasonable amounts as approved by the Board.

Also, Directors may not be compensated for rendering services to the Corporation in a capacity other than as Directors, unless such compensation is reasonable and further provided that not more than 49% of the persons serving as Directors may be "interested persons" which...

AMENDED WORDING:

Section 7.15 Fees and Compensation of Directors

The Corporation MAY pay compensation to Directors for services rendered to the Corporation in the performance of their duties as Directors, in reasonable amounts as approved by the Board.

Directors may not be compensated for rendering services to the Corporation in a capacity other than as Directors, unless such compensation is reasonable and further provided that not more than 49% of the persons serving as Directors may be “interested persons” which...

I wasn't about to let Tom continue his sham and fortunately the Board approved the amended wording.

During the early days of reformation, Richard did invite Jon C. to the Board. While Jon was a team member, the fact that he was a rational person with his own engineering firm gave credibility to the Board that was then lacking since the departure of me and then Peter, the only two engineers beside Marx.

The Board also invited Kevin R., a figure well-known in the 9/11 Truth movement, to serve as a Director. We had discussed over the last few years as seats on the Board were vacant. But, both Bill D. and Tom S., were keen on keeping the Board small. I think Tom would have been fine with only Richard, Marx and himself. While Kevin is likely to offer a voice of reason, his experience in fundraising and directing non-profit organizations is unknown to me. As he accepted the nomination without a clear understanding of the AE911Truth's internal history, how long he will stay is also at question.

Carl Sagan said, *“An organism at war with itself is doomed.”* Of course, he was referring to the planet Earth which, in a network manifold of interconnected relationships, exhibits the characteristics of a living organism. AE911Truth is very much like this. It is disintegrating because it completely lacks the

leadership and strategic focus required to stay integrated. It has achieved positive results and has a well-known status in the 9/11 truth movement. Richard, the founder and integral part of the larger organization, is allowing disease to consume it.

Inner-struggles among 9/11 truth organizations have been rampant over the years. Ideological differences among the founding fathers and/or mothers have spawned new organizations. I've heard stories of infighting from people in *We Are Change* and other local 9/11 Visibility groups. Dr. Stephen Jones, a sensible scientist with focus on real evidence that nanothermite was used at the WTC, was once sharing advocacy with James Fetzer and *Scholars for 9/11 Truth*. Because that organization wanted to explore other possibilities in a more controversial and less scientific manner, Dr. Jones split to form another group called *Scholars for 9/11 Truth & Justice*. While Jones focuses on the irrefutable evidence of nanothermite, Fetzer's group makes the mistake of remaining a platform for ideas that, even if not easily debunked, are controversial and stigmatic. This is the perfect clandestine forum for disinformation. This seems to be the direction that some wanted to see AE911Truth take by pulling away from the controlled demolition hypothesis. All of this smells of infiltration.

Cass R. Sunstein, a professor at the University of Chicago Law School, is currently on leave to help his good buddy, Barack Obama, where Sunstein serves as Administrator of the White House Office of Information and Regulatory Affairs. In 2008, Sunstein was a co-author of a paper titled, "Conspiracy Theories."²⁵ In this paper, he advocates government infiltration of conspiracy groups, ones that he calls extremist groups, with emphasis on 9/11 truth groups.

²⁵ Sunstein, Cass R. and Vermeule, Adrian, *Conspiracy Theories* (January 15, 2008). Harvard Public Law Working Paper No. 08-03; U of Chicago, Public Law Working Paper No. 199; U of Chicago Law & Economics, Olin Working Paper No. 387. (http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1084585)

“Rather than taking the continued existence of the hard core as a constraint, and addressing itself solely to the third-party mass audience, government might undertake (legal) tactics for breaking up the tight cognitive clusters of extremist theories, arguments and rhetoric that are produced by the hard core and reinforce it in turn. One promising tactic is cognitive infiltration of extremist groups. By this we do not mean 1960s-style infiltration with a view to surveillance and collecting information, possibly for use in future prosecutions. Rather, we mean that government efforts might succeed in weakening or even breaking up the ideological and epistemological complexes that constitute these networks and groups.

How might this tactic work? Recall that extremist networks and groups, including the groups that purvey conspiracy theories, typically suffer from a kind of crippled epistemology. Hearing only conspiratorial accounts of government behavior, their members become ever more prone to believe and generate such accounts.

Informational and reputational cascades, group polarization, and selection effects suggest that the generation of ever-more-extreme views within these groups can be dampened or reversed by the introduction of cognitive diversity. We suggest a role for government efforts, and agents, in introducing such diversity. Government agents (and their allies) might enter chat rooms, online social networks, or even real-space groups and attempt to undermine percolating conspiracy theories by raising doubts about their factual premises, causal logic or implications for political action.”

As I believe AE911Truth to be the most professional and formidable of any 9/11 Truth *groups* (this does not refer to individual researchers and distinguished scientists), I have no doubt whatsoever that it has been infiltrated. There are some individuals, as far as I know, still with the organization, that I don't trust completely. I am without proof; frankly, I have made no attempt to obtain any. I am only suspecting. As my instinct can be wrong, it serves no use to the organization or me to name suspects or be speculative. I have not even given them or the readers here any indication that I distrust them.

Here's where the balance sheet will always work out; if there is an *asset*²⁶, there is a liability.

Although AE911Truth exists in form as an organization on paper, it has been denied function; in reality, it is no more than the alter ego of Richard Gage, AIA. The core of the organization, the finest among its volunteer base, has disintegrated by the action of attrition. Indubitably eager new volunteers will join the charade until they, too, burn out.

