

Intervention U.S.A.

*Beginning America's Integrity
Realignment*

Understand the Roots of Oppression	✓
De-Institutionalize the Political Parties	✓
Adopt a New Economic Component	✓
Begin America's Healing	✓

All People Thriving

Independently Published

All People Thriving

U.S.A.

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United States of America

Intervention U.S.A.
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Integrity Realignment

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FOREWORD

All People Thriving is an independent research and consulting practice dedicated to the identification and alleviation of oppression by raising awareness, providing analysis and recommendations, and through advocacy, training and education. A quick search of the internet using the latest search engine shows us a glimpse into the status of global societies. There are countries at war, some of which use chemical weapons against not only their neighbors, but also their own people. There are countries where one can find in a single city both the world's richest people and streets lined with homeless individuals and families. And there's more: poverty, school shootings, missing children, racism, sexism, religious and political discrimination.

It's not as though the world has not been trying, however. And in some cases, there has been great success. After two global conflicts, the nations of Earth have come together to intentionally prevent wars among countries and to promote cooperation amongst one another. These relationships are intentional and continue to serve as a beacon of hope. Known as the United Nations, no other body has gone on to develop such comprehensive human rights - At least on paper. But the work is far from over. Despite major revolutions, the enslavement of human beings can still be found throughout the planet. Discrimination based on the color of one's skin or place of birth still emerges as a barrier among human beings, and violence based in religion still thrives. Of the more than seven billion humans inhabiting the planet Earth, upwards of one in six live in poverty. In the United States alone, considered by some as one of the world's richest and freest countries, various advocates estimate anywhere between five hundred thousand and one million

people are homeless or inadequately sheltered at any given time. The murder rate is among the highest of developed countries, and perhaps more startling is the fact people in the United States are seven times more likely to kill themselves than to be killed by another.

Throughout history, religious leaders, social activists, scientists, sociologists, political leaders and elected officials have tried to address the issues facing humanity. Yet, these issues reemerge time and again. It's as though civic leaders have been forced to pull a weed without the opportunity to eliminate its root. Healthcare inequity, political discord, police shootings. Seemingly, there are a wide variety of causes for each of these, but in reality, there is an underlying cause. Each of these are unique *symptoms* of a greater issue at work: oppression. The time has come for humanity to work towards addressing the root of these issues. If we are to truly advance as individuals and nations, we must learn to identify and eradicate oppression from our zeitgeist once and for all.

Part 1:
The Integrity Model

INTRODUCTION

All People Thriving developed the Integrity Model to analyze, study and alleviate oppression. The model compiles important teachings from a wide school of thought, including historic and religious documents, scientists, business and organization leaders, sociologists and others. From rising health care costs, homelessness and severe addictions to continuously emerging civil rights issues, and corruption in local, state and global governments, the Integrity Model can be used to probe a wide array of issues facing humanity.

The Integrity Model includes a set of concepts and systems to identify oppression and suggest solutions for achieving or restoring alignment (integrity). First, the Integrity Model provides a lens from which to view oppression. This lens is known as the Theory of Oppression. It outlines the core beliefs of oppression and provides us with a more comprehensive understanding of oppression than what was previously available. It is based on the idea that in order to understand the roots of oppression, we must first understand what oppression is. Second, the Integrity Model provides a framework for comparative analysis allowing us to observe the opposite of oppression which is thriving. This is known as the Foundationalist Framework. Finally, the Integrity Model outlines a method of inquiry that helps us to intentionally alleviate oppression. This is known as the Integrity Process. The Integrity Process was used to assist in the development of the Integrity Model itself as well as the Theory of Oppression. A complete outline of the Integrity Model provides us with a baseline from which to begin

addressing the many issues facing humanity. Moreover, it allows us to start at the very beginning, at the roots.

APPLICATION OF THE INTEGRITY MODEL

The Integrity Model--at this stage--is intended for use by professionals in a variety of fields involved in the development or use of concepts, systems and technologies, as well as stakeholders in groups, businesses, organizations, governments and movements. All People Thriving reserves the right to edit, update and alter the Integrity Model as new information, resources and tools become available. NOTE: The Integrity Model is not designed to provide or replace professional or legal guidance, and consultation of counselors, mental health professionals, attorneys, accountants, or other professionals may be required. Those who experience any level of mental, physical or emotional distress or discomfort upon reviewing this material should contact or seek professional help or guidance immediately.

THE THEORY OF OPPRESSION

In order for a theory to be considered valid, it needs to be universally applicable. Not just within one community or for one group, but for all of those who are subjected to the definitions or assertions. Historic definitions of oppression assert phenomena such as racism, sexism, classism and religious discrimination result in oppression. The Theory of Oppression, however, asserts the inverse is true. Racism, sexism, classism, etc., are symptoms--not the root causes--of oppression. The Theory of Oppression is built on a series of assertions to provide a solid foundation for understanding oppression and its impact. These are categorized into three (3) main areas: The Foundationalist Framework; Oppression Theorized & Defined; and Alleviating Oppression.

The Foundationalist Framework Assertions

- Individual human beings are the building blocks of human constructs.
- Human constructs include: concepts (ideas), systems (actions/roles), technologies (tools), relationships and institutions (organizations, government, businesses and groups).
- There are *universal* elements for individuals and their and constructs:

- Mission (a purpose or point)
 - Basic Structure (building blocks)
 - Truths (core beliefs)
 - Guiding Principles (concepts or ideas dictating interactions or exchanges)
 - Values (contributing to decision-making and prioritization)
 - Basic Requirements (needed to exist or function at the highest capacity)
 - Evolutionary Process (acquiring and incorporating information, tools and resources)
 - Milestones (core indicators of progress or decline)
- Individuals, concepts, systems, technologies, relationships and institutions each have their own self-defined *independent* elements, which also include a mission/purpose, basic structure, core beliefs, guiding principles, values, evolutionary processes and milestones for progress or decline.
 - Individuals and their constructs grow through a continuous process which includes acquisition (input), alignment (acceptance or rejection of some or all of the input, and which commonly includes a comparative analysis of self or current status with external entities or environmental factors, and with the internal mission, structure, core beliefs, guiding principles, values, evolutionary process and milestones), decision (intent or action), plateau (no

new stimulus or input), testing (practice), operating (functioning or output with the newly acquired input).

- Individuals and their constructs make decisions or take actions based on the information, tools and resources available to them at the time of the decision.
- Individuals and their constructs able to identify and obtain their *independent* elements in alignment with the *universal elements* are most likely to operate at their highest capacity and reach their fullest potential.

Oppression Theorized & Defined

- Oppression prevents individuals and their constructs from operating at their greatest capacity.
- Structurally, oppression is a set of acts, systems, thoughts or concepts. Oppression involves:
 - Harming dignity, self-worth, self-respect or self-awareness;
 - Eliminating autonomy of the body, mind or soul;
 - Ending or inhibiting life, liberty or the pursuit of happiness;
 - Restricting access to basic needs;

- Preventing learning, growth or free will;
 - Solidifying an “other” within the human species.
- Oppression can be intentional (willful and done with malice), or unintentional (done with ignorance).
- Oppression can be inflicted upon an individual by other individuals, concepts, systems, technologies, relationships and/or institutions.
- Oppression can be inflicted by an individual upon oneself, other individuals, concepts, systems, technologies, relationships or institutions.
- Oppression requires a decision or action based on missing, false, misaligned or incomplete independent elements.
- Individuals and their constructs are able to reject oppression when their independent elements are in place and aligned with the universal elements. Rejection of oppression includes natural human instincts to fight, flee, avoid, or grow.
- Oppression is likely to be internalized or institutionalized by individuals and their constructs when their independent elements are missing or misaligned with the universal elements; This can result in oppression-based responses, including fight

(to destroy or take); flight (avoid dealing with the oppression); freeze (stagnate); adapt (change to match the oppressive environment); submit (acceptance of oppression); alienate (creation an “other” or “enemy”); or manipulate (exploit, coerce, threaten, deceive).

- Oppression utilizes destructive or competitive, rather than comparative or cooperative, means of evolution.
- Once internalized or institutionalized, oppression is likely to become part of the normal output or operating of individuals and their constructs.
- When oppression is present for prolonged periods of time, the individual, concept, system, technology, relationship or institution is likely to experience decline, prolonged conflict or adversity, stagnation or even death, and indicators of oppression will be identifiable.

Indicators of Oppression

- ***Individuals*** - Indicators of internalized or institutionalized oppression ***may*** include, among others:

- Persistent damaged sense of dignity, self-worth, self-respect or self-awareness
- Persistent shame or fear
- Assertion of dominion over the body, mind or soul of another
- Allowing others to impede without personal boundaries
- Restricting or allowing the restriction of basic needs for self or others, such as housing, resources, affection, love, opportunities, etc.
- Interrupting or ending the life, liberties or pursuit of happiness of self or others
- Preventing free will of self or others
- Forming destruction-oriented competition, rather than growth-oriented comparative competition or cooperation
- Creating a permanent “other” or “enemy”
- Asserting permanent blame
- Persistent victim status (assuming no role in self-healing)
- Persistent repression of own needs
- Persistent lack of purpose or meaning in life
- Persistent lack of self-esteem, or prolonged ego or martyr phase
- Prolonged self-identification as an “other”
- Prolonged mental health diagnosis or addiction
- Attempting to meet needs through coercion, manipulation, exploitation, harassment, threats or punishment
- Prolonged use of lying, deceit or omission

- Persistent inability to express one's own truth
 - Lack of empathy or compassion for self or others
 - Inability to accept affirmation, information or opportunities for self-growth
 - Inability to define oneself
 - Prolonged reliance on others for self-definition
 - Inability to be wrong (or right)
 - Inability to make or accept mistakes in good faith
 - Prolonged reliance on others for self-esteem or affirmation
 - Persistent requirement of external praise over internal guidance
 - Inability to forgive self or others
 - Willingness to harm others to achieve needs
 - Unwillingness to take responsibility for own actions, or to learn from them
 - Willingness to kill or harm others
- **Concepts** - Indicators of internalized or institutionalized oppression *may* include, among others:
- Devaluing the unique experiences or potential of each human being
 - Creating a permanent “other” or “enemy”
 - Creating unnecessary or unhelpful categories
 - Accepting or rationalizing exploitation, coercion, manipulation, or other forms of

oppression as “acceptable” or “that’s the way it is”

- Dismissing the rights to life, liberty or the pursuit of happiness
- Accepting the denial or restriction of basic human needs and experiences, including food, water, shelter, love, affection, etc.
- Enshrining oppression or competition as an acceptable way of obtaining basic needs
- Allowing for lying, deception, misdirection or omission of truth
- Promoting or enforcing “false options”

□ **Systems** - Indicators of internalized or institutionalized oppression *may* include, among others:

- Failing to acknowledge basic human rights
- Failing to acknowledge basic human bodily and emotional needs (i.e. systems that prevent using the restroom, or policies that prevent time off for caring for sick children or parents)
- Failing to acknowledge natural human instincts
- Failing to acknowledge the diversity of human bodies and experiences, including physical abilities or mental, cognitive and emotional capacities
- Exploiting vulnerabilities

- Creating unnecessary, harmful or meaningless categories
 - Damaging the inherent dignity, worth or self-respect of individuals
 - Does not work for everyone it is intended to serve
 - Confusing equality with equity
- ***Technologies*** - Indicators of internalized or institutionalized oppression ***may*** include, among others:
- Inhibiting life, liberty or the pursuit of happiness (designed to kill people)
 - Seeking to assert control, ownership or manipulative influence over the body, mind, soul or free will of individuals
 - Enabling the ability to infringe on basic human rights
 - Preventing access to education or information
 - Destroying the environment or other essential human needs
 - Allowing or enabling exploitation, coercion, manipulation, deception, omission, neglect, harassment, threats, or actual bodily harm
 - Curtailing or unduly influencing free will
- ***Relationships*** - Indicators of internalized or institutionalized oppression ***may*** include, among others:

- Unarticulated purpose and goals of the relationship, including shared beliefs or values
- Unarticulated needs in the relationship
- Unarticulated and/or lack of honoring boundaries of the parties in the relationship
- Assumption of ownership of body, mind or soul of other parties in the relationship
- Use of threats, harassment, exploitation, shaming, coercion, or punishment to meet needs
- Use of lying, manipulation, omission or deceit to meet needs
- Tendency towards maintaining stagnation or decline rather than supporting independent growth of the parties in the relationship
- Tendency towards maintaining a “need” to be in the relationship
- Inability to end or evolve the relationship in healthy ways
- Permanent labeling, such as “abuser”, “victim”, “cheater”, “slacker”, “no-good”, “toxic”, etc.
- Inability to allow for growth of the parties in the relationship
- Prohibits or detracts individuals from accessing basic needs or pursuing personal goals
- Lack of trust, honesty, transparency, loyalty, commitment, consideration, appropriate affection or companionship

- Diminished capacity of one or more parties in the relationship to maintain a sense of self-worth, dignity or self-respect
 - Lack of positive reciprocity
 - Devaluing the contributions of one of the partners
 - Dominance or competition over cooperation
 - Thriving on negative energy rather than promoting positive growth and development
 - Promoting or thriving on co-dependency rather than cooperation
 - Collective decision-making doesn't benefit all parties
- ***Institutions*** - Indicators of internalized or institutionalized oppression ***may*** include, among others:
- Lacking clearly articulated mission
 - The mission has no direct relation of the mission to one of the universal elements
 - The mission or purpose is to harm dignity or worth of individuals
 - Asserting ownership over the bodies, minds or souls of individuals
 - Restricting life, liberty or the pursuit of happiness
 - Restricting learning or prevents growth
 - Lacking clearly articulated core beliefs, guiding principles or organizational values

- Implementation of programs and services is misaligned with independent and/or universal elements
- Use of threats, harassment, exploitation, coercion or punishment to meet desired needs or goals
- Individuals (such as employees, customers, clients, etc.) engage only because they feel they have to, and not because they share the values or mission of the organization
- High turnover, dissatisfied customers or clients, unhappy staff, volunteers or employees
- Individuals being asked to give up autonomy or basic human rights
- Low loyalty to the mission
- People staying for benefits versus prolonged belief in the mission
- Fear is present among staff, leadership or participants
- Achievement by staff is seen as a threat to management
- Referring to some members of its own team as the “enemy”
- Spies on its own people or team
- Too many laws or rules
- Seeking to micromanage the affairs of its participants
- Use of punishment or punitive measures
- Inconsistency in policies, laws, regulations, processes or programs and services

- Use of oppressive tactics marked by exploitation, deceit, misdirection, coercion, threats, harassment, neglect or punishment as a way to reach desired outcomes
- Use of reactive measures instead of responsive measures in the development of policies, procedures, programs and services
- Devaluing any of its team (employees, staff, volunteers, colleagues) or clients (members, participants, customers, etc.)
- Unfair or inequitable compensation
- Actively seeking to compete (destroy others) rather than comparatively compete or cooperate
- Is in prolonged “survival mode”, stagnation or decline
- Readily makes use of oppressive concepts or systems

Alleviating Oppression

- Individuals and their constructs are likely to continue the cycle of oppression unless there is an impetus for change. This is likely to include:
 - Awareness of decline, stagnation or impending death;
 - Identification of oppression indicators; and

- An intent, including a decision and/or action, address or alleviate oppression.
- Once an impetus for change has occurred, oppression can be alleviated through an intentional process. This process often includes:
 - Analysis of mission, structure, beliefs, guiding principles, values, requirements, evolutionary process and milestones;
 - Identification of missing independent elements, including mission, structural components, beliefs, guiding principles, values, requirements, evolutionary processes or milestones;
 - Identification of incongruence or misalignment among the independent elements;
 - Identification of misalignment of independent elements with the universal elements (if any);
 - Opportunity, including information, resources or tools to identify, obtain or revise mission, structural components, beliefs, guiding principles, values, basic needs, evolutionary processes or milestones, and align independent elements; and
 - Opportunity, including affirmation, information, resources or tools to align independent elements with universal elements.

- Once oppression is alleviated, individuals and their constructs are likely to operate at their highest and fullest capacity.
- Individuals and their constructs operating at their highest and fullest capacity are able to thrive.
- Thriving individuals and their constructs are able to reach their highest and fullest potential.

THE FOUNDATIONALIST FRAMEWORK

The Integrity Model also includes a framework to identify and understand the opposite of oppression which is thriving. The framework is built on several assertions, each deriving from the one before and carefully designed to be applicable to all individuals and their constructs. It utilizes a variation of successful strategic planning tools commonly used for organization and business development, and outlines the universal elements and the framework for independent elements.

Foundational Assertions

- Individual human beings are the building blocks of human constructs.