The organization, still managing to hang-on by threads, continues to be fruitless. Although the true movement is often said to be gaining momentum, I remain very skeptical that it will succeed in truth and justice for 9/11. It has been my contention for about a year now that the orchestrators of 9/11 (not the patsies or terrorists manufactured by the intelligence agencies), the real masterminds already had contingency plans in place on 9/11. By the time the truth is widely known and accepted, it will be moot and justice will only serve as a smokescreen for the contingency plans. In other words, before the events of 9/11, there was a plan in place to provide an answer to the question, "What is to be done when the public discovers the truth?" Even the next step is likely to have been calculated and put into action and made dormant until its time comes. If you only look one or two moves ahead, you can never expect to win a game of chess with an experienced opponent. My cynicism stems from the fact that those who know the truth, who are actively voicing transparency, justice and change, are incapable of seeing the forest for the trees – the bigger picture.

With this book I close my foray into the 9/11 truth movement and any attempts I might have made at government reform in the US. I will attempt in future books to explain the futility in the American democracy of the 20th century and its transition into a

²⁶ Slang for covert government agent.

police state in the 21st century. As this American empire approaches its impending demise, my only contribution to effecting change is to leave a blueprint for a new republic, one closer to our forefather's vision. Thinking and planning ahead seems my only recourse.


SEMPER VERITAS

EXIT

APPENDIX A

Declassified documents concerning Operation Northwoods

~~TOP SECRET SPECIAL HANDLING NOFORN~~



THE JOINT CHIEFS OF STAFF
WASHINGTON 25, D.C.

UNCLASSIFIED

13 March 1962

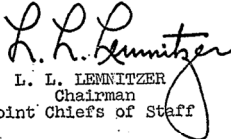
MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Justification for US Military Intervention in Cuba (TS)

1. The Joint Chiefs of Staff have considered the attached Memorandum for the Chief of Operations, Cuba Project, which responds to a request of that office for brief but precise description of pretexts which would provide justification for US military intervention in Cuba.
2. The Joint Chiefs of Staff recommend that the proposed memorandum be forwarded as a preliminary submission suitable for planning purposes. It is assumed that there will be similar submissions from other agencies and that these inputs will be used as a basis for developing a time-phased plan. Individual projects can then be considered on a case-by-case basis.
3. Further, it is assumed that a single agency will be given the primary responsibility for developing military and para-military aspects of the basic plan. It is recommended that this responsibility for both overt and covert military operations be assigned the Joint Chiefs of Staff.

For the Joint Chiefs of Staff:

SYSTEMATICALLY REVIEWED
BY JCS ON 27 May 84
CLASSIFICATION CONTINUED



L. L. LEMNITZER
Chairman
Joint Chiefs of Staff

1 Enclosure
Memo for Chief of Operations, Cuba Project EXCLUDED FROM GDS

EXCLUDED FROM AUTOMATIC
REGRADING; DOD DIR 5200.10
DOES NOT APPLY

~~TOP SECRET SPECIAL HANDLING NOFORN~~

APPENDIX A

ENCLOSURE B

UNCLASSIFIED

FACTS BEARING ON THE PROBLEM

1. The Joint Chiefs of Staff have previously stated* that US unilateral military intervention in Cuba can be undertaken in the event that the Cuban regime commits hostile acts against US forces or property which would serve as an incident upon which to base overt intervention.

2. The need for positive action in the event that current covert efforts to foster an internal Cuban rebellion are unsuccessful was indicated** by the Joint Chiefs of Staff on 7 March 1962, as follows:

" - - - determination that a credible internal revolt is impossible of attainment during the next 9-10 months will require a decision by the United States to develop a Cuban "provocation" as justification for positive US military action."

3. It is understood that the Department of State also is preparing suggested courses of action to develop justification for US military intervention in Cuba.