- Human constructs include: concepts (ideas), systems (actions/roles), technologies (tools), relationships and institutions (organizations, government, businesses and groups).

- There are *universal* elements for individuals and their and constructs:
 - Mission (a purpose or point)
 - Basic Structure (building blocks)
 - Truths (core beliefs)

- Guiding Principles (concepts or ideas dictating interactions or exchanges)
 - Values (contributing to decision-making and prioritization)
 - Basic Requirements (needed to exist or function at the highest capacity)
 - Evolutionary Process (acquiring and incorporating information, tools and resources)
 - Milestones (core indicators of progress or decline)
-
- Individuals, concepts, systems, technologies, relationships and institutions each have their own self-defined *independent* elements, which also include a mission/purpose, basic structure, core beliefs, guiding principles, values, evolutionary processes and milestones for progress or decline.

 - Individuals and their constructs able to identify and meet their *independent* elements in alignment with the *universal elements* are most likely to operate at their highest capacity and reach their fullest potential.

Universal Elements

Universal elements are the fundamental and common building blocks of individuals, concepts, systems, technologies, relationships and institutions. The universal

elements are built upon a wide array of research including teachings from religious and civic leaders, historic documents and academic models. Because the Integrity Model is designed to view and identify oppression, it is also designed to view and identify the opposite of oppression which is thriving.

Individuals

- Mission – The universal mission or purpose is for human beings to each reach their own unique highest and fullest potential.

- Structure – The universal structure of human beings includes the body (physical self), mind (cognitive and behavioral self) and soul (spiritual and emotional self).

- Truths – There are foundational truths which include the following: 1) All human beings have inherent dignity and worth, regardless of the perception of themselves or others; 2) Human beings are each autonomous entities, and have sole ownership of their body, mind and soul; and 3) Human beings, from the moment of birth, are endowed with the right to life (to be physically alive), liberty (the opportunity to experience, learn, grow and contribute in ways that work best for them) and the pursuit of happiness (to

explore, identify and do that which brings them joy).

- Guiding Principle – “Do no harm to self or others” provides a universal guiding principle.
- Values – Human beings each have free will to prioritize and determine their own destinies in alignment with the universal truths and guiding principles.
- Basic Needs & Requirements – Human beings each have basic needs and requirements (built upon and derived from Abraham Maslow’s Hierarchy of Needs, and which are likely to be expanded as human knowledge increases):
 - Access to new and complete information, education and experiences
 - Access to basic needs and connecting with others through mobility and transportation
 - Ability to contribute and exchange one’s experience, knowledge and skills in a way that is meaningful to oneself
 - Adequate, stable housing and utilities
 - Affection (to express and receive)
 - Affirmation (sense of belonging, acknowledgement of being “right”, self-worth, dignity, sense of being valued by self and others)
 - Air (access to clean, breathable, healthy air)

- Gratification/Entertainment (ability to experience joy, including sexual fulfillment)
 - Medicinal or surgical treatment for the prevention and treatment of bodily injury
 - Nutrition (access to healthy food and clean, drinkable water)
 - Opportunity (hope/access)
 - Sense of justice (fairness or equity)
 - Understanding of self (including body, mind, soul, beliefs, guiding principles and values)
 - Sense of security (ability to make decisions, take appropriate actions and use free will by predicting outcomes based on complete information, tools and resources; ability to determine what makes one feel safe and secure in themselves and their own being, and to identify and remove that which causes insecurity or obtain that which causes security)
 - Ability to obtain information, resources and tools, and engage in commerce or trade
 - Ability to defend body
 - A sense of hope
 - A set of personal boundaries enabling individuals to navigate their environments without causing harm to self or others
- Evolutionary Process – There is a universal continuous process which includes acquisition (input), alignment (acceptance or rejection of some or all of the input, and which commonly includes a

comparative analysis of self or current status with external entities or environmental factors, and with the internal mission, structure, core beliefs, guiding principles, values, evolutionary process and milestones), decision (intent or action), plateau (no new stimulus or input), testing (practice), operating (functioning or output with the newly acquired input).

- Acquisition (input) is the process of obtaining and/or receiving information, resources or tools.
- Alignment (digestion) is the process of discernment in which newly acquired information, resources or tools are aligned with universal or independent elements, and either incorporated (accepted) or discarded (rejected). This phase often includes internal and external analysis or comparison to similar or like experiences or situations to determine legitimacy.
- Decision is an intentional process of internalizing and fully incorporating information, resources, or tools. Individuals make decisions or take actions based on the information, tools and resources available to them at the time of the decision.
- Plateau is the temporary period in which no new information, resources or tools are obtained or received.
- Testing is a period of practicing and nurturing that which has been incorporated or

institutionalized towards what is desired, wanted or needed. Rejection is still possible at this stage.

- Operating (output) includes intentional thoughts and actions based on internal alignment, and the information, resource and tools available at the time of the thought or decision. Contribution (output) is based on what has been received and/or internalized.

- Milestones – When all universal elements are in place, individuals are likely to: 1) Express free will with consideration, respect, compassion, care, forgiveness and love of self and others; 2) Contribute to and continuously learn about themselves, others and their external environments; 3) Obtain information, resources and tools through cooperation; and 4) Indicators of thriving will be present.

Concepts

- Mission – The mission or purpose of a concept is to empower individuals to reach their highest and fullest potential by quickly organizing thoughts and patterns from which to make decisions and take actions.

- Structure – Structurally, concepts are ideas, or a set of beliefs, based on foundational truths,

guiding principles and/or values. They provide a set of logical and practical assertions.

- Truths – Concepts should be universally applicable and practical to all of the subjects to which it refers.
- Guiding Principles – Concepts should be able to be expressed and understood universally.
- Values – Concepts must be useful in empowering individuals or subjects to make more complete and accurate decisions or predictions by providing a greater and more complete understanding of the stimulus with which they interact.
- Basic Needs & Requirements – Concepts require articulated assertions based on facts and experience, and a framework for application.
- Evolutionary Process – Continuous analysis and testing is necessary for the concept to grow in strength and permanency.
- Milestones – When all universal elements are in place, concepts are likely to aid in the successful development and implementation of thriving within individuals, other concepts, systems,

technologies, relationships and institutions, and indicators of thriving will be present.

Systems

- Mission – The mission or purpose of a system is to empower individuals to reach their own unique highest and fullest potential by establishing a set of actions, policies and procedures to achieve a specific goal or outcome.
- Structure – Structurally, systems are a set of ordered actions, roles, responsibilities, policies and/or procedures based on specific concepts or assertions.
- Truths – Systems should be equitable and respect and honor basic needs and human rights.
- Guiding Principles – Systems should: 1) Alleviate or reduce burdens on individuals, concepts, systems, technologies, relationships or institutions; 2) Account for natural human behaviors and responses; and 3) Uphold individual autonomy, rights and basic needs.
- Values – Systems should be accessible and easy to understand and interact with. Systems should provide the most efficient use of information, resources and tools.

- Basic Needs & Requirements – Systems require a set of well-defined or articulated roles, responsibilities, processes and procedures. In addition, systems require an individual or technology for development and implementation.

- Evolutionary Process – Systems acquire new information, resources and technologies through intentional maintenance and research and development of best practices and emerging trends. Systems should maintain structural integrity when incorporating new information, tools or technologies.

- Milestones – When all universal elements are in place, systems are likely to aid individuals, concepts, other systems, technologies, relationships and institutions in accomplishing specific or multiple goals by establishing efficient and practical mechanisms, and indicators of thriving will be present.

Technologies

- Mission – The mission or purpose of a technology is to empower individuals to reach their own unique highest and fullest potential by providing efficient means with which to meet basic needs and exercise individual rights.

- Structure – Structurally, technologies are tools based on specific concepts and/or systems.
- Truths – Technologies should improve the ability for individuals to meet their basic needs and exercise individual rights.
- Guiding Principles – Technologies should respect basic human rights and needs, and account for basic human anatomy and responses.
- Values – Technologies should provide practical, cost-effective, efficient solutions to issues, opportunities or problems.
- Basic Needs & Requirements – Technologies require individuals or technologies for development and implementation. In addition, technologies require a well-developed concept or basis of invention and a system or process for how the tool is used.
- Evolutionary Process – Technologies require information, resources, tools or other stimulus with which to interact. New information, resources and tools should be incorporated to ensure the technology is continuously operating at its highest capacity.
- Milestones – When all universal elements are in place, technologies are likely to improve the ability for individuals, concepts, systems, other technologies,

relationships or institutions to obtain basic needs, exercise rights, and acquire new information, tools and resources, and indicators or thriving will be present.

Relationships

- Mission – The mission or purpose of a relationship is to empower individuals to reach their own unique highest and fullest potential through cooperative exchange and support in meeting one or more basic needs or exercising human rights.
- Structure – Structurally, a relationship is an intentional and/or prolonged interaction and exchange between oneself and/or one or more individuals.
- Truths – Relationships should honor the basic rights and needs of the individuals in the relationship.
- Guiding Principles – Cooperative exchanges in the relationships should benefit all parties, and be mindful of basic human needs and rights, as well as basic human anatomy and responses.
- Values – Free will of all parties in the relationship should be maintained.

- Basic Needs & Requirements – Relationships require:
1) Individuals who willingly engage in the relationship; 2) A mutually agreed upon set of parameters or boundaries in which the relationship exists; and 3) A mutually agreed upon set of goals, outcomes or expectations.

- Evolutionary Process – Relationships evolve with a continuous influx of information, resources and tools brought forth by the individuals in the relationship.

- Milestones – When all universal elements are in place, relationships are likely to:
1) Empower participants in the relationship to continuously evolve, meet personal missions or goals, obtain new information, resources or tools, and more readily access basic needs and exercise human rights; 2) Aid in the achievement of cooperative goals for the parties in the relationship; and 3) Indicators of thriving will be present.

Institutions

- Mission – The mission or purpose of an institution is to empower individuals to reach their own unique highest and fullest potential by addressing one or more individual universal elements, including basic rights, basic needs, evolutionary processes and/or an

individual's body, mind or soul.

- Structure – Structurally institutions are a set of individuals, concepts, systems, technologies and relationships cooperating to achieve a particular mission or goal and 1) Is likely to take a long time to achieve; 2) Requires funds or capital for exchange; 3) Requires human resources; and 4) Requires additional tools and resources.

- Truths, Guiding Principles, Values – Institutions should develop their own core beliefs, guiding principles and values aligned with the universal elements for individuals.

- Basic Needs & Requirements – Institutions without individuals to guide or participate in them are just ideas. Institutions require individuals to develop, implement and guide them and to be participants. In addition, institutions require governance (a decision-making body), operations/administration (a foundational set of tasks, roles and responsibilities), fundraising/development (a system for obtaining information, resources and requirements), and programs, products or services (the delivery of education, training, advocacy, services, goods or products in a strategic way to achieve the mission or goal).

- Governance components include a set of bylaws, decision-making processes, a budget, a system for elections/appointments and a strategic plan.
 - Operations & Administration components include policies and procedures, human resources, financial management and marketing and outreach.
 - Fundraising & Development components include a fundraising plan or strategy.
 - Programs & Services components include goals, objectives, systems and performance measures.
- Evolutionary Process – Institutions continuously evolve by incorporating new individuals, concepts, systems, technologies and relationships, as well as new information, resources and tools, while intentionally maintaining foundational or stable elements or components.
- Milestones – When all universal elements are in place, institutions are likely to: 1) Empower individuals to reach their own unique highest and fullest potential; 2) Achieve or continuously make progress towards achieving their mission and the goals and objectives articulated in their strategic plans; and 3) Indicators of thriving will be present.

Independent Elements

Independent elements are derived from and built upon the universal elements. Individuals, concepts, systems, technologies, relationships and institutions (subjects) each define their own mission or purpose, structure, truths, guiding principles, values, requirements, evolutionary processes and milestones specific and unique to themselves. Individuals and their constructs are able to thrive and reach their own highest and fullest potential when their independent elements are in place, and are aligned internally and with the universal elements.

- Mission – The subject should articulate its own mission or sense of purpose (and recognize it may change throughout the subject’s lifespan).
- Structure – The subject should have an understanding of its basic structure.
- Truths, Guiding Principles, Values – The subject should articulate its own core beliefs, guiding principles and values.
- Basic Needs & Requirements – The subject should understand its basic needs, and be able to fulfill or meet basic needs by itself or through cooperation with others.

- Evolutionary Process – The subject should obtain and incorporate new information, tools and resources, while rejecting that which may be harmful or oppressive.

- Milestones/Outcomes – The subject should articulate its own milestones of success or achievements.

	Universal Elements	Independent Elements	Thriving
Mission	✓	✓	✓
Structure	✓	✓	✓
Truths	✓	✓	✓
Guiding Principles	✓	✓	✓
Values	✓	✓	✓
Basic Needs	✓	✓	✓
Evolutionary Process	✓	✓	✓
Milestones + Outcomes	✓	✓	✓

Indicators of Thriving

- **Individuals** - Indicators of thriving *may* include, among others:
 - Ability to express self-worth, dignity and self-respect independent of others
 - Understands, values and asserts autonomy of body, mind and soul
 - Understands physical, cognitive and emotional self
 - Feels and is secure in the rights to life, liberty and the pursuit of happiness
 - Basic needs are fully met
 - Ability to achieve more if desired
 - Forms mutually cooperative relationships
 - Ability to seek out own truths
 - Questions and affirms own beliefs
 - Ability to make mistakes and learn from them without condemnation of self
 - A willingness to be wrong (and right)
 - Ability to explore, express oneself, learn and actively seek new experiences
 - Understanding and respect of boundaries of self and others without casting judgments
 - Use of discernment over condemnation
 - One's actions, words and thoughts are expressed with integrity (alignment with

- one's own core beliefs, values and guiding principles)
 - Ability to provide self-affirmation and affection
 - Ability to differentiate and express feelings versus thoughts
 - A positive sense of self and others
 - Makes use of unoppressive concepts, systems and technologies, and engages in cooperative relationships and institutions

- **Concepts** - Indicators of thriving *may* include, among others:
 - Incorporates the unique experiences or potential of each human being to which the concept refers
 - Promotes honesty, truth, transparency and complete information
 - Promotes, understands and values basic human needs and requirements

- **Systems** - Indicators of thriving *may* include, among others:
 - Acknowledges and upholds basic human rights
 - Acknowledges and appropriately addresses or responds to basic human bodily functions, emotional needs and human instincts and responses

- Acknowledges and incorporates provisions for the diversity of human bodies and abilities; mental, cognitive and emotional capacities; and breadth of human experiences
 - Acknowledges or provides provisions to ensure vulnerabilities are not exploited
 - Creates little and only necessary categories
 - Upholds the dignity, worth and self-respect of individuals
 - Is equitable and works for everyone it is intended to serve
- **Technologies** - Indicators of thriving *may* include, among others:
- Enhances life, liberty or the pursuit of happiness
 - Ensures autonomy over body, mind, soul and free will
 - Upholds basic human rights
 - Promotes access to information, education and basic needs
 - Acknowledges and appropriately addresses or responds to basic human bodily functions, emotional needs and human instincts and responses
 - Acknowledges and incorporates provisions for the diversity of human bodies and abilities; mental, cognitive and emotional capacities; and breadth of human experiences

- Acknowledges or provides provisions to ensure vulnerabilities are not exploited
 - Creates little or only necessary categories
 - Upholds the dignity, worth and self-respect of individuals
 - Works for everyone it is intended to serve
- **Relationships** - Indicators of thriving *may* include, among others:
- Participants are able to articulate the purpose and goals of the relationship, including shared mutual beliefs and values
 - Participants are able to articulate and respond to evolving needs or goals
 - Ability to identify, articulate and honor boundaries asserted by parties in the relationship
 - Participants maintain autonomy and ownership of body, mind and soul
 - Free of manipulation, coercion, deceit or control
 - Tendency towards promoting individual growth among the parties
 - Tendency towards promoting “want” to be in the relationship versus “need” to be in the relationship
 - Reduces or eliminates co-dependency
 - Ensures and promotes access to basic needs and pursuit of personal goals

- Promotes and encourages trust, honesty, transparency, loyalty, commitment, consideration, and appropriate affection, intimacy or companionship
 - Maintains, promotes and encourages a sense of self-worth, dignity and respect among the parties
 - Includes reciprocity among the parties
 - Values the contributions of the parties
 - Cooperation presides over competition
 - Mutual decisions impacting both parties benefit all parties
 - The relationship meets its goals and evolves
- ***Institutions*** - Indicators of thriving ***may*** include, among others:
- Mission, core beliefs, guiding principles, values, concepts, systems, technologies and internal and external relationships consistently align
 - Policies and systems view customers/clients, leadership and team members (such as employees and volunteers) as whole people with dignity, worth and inalienable rights to life, liberty and the pursuit of happiness
 - Policies and systems recognize and promote basic human needs and bodily functions
 - Systems for acquisition promote voluntary participation and cooperation

- Participants, including funders, customers, employees and leadership are involved because they want to be
- Loyalty is to the mission, core beliefs, values and guiding principles, and is voluntary rather than compulsory
- There is longevity in participation
- Ability to move through conflict swiftly and in healthy, affirming ways
- Successful achievement of internally developed milestones
- Ability to accept or reject opportunities in line with values
- A plan for future growth or evolution
- A focus on retention of team members
- Customer/client/employee/leadership satisfaction
- Use of teaching rather than punishment
- Transparency and free flow of information
- Cooperates with others
- Continuously evolving with forward momentum
- Financially secure

Intervention & Analysis

Oppression is likely present when independent elements are missing or misaligned with the universal elements, often coupled with indicators of oppression.