* JCS 1969/303
** JCS 1969/313

UNCLASSIFIED

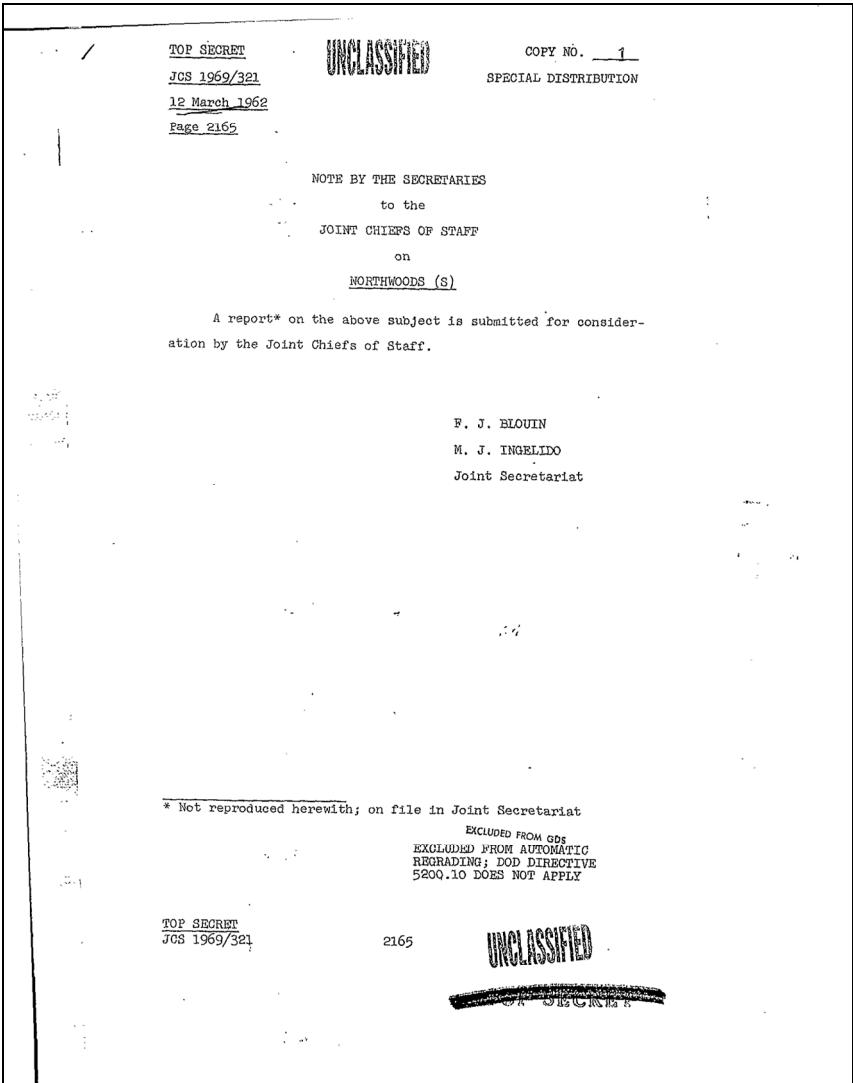
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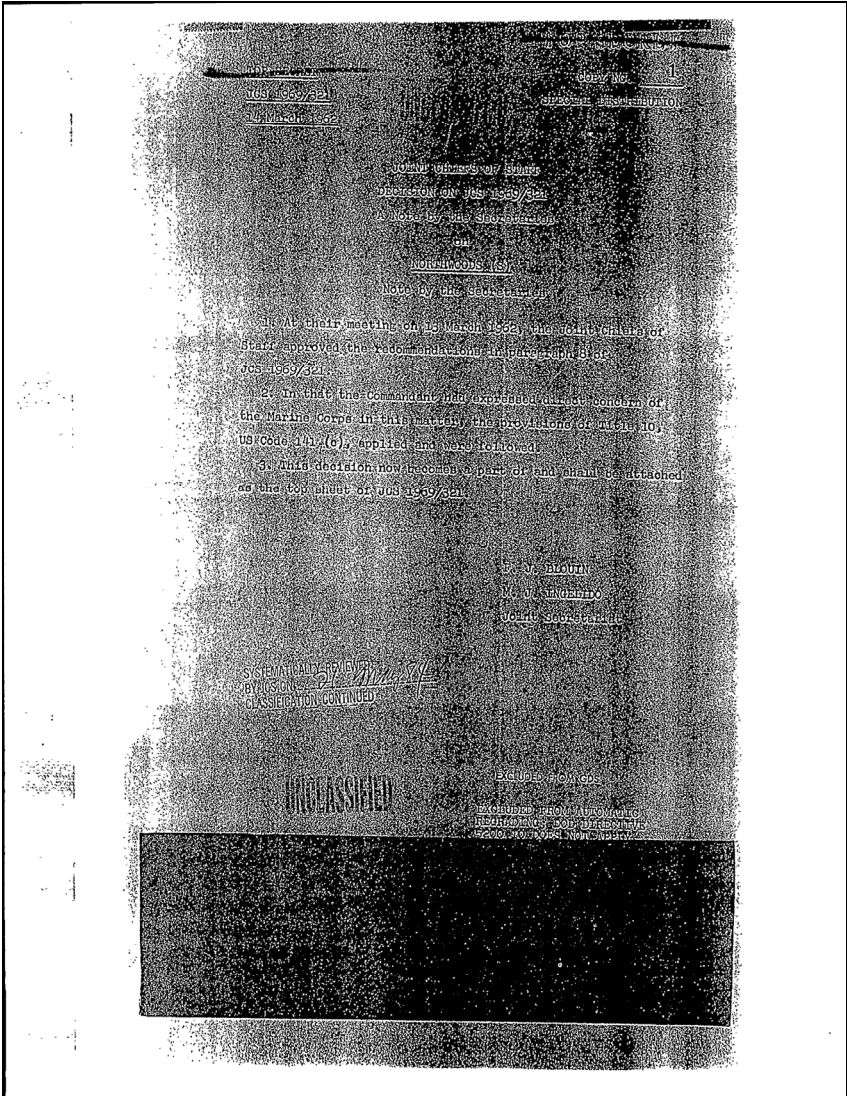
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APPENDIX A



APPENDIX A

9 March 1962

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REPORT BY THE DEPARTMENT OF DEFENSE AND
JOINT CHIEFS OF STAFF REPRESENTATIVE ON THE
CARIBBEAN SURVEY GROUP

to the
JOINT CHIEFS OF STAFF
on
CUBA PROJECT (TS)

The Chief of Operations, Cuba Project, has requested
that he be furnished the views of the Joint Chiefs of Staff
on this matter by 13 March 1962.

EXCLUDED FROM GDS

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APPENDIX A

UNCLASSIFIED

JUSTIFICATION FOR US MILITARY INTERVENTION IN CUBA (TS)

THE PROBLEM

1. As requested* by Chief of Operations, Cuba Project, the Joint Chiefs of Staff are to indicate brief but precise description of pretexts which they consider would provide justification for US military intervention in Cuba.

FACTS BEARING ON THE PROBLEM

2. It is recognized that any action which becomes pretext for US military intervention in Cuba will lead to a political decision which then would lead to military action.

3. Cognizance has been taken of a suggested course of action proposed** by the US Navy relating to generated instances in the Guantanamo area.

4. For additional facts see Enclosure B.

DISCUSSION

5. The suggested course of action appended to Enclosure A are based on the premise that US military intervention will result from a period of heightened US-Cuban tensions which place the United States in the position of suffering justifiable grievances. World opinion, and the United Nations forum should be favorably affected by developing the international image of the Cuban government as rash and irresponsible, and as an alarming and unpredictable threat to the peace of the Western Hemisphere.

6. While the foregoing premise can be utilized at the present time it will continue to hold good only as long as there can be reasonable certainty that US military intervention in Cuba would not directly involve the Soviet Union. There is

* Memorandum for General Craig from Chief of Operations, Cuba Project, subject: "Operation MONGOOSE", dated 5 March 1962, on file in General Craig's office.

** Memorandum for the Chairman, Joint Chiefs of Staff, from Chief of Naval Operations, subject: "Instances to Provoke Military Actions in Cuba (TS)", dated 8 March 1962, on file in General Craig's office.