Intervention from a trained professional may be required to help alleviate oppression and build or restore capacity for thriving.

THE INTEGRITY PROCESS

The Integrity Process is a method of inquiry designed to identify and alleviate oppression within individuals, concepts, systems, technologies, relationships and intuitions, which includes groups, businesses, organizations and governments. For ease of communication, the term “subjects” may be used to refer broadly to individuals and their constructs during the analysis. Through this process, the integrity of the subject may be examined. Integrity, though often associated with virtues, simply means “operating in alignment”. The phrase, “the subject lacks integrity”, means the subject is not operating in alignment with universal and/or independent elements.

Impetus for Change

The Integrity Process is used when an impetus for change has occurred. It is implemented when there is an intentional decision to analyze the subject.

Inquiry

Successful organization and business strategic planning frameworks provide a basic outline for the initial inquiry. The inquiry is a series of questions related to the foundational elements, including the mission, truths, guiding principles, values, basic needs, evolutionary process and

milestones or outcomes of the subject. Sample questions are provided as a starting point.

- Mission – What is the point of this? Is the subject an individual, concept, system, technology, relationship or institution?
- Structure – What is the subject made of? How does the subject work? What are the processes it uses?
- Truths – What is true about the subject? What does the subject believe about itself or others?
- Guiding Principles – What determines how the subject intends to interact with itself or others? How does it treat or interact with other subjects? What are its boundaries?
- Values – How does the subject prioritize or make decisions? What is most important to the subject?
- Basic Needs & Requirements – What does the subject need to operate at its highest and fullest capacity? Are those needs being met? If so, how? If not, why not?
- Evolutionary Process – Does the subject continuously evolve by incorporating new information, tools and resources, while maintaining stable foundations? How does the subject acquire new information, tools and resources?

- Milestones/Outcomes – How do we know the subject is meeting its intended mission or purpose? How do we know the subject is in a state of thriving, decline, stagnation or impending death?
-

Alignment

Once the initial inquiry has been completed, the independent elements and universal elements can be incorporated in the analysis.

- Independent Elements – Does the subject have independent elements in place? If so, what are they? If not, why not? Are there internal or external factors preventing this? For example, does the organization have a mission statement?
 - Universal Elements – Are the independent elements aligned with the universal elements? If not, why not? Are there internal or external factors contributing to the misalignment? For example, is the system truly equitable?
-

Recommendations

Based on the inquiry and analysis, a set of recommendations is presented based on best practices and the

subject's strengths with the intention of healing or building or restoring the capacity of the subject. Common recommendations are likely to include: 1) Identify missing independent elements and address them; and 2) Align the subject's mission, core beliefs, guiding principles, values, evolutionary process and milestones with universal, rather than oppression-based, elements.

Part 2:
Analysis - The United States of America

IMPETUS FOR CHANGE

The Integrity Model provides a framework to address oppression systematically. Among human constructs, governments are the largest and most influential. Today there are upwards of seven billion people on the planet represented on the world stage by approximately two hundred separate and sovereign national governments. As the largest and most influential human constructs, governments can also be the most destructive and oppressive. Strategically, analyzing oppression at the level of national governments is critical to addressing oppression at its root. The United States plays a unique role in the global community as host to both the United Nations (the planet's most cooperative institution) and one of Earth's largest nuclear arsenals. With this dual role comes increased responsibility, so the United States is a likely candidate for an assessment.

Ironically, the United States was founded on the assertion the previous form of government should no longer exist for the people in its jurisdiction. The United States' own founding was wrought with both impressive rebellion against oppression from its former government and grave atrocities against the land's early inhabitants. The interpretation of its founding documents often led to more atrocities and oppression, including slavery, mass incarceration, corruption and even civil war. Yet, despite these issues, the United States still stands. Though slowly, the United States often goes through periods of realignment with its own foundations, and today, again, the United States stands at a precipice. There is an impetus for change.

The presidential election of 2016 unveiled a country more sharply divided than it has been in recent history.

Candidates for office and elected officials resorted to name-calling and deceptive practices, and unpleasant truths about the nation's policies and programs were laid bare more thoroughly than before. Important issues such as racism, police and school shootings, incarceration, homelessness, housing, education and healthcare can no longer be addressed in silos. Now is the time for the United States as an institution to undergo its own process of analysis.

INDICATORS OF OPPRESSION

In addition to the issues mentioned above, there are more traditional indicators of oppression emanating from the United States as an institution. The United States makes use of prohibition and punishment rather than education, safety and regulation in several matters. In addition, members of the Congress and the Executive Branch refer to other members, and even to the American people, as the “enemy”. A cohesive and functioning team within the institution cannot be developed at the governance level.

Moreover, the United States uses technology to monitor the activities employees, customers and the American people, and too many laws have been passed criminalizing normal human behavior. Of course, one of the most pressing indicators of stagnation or decline is debt or inverse economic impact. The United States holds the world’s largest national debt, more than doubling that of the next closest country. Foreign and trade policy seem to shift from president to president, rather than through institutionalized, strategic oversight. And taxing laws, sentencing structures and other programs appear to be inconsistent or inequitable. There appears to be use of outdated or oppressive concepts. And perhaps most importantly, there appears to be a significant number of people dissatisfied with the current operations of the United States. Its programs and services do not appear to adequately address or alleviate needs in many cases.

ANALYSIS

There are many types of institutions, including businesses, nonprofit organizations, and even activity groups, such as sports leagues. Some institutions have a specific program, product or service, such as a business that makes and sells refrigerators. In an assessment of a government, it's important for both those who work for the government and those who serve as the government's electorate to understand the government is just one institution with many programs and services.

A government, however, is more like an association (such as a gym or Chamber of Commerce) where all of the residents in a particular geographic region agree to pool their resources to achieve specific or certain common goals. The residents or "members" or "citizens" often delegate some authority to the institution in order to develop solutions to common issues that can work for everyone. Individuals maintain their inalienable rights, and government institutions exist only at the consent of the residents, and their willingness to abide by the programs, services and regulations recommended by the government. While it may seem more daunting, the analysis of a government uses the same basic models and methods as for any other concept, system, technology or institution. The assessment starts with general and basic questions through an inquiry.

Inquiry

What is the point of this?

For the United States, this answer can be found in the Declaration of Independence. The impetus for its inception was to replace the previous government, and the purpose of the United States is to secure the rights of life, liberty and the pursuit of happiness to all Americans.

What is the structure of the United States? How does it work?

Just as there are many types of businesses and organizations, there are many types of governments. The United States is a republic. This means the purpose of the government is to represent the interests of individuals in public matters in order to ensure equitable policies, laws, systems and regulations, while maintaining individual rights. It honors the individual citizen (member) as well as the citizenry (membership) as a whole. The United States uses a democratic process for making decisions (majority rule), though its laws, programs and services are tempered by the United States Supreme Court to ensure the assertions set forth in the United States Constitution (its bylaws) are not violated.

Conversely, a pure democracy is a more socialist form of government-type in which the rights of individual members can be forfeited by majority rule. Fascism is a form of socialism in which businesses and other institutions have rights equal to or superseding the rights of individuals. Fascist forms of governance also allow for institutions or groups to have the same rights, influence and privileges as individuals. For example, in a republic, sole proprietor business owners may express individual liberties as an individual, but businesses with more than one employee constitute an institution, which is not considered a “member” by the republic. Institutions would be subject to practical regulations

that do not violate the rights of individuals. The United States bylaws (United States Constitution) provides for only two types of members: individuals and states.

In the United States, matters of public or shared interest are delegated to representatives collectively serving as a Congress whose responsibility is to develop programs and services that benefit individuals collectively--and the interests of the states--without infringing on the individual rights of its citizens. This works the same as, or similarly to, a nonprofit or corporate board of directors, whereas Congress is to outline broad policy, program goals and budgets. Theoretically, all individuals who have reached the age of eighteen vote to elect representatives who serve in the House. Representatives are tasked with representing the variety of interests, issues and opportunities arising from their entire geographic region. The United States Senate is designed to serve as an association of the states. Those elected to serve in these positions are responsible for ensuring the interests of their respective states and state governments are represented in federal policy. These representatives are also elected by a majority vote of the people in their respective districts.

Together, these representatives of both the House and Senate are to develop and broadly oversee the programs and services of the United States. Founding documents indicate the purpose of this governance model is to create a more excellent form of government by intentionally securing a voice for individuals and the states (over which individuals also assert control at the local or regional level), by passing laws and bills and developing programs and services that align with and meet the needs of both.

In addition to the structure of its governing body, the United States also has an “Executive Branch” that is responsible for implementing the Operations & Administration components of the institution. The Executive Branch is responsible for its namesake – To execute or implement the programs and services of the United States. In the United States this position is elected by a separate process. Each member state is granted a certain number of votes called “electors”. The state governments have a right to determine, generally, how their electors choose to vote on behalf of the state. In most cases, the individuals of the state vote in general elections that determine how the electors are to vote. This is sometimes referred to as the “Electoral College”.

The United States, as an institution, is responsible for developing and implementing programs and services on behalf of the individuals of the United States. These programs and services are outlined in the preamble to the United States Constitution: 1) Secure for individuals, the right to life, liberty and the pursuit of happiness; 2) Form a more perfect union; 3) Establish justice; 4) Insure domestic tranquility; 5) Provide for the common [defense]; 6) Promote the general welfare; and 7) Secure the blessings of liberty to [its members] and [future generations]. In addition, should they choose, the Congress has additional rights spelled out in Article I, Section 8 of the Constitution, such as regulating commerce with foreign nations, developing taxes to provide for the common defense and general welfare of the United States, declaring war, having armed forces and making laws.

The United States Supreme Court is responsible for ensuring the laws, programs and services of the United States are in compliance with the United States’ bylaws (United States Constitution). It can preside over a variety of cases with

some restrictions. The judges are appointed by the President and confirmed by the Congress. Their appointments are to lifetime terms, and there are no specific qualifications.

What are the truths, guiding principles and values that underpin how the United States operates?

Some critical themes emerge in the documents of the institution: 1) The powers of the United States are derived by the consent of its members; 2) Individual rights are not to be infringed upon, including the rights to life, liberty and the pursuit of happiness; and 3) The federal government should defer to the rights of the individuals (and in some cases, the states) as indicated by the 9th and 10th amendments.

What are the basic needs of the United States?

Like any institution, the United States has basic needs, including a governance body, policies, procedures and roles and responsibilities (operations and administration), funding requirements (taxes, fees) and programs and services.

Governance	Operations & Administration	Programs & Services
Bylaws	Human Resources	Goals
Decision-Making Process	Financial Management	Objectives
Budget	Marketing & Outreach	Systems
Elections	Fundraising, Revenue & Development	Performance Measures
Strategic Plan	Fundraising Plan	

The United States has a set of bylaws (United States Constitution), a decision-making process (democratic) and an election system. However, it appears the United States does

not have a comprehensive long-term strategic plan which likely impacts the current status. Without a strategic plan, the United States is unable to articulate its human resources, expertise and financial resource needs, among other important items. The United States appears to have a functioning system for recruiting employees, and managing the financial assets and transactions of the United States. There appears to be some marketing and outreach of the United States' overall programs and services. In matters of fundraising, revenue and development, the United States uses a wide array of tactics, including taxes, usage fees, trade tariffs and others. The lack of a comprehensive strategic plan for the United States likely impacts its fundraising activities.

The United States implements a wide array of programs and services, ranging from transportation to issues of civil rights. Many of these programs appear to have their own strategic planning components, budgets, systems and performance measures. However, there is great level of incongruence. Several programs and services seem to be misaligned with the mission, core beliefs, guiding principles and vision of the United States. There are many programs that infringe on the autonomy of individuals, such as drug laws and drug-related programs. While it is in the United States' mission to promote safety and provide regulation, it cannot prohibit the use of drugs, or the practical commerce of such. In addition, in matters of basic needs and liberties, such as voting rights, worker's rights, housing and health care, the United States seems to be missing the articulation of individual rights, and in some cases has deferred to businesses, groups or other institutions as having greater rights than the individual members.

Again, it appears the lack of a comprehensive strategic plan is most likely the underlying issue here. Without a strategic plan, programs and services are developed and implemented in silos, and can inadvertently incorporate oppressive or misaligned components. While these components and items may be relatively easy to address and restructure, the misalignment leads to tragic results such as incarceration, loss of liberty, inhibited pursuit of happiness, and even loss of life for members of the United States.

How does the government continuously evolve?

Generally, the United States grows and evolves as an institution through the election of new representatives, opinions of the United States Supreme Court and the election of new Presidents to help develop and guide programs and services to meet the current needs of members. The United States also implements its own economic system which allows it to obtain additional information, tools and resources, including a fundraising and development system reliant upon income taxes, usage taxes (such as stamps for the post office) and by developing partnerships, trade and exchanges with other nations. It's important to note the United States is currently using an economic system that seems to have a devastating impact on not only its members, but on the United States itself.

How do we know if the United States is thriving or in a state of decline?

Articulated in the impetus for change, the United States has signs of stagnation or decline, including indicators of oppression. What's being asked here is how the United States measures its own success. This is an area that needs work. The United States predominantly uses economic

indicators to measure its success, such as the Gross Domestic Product (GDP) and jobs reports. However, it has not articulated important achievement or success milestones that are independent of a particular program. A comprehensive measure might be: *100% of Americans are able to access comprehensive health care.* Currently, the United States uses measures such as: *X% of Americans have health insurance.* These two results are not the same, and more importantly, call for different approaches, programs and services. Another comprehensive measure might be: *100% of Americans are able to access and secure their basic needs, including clean air, clean water, secure and stable shelter with utilities, accessible transportation, education, healthy nutrition options, and civic participation.* Currently, the United States uses measures such as: *X% of Americans have jobs.* While there may be some programmatic correlations with the measures used by the United States, the current milestones tend to stifle innovation, development and best practices. Again, these would be most appropriately articulated in a comprehensive strategic plan for the United States.

Alignment: Independent Elements

The United States is like many businesses, organizations and even other governments. There are some strong foundational elements in place, but it appears there are some important components missing as well.

Mission: The preamble to the United States Constitution in fact outlines a solid mission statement: [To secure our rights], We the People of the United States, in order to form a more perfect union, establish justice, insure

domestic tranquility, provide for the common [defense], promote the general welfare, and secure the blessings of liberty to ourselves and our posterity (future generations), do ordain and establish this Constitution for the United States of America.

In addition, the United States Constitution and the United States Declaration of Independence (1776), provide the foundations for the core beliefs, guiding principles and values of the United States.

Core Beliefs: The core beliefs seem to include: 1) All individuals are created equal; 2) All individuals have the right to life, liberty and the pursuit of happiness; and 3) Governments are erected by individuals to secure their rights.

Guiding Principles: The guiding principles are mostly found in the Bill of Rights, and seem to include: 1) Individuals have the right to their own religious beliefs, speech, expression and to associate freely with others (1st Amendment); 2) Individuals have the right to self-defense (2nd Amendment), privacy (4th Amendment) and personal property; 3) The United States is subject to the consent of its members; 4) Laws should be practical, equitable and equally accessible to all members (several Amendments); and 5) The press has the right to operate independently of the United States.

Values: There are several underlying values that can be derived from the founding documents, including: 1) Fairness & Equity; 2) Autonomy/Individual Ownership of Body, Mind and Soul; 3) Freedom; and 4) Unity.

Basic Needs & Requirements: Overall, the United States has many of its basic requirements outlined and met,

however, the strategic plan is missing and greatly impacts the success of the institution.

Evolutionary Process: The United States does have an evolutionary process, including elections, the United States Supreme Court and an economic system.