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APPENDIX A

~~UNCLASSIFIED~~

as yet no bilateral mutual support agreement binding the USSR to the defense of Cuba, Cuba has not yet become a member of the Warsaw Pact, nor have the Soviets established Soviet bases in Cuba in the pattern of US bases in Western Europe. Therefore, since time appears to be an important factor in resolution of the Cuba problem, all projects are suggested within the time frame of the next few months.

CONCLUSION

7. The suggested courses of action appended to Enclosure A satisfactorily respond to the statement of the problem. However, these suggestions should be forwarded as a preliminary submission suitable for planning purposes, and together with similar inputs from other agencies, provide a basis for development of a single, integrated, time-phased plan to focus all efforts on the objective of justification for US military intervention in Cuba.

RECOMMENDATIONS

8. It is recommended that:

- a. Enclosure A together with its attachments should be forwarded to the Secretary of Defense for approval and transmittal to the Chief of Operations, Cuba Project.
- b. This paper NOT be forwarded to commanders of unified or specified commands.
- c. This paper NOT be forwarded to US officers assigned to NATO activities.
- d. This paper NOT be forwarded to the Chairman, US Delegation, United Nations Military Staff Committee.

3

~~UNCLASSIFIED~~

~~TOP SECRET SPECIAL HANDLING NOFORN~~

APPENDIX A

UNCLASSIFIED

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Justification for US Military Intervention
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3. Further, it is assumed that a single agency will be given the primary responsibility for developing military and para-military aspects of the basic plan. It is recommended that this responsibility for both overt and covert military operations be assigned the Joint Chiefs of Staff.

* Memorandum for Gen Craig from Chief of Operations, Cuba Project, subject, "Operation MONGOOSE", dated 5 March 1962, on file in Gen Craig's office

4

Enclosure A

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APPENDIX A

~~TOP SECRET SPECIAL HANDLING NOFORN~~

APPENDIX TO ENCLOSURE A

DRAFT

UNCLASSIFIED

MEMORANDUM FOR CHIEF OF OPERATIONS, CUBA PROJECT

Subject: Justification for US Military Intervention
in Cuba (TS)

1. Reference is made to memorandum from Chief of Operations, Cuba Project, for General Craig, subject: "Operation MONGOOSE", dated 5 March 1962, which requested brief but precise description of pretexts which the Joint Chiefs of Staff consider would provide justification for US military intervention in Cuba.
2. The projects listed in the enclosure hereto are forwarded as a preliminary submission suitable for planning purposes. It is assumed that there will be similar submissions from other agencies and that these inputs will be used as a basis for developing a time-phased plan. The individual projects can then be considered on a case-by-case basis.
3. This plan, incorporating projects selected from the attached suggestions, or from other sources, should be developed to focus all efforts on a specific ultimate objective which would provide adequate justification for US military intervention. Such a plan would enable a logical build-up of incidents to be combined with other seemingly unrelated events to camouflage the ultimate objective and create the necessary impression of Cuban rashness and irresponsibility on a large scale, directed at other countries as well as the United States. The plan would also properly integrate and time phase the courses of action to be pursued. The desired resultant from the execution of this plan would be to place the United States in the apparent position of suffering defensible grievances from a rash and irresponsible government of Cuba and to develop an international image of a Cuban threat to peace in the Western Hemisphere.

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4. Time is an important factor in resolution of the Cuban problem. Therefore, the plan should be so time-phased that projects would be operable within the next few months.

5. Inasmuch as the ultimate objective is overt military intervention, it is recommended that primary responsibility for developing military and para-military aspects of the plan for both overt and covert military operations be assigned the Joint Chiefs of Staff.

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ANNEX TO APPENDIX TO ENCLOSURE A

PRETEXTS TO JUSTIFY US MILITARY INTERVENTION IN CUBA

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(Note: The courses of action which follow are a preliminary submission suitable only for planning purposes. They are arranged neither chronologically nor in ascending order. Together with similar inputs from other agencies, they are intended to provide a point of departure for the development of a single, integrated, time-phased plan. Such a plan would permit the evaluation of individual projects within the context of cumulative, correlated actions designed to lead inexorably to the objective of adequate justification for US military intervention in Cuba).

1. Since it would seem desirable to use legitimate provocation as the basis for US military intervention in Cuba a cover and deception plan, to include requisite preliminary actions such as has been developed in response to Task 33 c, could be executed as an initial effort to provoke Cuban reactions. Harassment plus deceptive actions to convince the Cubans of imminent invasion would be emphasized. Our military posture throughout execution of the plan will allow a rapid change from exercise to intervention if Cuban response justifies.

2. A series of well coordinated incidents will be planned to take place in and around Guantanamo to give genuine appearance of being done by hostile Cuban forces.

a. Incidents to establish a credible attack (not in chronological order):

- (1) Start rumors (many). Use clandestine radio.
- (2) Land friendly Cubans in uniform "over-the-fence" to stage attack on base.
- (3) Capture Cuban (friendly) saboteurs inside the base.
- (4) Start riots near the base main gate (friendly Cubans).

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- (5) Blow up ammunition inside the base; start fires.
 - (6) Burn aircraft on air base (sabotage).
 - (7) Lob mortar shells from outside of base into base.

Some damage to installations.

- (8) Capture assault teams approaching from the sea or vicinity of Guantanamo City.
- (9) Capture militia group which storms the base.
- (10) Sabotage ship in harbor; large fires -- naphthalene.
- (11) Sink ship near harbor entrance. Conduct funerals for mock-victims (may be lieu of (10)).

b. United States would respond by executing offensive operations to secure water and power supplies, destroying artillery and mortar emplacements which threaten the base.

c. Commence large scale United States military operations.