Milestones: The United States has missing, fragmented or incomplete milestones, closely related to its missing strategic plan.

United States Independent Elements			
Mission	✓		
Structure	Governance	Operations & Administration	Programs & Services
	✓	✓	✓
Truths	✓		
Guiding Principles	✓		
Values	✓		
Basic Needs	Governance	Operations & Administration	Programs & Services
	X	✓	✓
Evolutionary Process	✓		
Milestones	✓ + X		

It appears there are some challenges in the independent elements for the United States. These are relatively easy to address, and are common in many institutions. These issues are leading to a lack of integrity (alignment) in the United States, but are not necessarily

causing oppression. However, they do leave the United States susceptible to the introduction of oppressive elements.

Alignment: Universal Elements

Mission, Truths, Guiding Principles & Values:

The mission of the United States aligns excellently with the universal mission of institutions. The truths, guiding principles and values also align perfectly well. This means the United States has a very strong foundation, and oppression is not rooted in its mission.

Structure, Evolutionary Process & Basic Needs:

Structural elements for institutions also include concepts, systems and technologies. Concepts provide the basis for many systems and technologies, and as such, misalignment often occurs at this important structural place. Indicators of oppression may include: 1) Devaluing the unique experiences or potential of each human being; 2) Creating a permanent “other” or enemy; 3) Accepting or rationalizing exploitation, coercion, manipulation or other forms of oppression as “acceptable” or “that’s the way it is”; 4) Dismissing life, liberty or the pursuit of happiness; 5) Accepting the denial or restriction of basic human needs and experiences, including food, water, shelter, love, affection, etc.; 6) Enshrining oppression-based competition as an acceptable way of obtaining needs; 7) Allowing for lying, deception, misdirection or omission of truth; and 8) Promoting or enforcing “false options”.

There appears to be use of oppressive concepts in the systems used in the evolutionary processes for the United States, particularly in the election system and the economic system. This is likely having an impact on the ability for the United States to meet its basic needs, including the development and adoption of a comprehensive strategic plan. In addition, this is further impacting the ability for the United States to update and discard outdated and oppressive concepts, which is preventing thriving. Outdated and oppressive concepts are being used to develop programs, services, laws and policies.

Milestones:

The missing strategic plan combined with challenges in the election system and economic system are likely impacting the ability to develop milestones aligned with the universal elements. It appears the United States is currently pursuing efforts to empower businesses and organizations to thrive in hopes they will empower individuals to thrive, rather than focusing on individual members themselves.

United States Universal Elements			
	Independent	Universal	Issues
Mission	✓	✓	✓
Structure	✓	X	Concepts/Systems
Truths	✓	✓	✓
Guiding Principles	✓	✓	✓
Basic Needs	X	X	Strategic Plan, Laws, Programs, Services
Evolutionary Process	✓	X	Elections, Economics
Milestones	✓ / X	X	Strategic Plan

It's clear the United States as an institution has a strong foundation as evidenced by the alignment of its independent elements with the universal elements. Unfortunately, however, there are some important elements and components that need to be addressed. Not addressing these issues is likely to lead to continued decline or stagnation for the United States as an institution, and moreover, for the individuals and states.

RECOMMENDATIONS

Based on the initial analysis, the following actions are recommended.

1. **Strategic Plan:** The United States should adopt a comprehensive strategic plan, conduct a review of its policies, laws, programs and services to ensure they are in alignment and focus heavily on the development and articulation of individual rights.
2. **Election System:** The United States should update its election system to be more aligned with its mission, truths, guiding principles and values and its bylaws.
3. **Economic System:** The United States' economic system should be analyzed to determine what measures can be taken to align the system with its mission, truths, guiding principles and values and its bylaws.

UNITED STATES STRATEGIC PLAN

A comprehensive strategic plan captures all of the elements of an institution, including its programs and services and milestones for success. It shapes the forward direction of the institution, and helps to attract individuals and resources that are aligned with the institution's goals. It provides an opportunity for board members (Congress/U.S. Supreme Court), administrators and management (President/Executive Branch), employees, volunteers, members, customers, clients and participants with clear expectations and something to rally behind and support. In addition, it provides a tool from which the Congress, President, and members (individuals and states) can measure success and progress.

Strategic Plan Outline			
Mission			
Vision			
Beliefs, Guiding Principles, Values			
Governance	Operations & Administration	Fundraising & Development	Programs & Services
Goals	Goals	Goals	Goals
Objectives	Objectives	Objectives	Objectives
Outcomes	Outcomes	Outcomes	Outcomes

A strategic plan should always work off of the mission of the institution, and every program or service should be aligned with the mission. If it's not, the program or service's concepts, goals and systems should be restructured so alignment is achieved. In addition, a strategic plan includes a vision. It tells the institution's participants and observers the ultimate result of the success of the mission. Finally, the strategic plan sets broad goals, objectives and milestones

(outcomes) for each of the institution's main functional areas: 1) Governance; 2) Operations and administration; 3) Fundraising and development; and 4) Programs and services.

A successful strategic plan also includes, briefly, an outline of each of the institution's basic programs and services, demonstrating their alignment with both the mission and the intended outcomes or milestones. Programs also include objectives, numbers and timelines, but also allow for the executive (President) to update implementation formats when important opportunities, such as innovative technology or new knowledge, arise. These changes, however, should be in alignment with the strategic plan, and should be adopted by the board (Congress) as well.

United States Mission, Vision, Core Beliefs, Guiding Principles & Values

United States Mission

To secure the rights to life, liberty and the pursuit of happiness for all Americans by forming a more perfect union, establishing justice, insuring domestic tranquility, providing for the common defense, promoting the general welfare, and securing the blessings of liberty to Americans and their future generations.

United States Vision

We envision a thriving United States where all Americans are able to express their full rights, find their own joy and happiness, and experience life to the fullest extent possible.

United States Core Beliefs

We believe all individuals are created equal and have the right to life, liberty and the pursuit of happiness.

United States Guiding Principles

The United States' programs, services, policies and laws are subject to the consent of United States citizens and the States: 1) Laws should be practical, equitable and equally accessible to all individuals; 2) Individuals have the right to their own religious beliefs, speech, expression and to associate freely with others; 3) Individuals have the right to self-defense, privacy, and personal property; and 4) The press has the right to operate independently of the United States.

United States Values

We value fairness and equity; an individual's autonomy and ownership of their own body, mind and soul; freedom and free will; and unity among the individuals and states of the United States.

Goals, Objectives and Outcomes

Once the mission, vision, core beliefs, guiding principles and values are in place, goals for each of the functional areas of the United States should be articulated: 1) Governance; 2) Operations & Administration; 3) Fundraising & Development; and 4) Programs & Services.

The United States seems to have four to six program areas outlined in its mission: 1) Unity (forming a more perfect union); 2) Justice (establishing justice); 3) Regulations

(insuring domestic tranquility); 4) Defense (promoting the common defense); 5) Welfare (promoting the general welfare); and 6) Individual Rights (securing the blessings of liberty to Americans and their future generations). It's possible one or more of these could be combined, however, setting the goals of these areas separately helps to make sure the programs and services are aligned with the mission, vision, core beliefs, guiding principles and values.

Broad goals should be followed by objectives for each of the agency's functional and programmatic areas. Objectives include actions, numerical measures, timelines, dates and responsible parties. Once objectives have been completed for each of the United States' functional and programmatic components, long-term outcomes should articulate the anticipated results of the programs, services or activities. For example, *100% of Americans are able to access clean, healthy, drinkable water.*

Once broad goals, objectives and milestones/outcomes have been established for each of the functional and program areas, the United States can begin a review of its programs and services, including various systems.

Programs & Services

The United States has a wide and comprehensive set of programs and services, however, they appear to be slightly misaligned with the United States' program areas. In addition, because there has not been a comprehensive strategic plan, several programs and services seem to be operating in silos, and in some cases, work against and not for the individuals of

the United States. Programs should always be aligned with the mission, vision, core beliefs, guiding principles and values of the institution. In addition, they should seek to strategically meet a specific outcome articulated in the strategic plan. Indicators of oppression in programming include high costs (inverse economic outcomes), incarceration, infringement on individual rights, and criminalizing normal human behavior.