3. A "Remember the Maine" incident could be arranged in several forms:

a. We could blow up a US ship in Guantanamo Bay and blame Cuba.

b. We could blow up a drone (unmanned) vessel anywhere in the Cuban waters. We could arrange to cause such incident in the vicinity of Havana or Santiago as a spectacular result of Cuban attack from the air or sea, or both. The presence of Cuban planes or ships merely investigating the intent of the vessel could be fairly compelling evidence that the ship was taken under attack. The nearness to Havana or Santiago would add credibility especially to those people that might have heard the blast or have seen the fire. The US could follow up with an air/sea rescue operation covered by US fighters to "evacuate" remaining members of the non-existent crew. Casualty lists in US newspapers would cause a helpful wave of national indignation.

4. We could develop a Communist Cuban terror campaign in the Miami area, in other Florida cities and even in Washington.

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The terror campaign could be pointed at Cuban refugees seeking haven in the United States. We could sink a boatload of Cubans enroute to Florida (real or simulated). We could foster attempts on lives of Cuban refugees in the United States even to the extent of wounding in instances to be widely publicized. Exploding a few plastic bombs in carefully chosen spots, the arrest of Cuban agents and the release of prepared documents substantiating Cuban involvement also would be helpful in projecting the idea of an irresponsible government.

5. A "Cuban-based, Castro-supported" filibuster could be simulated against a neighboring Caribbean nation (in the vein of the 14th of June invasion of the Dominican Republic). We know that Castro is backing subversive efforts clandestinely against Haiti, Dominican Republic, Guatemala, and Nicaragua at present and possible others. These efforts can be magnified and additional ones contrived for exposure. For example, advantage can be taken of the sensitivity of the Dominican Air Force to intrusions within their national air space. "Cuban" B-26 or C-46 type aircraft could make cane-burning raids at night. Soviet Bloc incendiaries could be found. This could be coupled with "Cuban" messages to the Communist underground in the Dominican Republic and "Cuban" shipments of arms which would be found, or intercepted, on the beach.

6. Use of MIG type aircraft by US pilots could provide additional provocation. Harassment of civil air, attacks on surface shipping and destruction of US military drone aircraft by MIG type planes would be useful as complementary actions. An F-26 properly painted would convince air passengers that they saw a Cuban MIG, especially if the pilot of the transport were to announce such fact. The primary drawback to this suggestion appears to be the security risk inherent in obtaining or modifying an aircraft. However, reasonable copies of the MIG could be produced from US resources in about three months.

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7. Hijacking attempts against civil air and surface craft should appear to continue as harassing measures condoned by the government of Cuba. Concurrently, genuine defections of Cuban civil and military air and surface craft should be encouraged.

8. It is possible to create an incident which will demonstrate convincingly that a Cuban aircraft has attacked and shot down a chartered civil airliner enroute from the United States to Jamaica, Guatemala, Panama or Venezuela. The destination would be chosen only to cause the flight plan route to cross Cuba. The passengers could be a group of college students off on a holiday or any grouping of persons with a common interest to support chartering a non-scheduled flight.

a. An aircraft at Eglin AFB would be painted and numbered as an exact duplicate for a civil registered aircraft belonging to a CIA proprietary organization in the Miami area. At a designated time the duplicate would be substituted for the actual civil aircraft and would be loaded with the selected passengers, all boarded under carefully prepared aliases. The actual registered aircraft would be converted to a drone.

b. Take off times of the drone aircraft and the actual aircraft will be scheduled to allow a rendezvous south of Florida. From the rendezvous point the passenger-carrying aircraft will descend to minimum altitude and go directly into an auxiliary field at Eglin AFB where arrangements will have been made to evacuate the passengers and return the aircraft to its original status. The drone aircraft meanwhile will continue to fly the filed flight plan. When over Cuba the drone will be transmitting on the international distress frequency a "MAY DAY" message stating he is under attack by Cuban MIG aircraft. The transmission will be interrupted by destruction of the aircraft which will be triggered by radio signal. This will allow ICAO radio

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stations in the Western Hemisphere to tell the US what has happened to the aircraft instead of the US trying to "sell" the incident.

9. It is possible to create an incident which will make it appear that Communist Cuban MIGs have destroyed a USAF aircraft over international waters in an unprovoked attack.

a. Approximately 4 or 5 F-101 aircraft will be dispatched in trail from Homestead AFB, Florida, to the vicinity of Cuba. Their mission will be to reverse course and simulate fakir aircraft for an air defense exercise in southern Florida. These aircraft would conduct variations of these flights at frequent intervals. Crews would be briefed to remain at least 12 miles off the Cuban coast; however, they would be required to carry live ammunition in the event that hostile actions were taken by the Cuban MIGs.

b. On one such flight, a pre-briefed pilot would fly tail-end Charley at considerable interval between aircraft. While near the Cuban Island this pilot would broadcast that he had been jumped by MIGs and was going down. No other calls would be made. The pilot would then fly directly west at extremely low altitude and land at a secure base, an Eglin auxiliary. The aircraft would be met by the proper people, quickly stored and given a new tail number. The pilot who had performed the mission under an alias, would resume his proper identity and return to his normal place of business. The pilot and aircraft would then have disappeared.

c. At precisely the same time that the aircraft was presumably shot down a submarine or small surface craft would disburse F-101 parts, parachute, etc., at approximately 15 to 20 miles off the Cuban coast and depart. The pilots returning to Homestead would have a true story as far as they knew. Search ships and aircraft could be dispatched and parts of aircraft found.

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APPENDIX B

Architects & Engineers for 9/11 Truth

Volunteer Policy and Processing Procedure Of Processing Volunteers for AE911Truth

Policy of Voluntarism

All levels of help should be considered. Help should not be rejected unless it is apparent that the resulting achievement of the volunteering input will be outweighed by the organizations cost/time investment. That is to say, time spent training and administrating volunteers should be proportional to the quality and amount of their commitment.

Definitions and Abbreviations:

Core Team – this is the group of vetted and trusted individuals who substantially form the staff of AE911Truth. Core Team Members may be volunteers or employees and possess an email address with the ae911truth.org domain. These members are generally expected to make the weekly Team conference call.

CV – Curriculum Vitae, a resume.

Special Team – these teams consist of vetted individuals, volunteers or employees, who have committed time to particular tasks within the division of labor assigned to the Special Team.

VC – Abbreviation for Volunteer Coordinator

Volunteer Coordinator – This is a member of the Core Team who provides a single point of contact for interested volunteers, collects resumes and other information, conducts a thorough vetting process per our vetting requirement policy, ensures smooth transition into one or more of our special teams.

Volunteers Processing Outline

1. Initial Contact/Recruitment

Volunteers may contact AE911Truth.org of their own volitions, as a result of posted position on the web site, or may be recruited by Core Team Members or other volunteers. The volunteer should provide at minimum the following: (1) contact information - full name, address, phone number and email address, (2) a resume and (3) a statement of volunteer work, if any, in the 9/11 Truth movement.

2. Vetting

A documented standard operating procedure for vetting should be created and updated periodically to address the security and interests of AE911Truth.org. Normal vetting will include surveying disinformation web

Volunteer Policy and Processing Procedures, 2nd Edition
Approved by the Board on February 3, 2009

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Architects & Engineers for 9/11 Truth

sites (such as randi.org) for evidence of activities or motives that are not in conjunction with those of AE911Truth.org as well as searching for published works on the web that indicate the same. Searches should include scanning social and business networking sites and may extend to public records databases. It may or may not be necessary to probe more deeply by contacting references by email or telephone. Volunteers who have not signed the petition should be encouraged to do so before volunteering.

3. Assignment to a Special Team(s).

Based on the interest of the volunteer, the individual will be offered the opportunity to join one or more Special Teams by conference call. During the calls or via email, tasks can be assigned by the Special Team Leader.

4. Evaluation/recommendation of volunteer by committee chair.

Based on the performance of the volunteer and his/her expression of willingness to invest a *regular* time commitment, a Team Leaders may recommend to the CEO/President, the Chairman of the Board, that the volunteer should be considered for placement on the Core Team. As a general rule, this should not occur after a short interval of time or after the successful completion of the first task; rather, a suitable amount of invested energy should be apparent indicating a continued level of commitment on behalf of the volunteer.

Immediate Core Team level placement may be desired in rare instances that include Verification Team and those who require complete root access to our web server. Prudence should be administered in these positions as these volunteers would have access to our supporter database, the complete back end of the server, or other proprietary documents.

Core Team Invitation

At his discretion or by his approval after recommendation, the CEO/President will invite a volunteer to join the Team. Acceptance by the volunteer will result in an ae911truth.org email address and a virtual signature card for organizational business. Also, see AE911Truth.org Email Policy (to be documented.)

Core Team Member Probation

At his discretion, the CEO/President might suggest probationary actions based on the advice of the Team and/or Board of Directors. This communication should be handled by telephone as opposed to email.

Core Team Member Dismissal

The dismissal of a Core Team Member will be approved by the CEO/President or his designee based on the advice of the Team and/or Board of Directors. This communication should be handled by telephone as opposed to email.

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Architects & Engineers for 9/11 Truth

Volunteer Process Flow

1. **EXPRESSION OF INTEREST:** someone expresses a willingness to help in their supporter profile or submits a request to volunteer@ae911truth.org
2. **VC RECEIVES** contact info, CV, and a statement if provided. VC forwards this to the person doing the vetting (if other than the CV)
3. **INITIAL CONTACT** by the VC: The VC sends an email (template to be provided) if further information is needed. This is followed by a call to briefly explain the many ways a volunteer can help. The general psychology and sincerity of the volunteer should be gauged during this call. If possible, the volunteer should be engaged for a response to their level of commitment. i.e. how many hours per week or days per week can they help?
4. **VC RECEIVES** pass/fail notice of vetting.

If Vetting Passes:
 5. **SECOND CONTACT** by the VC: The VC sends an email or calls introducing the team chairperson who will invite the volunteer to the call.
 6. **TEAM LEADER INVITATION:** The Team Leader invites volunteer to the next conference call and is charged with seeing that this new person is comfortable and delegated a task.
If Vetting Fails:
 7. **FINAL CONTACT** by the VC: A polite email of rejection is sent by the VC.

APPENDIX C

Volunteer Vetting Procedures
(Pages 6-11 have been purposely omitted to protect the privacy of the
individual used in the sample dossier)

CONFIDENTIAL

**VOLUNTEER VETTING PROCEDURES
(DRAFT)
March 12, 2009**

APPENDIX C

VOLUNTEER VETTING PROCEDURES

OBJECTIVE

To establish confidence in a volunteer as being supportive of our mission and to determine to what extent controversial views, if any, may be divisive or destructive to the organization.

When there is no publicly displayed information regarding the candidate's opinions on the events of 9/11, it is helpful to record some evidence of character as an aid in establishing confidence in a relatively unknown individual.

In addition, any expressions of personality or personal interests which are publicly available may provide useful in optimizing productivity and exploiting all potential human resources that a volunteer has to offer.

METHOD

To achieve the objective, a process of reasonable due diligence in vetting shall be performed. The following should be considered and are listed in order of weight, the first being most important:

- A. Published opinions: an assessment of publicly available information surrounding the candidate's opinions about the events of 9/11.
- B. An assessment of character, the extent of which is made judiciously by the vetter and dependant on confidence in the results of item A.
- C. Personal recommendation from a trusted AE911Truth team member.

REQUIRED INFORMATION TO BE PROVIDED BY THE VOLUNTEER

- Complete Name (first and surname)
- Email Address
- Phone Number
- Resume (Required for documentation in accordance with the *Volunteer Policy and Processing Procedures, 2nd Edition*, it is not mandatory vetting, but highly preferred to make the process of vetting more expedient)

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TECHNIQUES

The primary source for information is the Internet. (If necessary, contacting personal references may be considered.) Therefore, it is assumed that the vetter is competent in using the Internet for research, particularly with regard to using search engines and their respective advanced search criteria.

It is important to remember that the search results are not necessarily to be used as exclusionary criteria. A context needs to be established whereby the vetter can come to a reasonable conclusion.

A primary goal in the overall search is to find alternate identities (aliases) or usernames. The web searches should be performed with all usernames found to be associated with the candidate.

A. **General Search** (using Google.com)

Cross-reference search results to confirm identity. Attempt to find at least one photograph.

1. Google complete email address (username@domain.xyz)
2. Google 'username'.
3. Google phone number.

B. **9/11 Related Site Search**

1. Search the JREF Forum (<http://randi.org>)
2. Search 911blogger.com (<http://911blogger.com>)
3. Search 9/11 Meet-Up (<http://9-11.meetup.com>)

C. **Refined Searches** (using Google.com)

If not already found through Items A and B above, refine Google searches to determine any correlation to questionable ideologies using combinations of "username" and a search term, as well as "full name" and a search term. Among the search terms to be considered are: "no planes", "dew", "nukes", "harp", "ufo", "judy wood", "jews", "holocaust", "Zionism".

D. **Social Networking Site Search**

Search for social sites profiles using full name and primary email address.

1. MySpace (<http://www.myspace.com>)
2. FaceBook (<http://www.facebook.com>)
3. LinkedIn, etc. (<http://www.linkedin.com>)

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If the candidate is found with a profile on one or more of these sites using a **different username**, repeat the searches in B and C above with this username.

E. Character Search through Public Records

The following guidelines will apply to searching US public records. (In principal, any country with public records might be useful provided the vetter can read the applicable foreign language.)

e.g.

County Court Records – criminal and civil case listings (divorces, bankruptcies, etc.)

County Recorder – deeds, marriage licenses, property taxes, etc.,\

Local Police Records – arrest records, complaints, sex offender lists, etc.

For the most part, civil and criminal court records are most easily found in the direct Google search for the county and “court records”. To find the county for the city/state where the candidate resides, a simple Google search for the city, two-letter state code and the word ‘county’ (i.e. ‘Omaha NE county’) usually will result in links for the desired county. Often the resulting links will go directly to county records online. If not, once the county is known, one can start navigating by county/state at the following portal for vital information, property taxes, liens, etc.:

<http://publicrecords.netronline.com/>

The information for each county will provide direct links to county recorder, county assessor, et al.

Police records may be found at city, county sheriff and state levels. Not all police departments list records online. Vetting at this level is rarely required, but highly recommended with absolutely no other information on the candidate can be found.

ASSESSMENT

Based on the findings, the vetter must make a decision as to a ‘pass’ or ‘fail’ result. While a failure is likely to be rare, the criteria used in the judgment may certainly affect confidence levels as described below.

CONFIDENCE LEVELS (OPTIONAL)

It is suggested that each vetter rank each candidate with regard to the confidence held in the candidate’s level of trust. These may be helpful in later determining what

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organizational responsibilities a volunteer could be entrusted with and prevent the need for further vetting down the line.

Trustworthiness Ratings:

- 1=very weak
- 2=weak
- 3=fair
- 4=strong
- 5=very strong

DOCUMENTATION

A dossier for each candidate should be created which contains all information in one place. This will be kept confidentially in a secure place on a web server and offline. Other than the profile taken from the AE911Truth database and a submitted resume, the information should include a reference source, normally a web URL.

The dossier should contain the following:

1. A copy of the AE911Truth.org profile from Supporter's Maintenance,
2. Physical and/or mailing address if available,
3. A photo, if available, and other relevant personal information,
4. Any findings, if any, from alternate 'usernames'. Include the username, an example of the findings and the source,
5. Any findings, if any, from public records that help define character. Include the username, an example of the findings and the source,
6. Samples of 9/11 postings, if any.

PROCESSING UPON COMPLETION

The vetter should send the results (pass/fail, confidence level and dossier) to the Volunteer Coordinator (volunteer@ae911truth.org.) The Volunteer Coordinator will inform the respective Team Leader of the results.

CONFIDENTIALITY

While the information obtained during the vetting process is *usually* public, details of the findings shall be held in confidence and should not be disseminated to other AE911Truth Team Members unless that information is pertinent to the work at hand and affects third parties who "need to know" or "should know."

APPENDIX D

Complicated Newsletter Editing Process (With Richard Gage as Final Editor of All Articles)

**AE911Truth eNewsletter, *The Blueprint*
Publication Processing Flow – DRAFT-revised 090225**

In accordance with Writing Team policy [suggested and not yet documented or adopted], there shall be a “pair” review process in which two sets of eyes go into every article. The writer and editor combination satisfies this requirement. The writer should send the written article only to the editor of that article. *(Team input, unless expressly sought by the writer, will encumber the publication process and cause confusion, delays, and possibly divisiveness. If there is a need for this, it is a clear indication that the writer/editor team or either member is not capable of performing the assigned task and needs to be replaced.)*

The final form of the eNewsletter is formatted in HTML in accordance with guidelines [to be documented] established by the Web Team. The final result is an HTML email and a web page to be published at AE911Truth.org.

1. A concept telephone conference shall be held to determine the format of the given edition, the approximate number of articles, and any graphic inline-images or sideline-advertisements. In attendance should be the Writing Team (prospective writers). Mandatory attendance should be required of the Writing Team Leader, the editor in chief (EIC) of the eNewsletter, and either the Web Team Leader or the Web Team Volunteer formatting the eNewsletter.
2. Article ideas are assigned to a writer and editor, who are mutually exclusive.
3. Writers may write any number of articles and edit any other articles (other than those self-written.) The converse is true in that editors may also be writers of other articles.
4. The EIC is responsible for the entire layout of the newsletter, its content and submission to the web team. The EIC will submit a proposed arrangement of articles in order of appearance with suggested titles.
5. Before written articles are sent to the Technical Editor for content editing, the EIC or Associate EIC ensures that written articles follow the established writing guidelines [a policy document is to be written concerning acceptable topics, writing styles, et cetera]
6. An EIC may submit an article (either individually or collectively) to the web team for formatting only after it has been edited. No changes will be made to the article at this point unless they consist of:
 - (a) inaccurate information that jeopardizes credibility of the writer or AE911Truth,
or
 - (b) typographical errors discovered during the final proofing of the web-ready layout.

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A tracking method shall be documented to indicate that an article has completed the editing process. This indicator determines whether or not web formatting will be undertaken.

In addition to provided the text to the web team, the EIC shall also ensure that any graphic images to be included in an article are embedded in the document before passing the document on to the web team.

7. Technical proofing to determine inaccuracies may be performed at this stage by any qualified staff member. However, the EIC is responsible for compiling all corrections and issuing them at one time to the Web Team for a revision to the web pages. Therefore, the only comments that will be considered in this process must be sent to the EIC.

8. The Web Team will post the newsletter on the web (internal use only) for proofing and final review of the layout. Again, no changes will be made to the article at this point unless they consist of:

(a) Layout changes in the arrangement and ordering of articles requested by the EIC, or,

(b) Inaccurate information that jeopardizes credibility of the writer or AE911Truth, or,

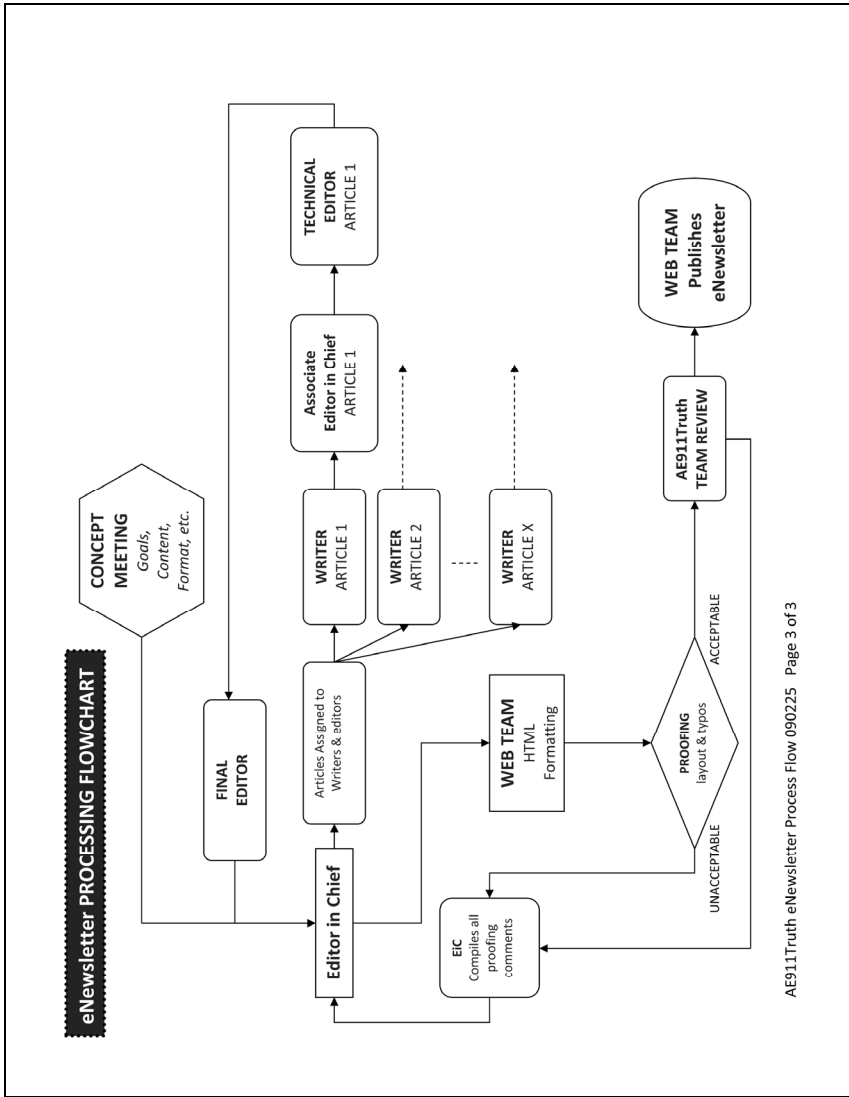
(c) Typographical errors discovered during the final proofing of the web-ready layout.

9. The addition of a dedicated proofreader enters the process flow AFTER the Web Team has formatted the newsletter for publication to catch any inadvertent errors created in that process. Errors are reported to the EIC or Associate EIC which are passed on to the Web Team for implementing corrections to the formatted HTML document

10. Once the proof is acceptable, final last-chance comments by anyone who wishes to review the proof shall be submitted to the EIC. Further changes in accordance with Item 8 above made be implemented at the discretion of the EIC.

11. The eNewsletter is the published via web and email.

APPENDIX D



ABOUT THE AUTHOR

Michael Armenia has a Bachelor of Science degree in Electrical and Computer Engineering from Clarkson University, Potsdam NY. He worked in product safety engineering for Underwriters Laboratories, Inc. for nearly a decade before exploring the artistic side of life. Since then he has worked in the field of communication arts providing graphics and web design among other research and consulting services pertaining to the arts and sciences. To these disciplines Michael considers adding religion; as Einstein has written, "All religions, arts and sciences are branches of the same tree. All these aspirations are directed towards ennobling a man's life, lifting it from the sphere of mere physical existence and leading the individual toward freedom."