Drug laws in the United States provide a good example of misaligned programming. In general, the United States does not prohibit the use of drugs. Sugar, caffeine, nicotine, alcohol, psychiatric drugs, pain medications, antibiotics and others are commonly used by most Americans. By and large, the United States regulates these drugs to ensure individuals' right to know best practices, potential side effects and instructions for use. However, in some cases, the United States has created prohibitions rather than regulations. This means the United States is favoring a particular business or industry over others, and infringes on the right of individuals to choose their own drugs safely and legally. It's likely the root of the issue lies with the mission or purpose of drug laws and programming.

In the case of marijuana, for example, the United States' role is to provide regulation for the commerce and safe consumption of the drug. However, current laws seem to be based on a mission *to stop the use of marijuana (or other drugs) among the American people*. Ultimately, the purpose of the programming is misaligned with the mission of the United States and infringes on individual liberties. A potential alternative might be: *The purpose of drug laws and programming is to ensure individuals can safely use their drugs of choice*. This would set the stage for regulations, quality assurance, prevention/awareness programming, and in

the case of certain drugs, addiction treatment. In addition, taxes are likely to be levied directly on drug commerce to pay for services. This type of change is likely to: 1) Increase the safety and quality of drugs sold in the United States; 2) Minimize the impact of drugs on communities and other individuals; 3) Reduce incarceration and engagement with law enforcement; 4) Increase revenue for various social programs; and 5) Secure individual rights.

The issue of gun ownership is also specific to the role of the United States to ensure individuals are secure in their rights. In this case, individuals have the right to self-defense, and the 2nd Amendment further indicates support for the ownership of guns specifically. Here, the government is charged with the role of empowering individuals to exercise their rights in a way that does not infringe on the rights of others. Specifically, there are indicators that without regulation, others' rights are being violated, including the right to life (as evidenced by a number of school and mass shootings). In this case, regulation is likely again the most appropriate solution, and successful systems can provide helpful illustrations. For example, individuals have the right to drive cars and to transport themselves where they wish to travel. However, state governments recognize in order to exercise this right safely, drivers need to undergo training and licensing. Furthermore, if drivers prove to be a threat to others in their exercise of this right, their license can be suspended or revoked until they have successfully demonstrated they are not likely to infringe on the rights of others. It's likely a similar solution--requiring training and licensing--would work for guns. Background checks and mental health checks do not adequately ensure individuals understand how to exercise their right to self-defense and gun ownership without

infringing on the rights of others to be alive and free of gun violence. Additionally, this type of program or service can be paid for by gun owners themselves, and should provide a balanced budget in program implementation.

The programs and services of the United States each deserve an analysis and review once the strategic planning outline has been completed. It's likely the United States has several programs and services that are built and based on outdated and, in some cases, oppressive concepts. To aid in this process, Congress, its committees and the Executive Branch would likely benefit from adopting a litmus test to help review which policies, laws, programs and services need to be restructured.

- Does the law or program ensure equal rights?
- Is the law or program fair and equitable to all Americans, including those with various abilities, varying economic means, and others? Or does it create unnecessary categories of people?
- Is it practical? Does it provide an easy system?
- Does it assume ownership over an individual's body, mind or soul?
- Does it limit the right to self-defense?
- Does it interfere with the fundamental right to privacy?
- Does it interfere with an individual's property?
- Does it promote freedom and basic human rights?
- Does it endorse, support or oppose religious beliefs?
- Does it limit free speech or expression of individuals? Does it limit free association or assembly?
- Does it ensure a process to petition the government for redress?

- Does it ensure the rule or law is justice rather than punishment?
- Does it require other systems to support it, or can it stand on its own?
- Does it ensure individuals or the states are the primary beneficiary (not businesses or other institutions)?

This list is incomplete, but provides a starting point for analysis. In addition, while restructuring programs and regulations should likely wait until a comprehensive strategic plan is complete, the United States should immediately review programs and services that may be infringing on the individual liberties and rights of United States citizens (members).

UPDATING THE ELECTION SYSTEM

As with any institution, the governance component (which is often the board of directors, or in this case, the United States Congress and President), embodies the mission, vision, core beliefs, guiding principles and values. These individuals are responsible for ensuring the mission and vision come to life. The process of elections might seem like the last thing to consider. However, the election system is how the United States acquires the human resources it needs to be successful. When the governance component of an institution is fragmented or at war with itself, it cannot effectively operate at its highest and fullest potential. In fact, once the governance component is addressed in the United States, it's likely many other issues can be addressed more quickly and swiftly than in the past.

The United States election system is of extreme and critical importance because it underlies the decision-making ability for the entire institution, which has a direct impact on fifty states, various territories and more than three hundred million individuals. The election of 2016, while not the only example, revealed to a greater degree symptoms of the oppression inherent in the system. In matters of the United States election system, many Americans feel they are forced to choose between two parties rather than electing qualified candidates. Candidates and elected officials openly call Americans and one another derogatory names, and an "us" versus "them" environment permeates the system. Moreover, there appears to be limits for some on their rights to vote. The indicators of oppression in the election system suggest an impetus for change, and a quick analysis of the independent and universal elements of the election system is readily available because the United States Constitution provides the

election system framework. The brief analysis results in four initial recommendations.

1. **Qualifications:** The United States should develop suggested or needed qualifications for representatives, senators and the president while ensuring the ability for all Americans to become an elected official if they so choose.
2. **Voting Rights:** The United States should guarantee zero-barrier voting rights for individuals reaching the age of eighteen.
3. **Political Parties:** The United States should de-institutionalize political parties.
4. **Election System:** The United States should update the election system with a simple, single process and encourage the states to do the same.
5. **Term Limits:** The United States should adopt a two-term limit on the House and Senate representatives in line with modern-day best practices.

Qualifications

The United States Constitution provides minimum qualifications for representatives (aged 25 and above), senators (aged 30 and above) and the president (aged 35 and above). It's likely the age requirements are intended to serve as guidelines for achieving success or, at the very least, life experience. While the Constitution also provides some basic

residency and citizenship requirements, it broadly leaves open other requirements for these positions. The United States election system is specifically designed to ensure any American can hold the office of an elected official, with their primary qualification being the ability to represent the people of a specific geographic region. The individuals of the United States delegate to these representatives the authority to engage in solution-oriented problem solving efforts that seek to uphold and secure individual rights and liberties in matters of public interest or commerce.

Institutions, as part of their strategic planning process, often review the skills and requirements necessary to ensure the success of the organization. This is no different for the United States. While it is *not* recommended the Constitution be changed, Congress should take the time to review the current needs and trends of the United States. At present, this includes the ability to adopt and implement a comprehensive strategic plan. As such, it's evident there are some basic qualifications that should be suggested for aspiring representatives, senators and presidents of the United States.

Qualifications

- Achieve the age specified by the United States Constitution
- Meet the residency requirements
- Have a clear understanding of and ability to take an oath to the United States Constitution
- Have dedication and passion to help meet the mission of the United States for all individuals and states

- Demonstrated ability to work with a wide range of individuals, businesses, organizations and groups to develop solutions
- Share the beliefs, guiding principles and values outlined in the United States Declaration of Independence and the United States Constitution
- Ability to adequately represent interests from respective districts

Skills Needed

- Effective communication skills
- Ability to work with all people, regardless of individual beliefs
- Solution-oriented problem solving skills
- Ability to build and nurture relationships with people and groups from a wide variety of interests and backgrounds
- Ability to develop and implement strategic plans
- Ability to work with diverse groups of people to come up with fair and equitable solutions, systems, policies, laws and programs that ensure individual rights

Job Description (Congress)

- Provide policy, rules and regulations to secure individual rights, and establish a broad framework for programs and services of the United States
- Adopt budgets and fundraising strategies

- Ensure the integrity of the United States
- Review the progress of the Executive Branch
- If necessary, and only if necessary, terminate the Executive according the rules established in the Constitution
- Adopt, review and report on the strategic plan

Job Description (President)

- Oversee development and implementation of the programs and services of the United States, and ensure they are in alignment with its mission, vision, core beliefs, guiding principles and values
- Provide cooperative oversight of the Legislative Branch by reviewing bills and laws prior to signing, and vetoing if, and only if, the laws or policies are misaligned with the mission, vision, core beliefs, guiding principles, values and Constitution of the United States
- Serve as the Commander in Chief of the United States Armed Forces
- Adopt, review and report on the strategic plan

Voting Rights

The 26th Amendment to the United States Constitution asserts all citizens in the United States who have reached the age of eighteen should be eligible to vote. However, throughout history, there have been various laws

and exceptions to voting rights in the United States. All members of the United States are subject to its laws and programs and services, including those who are or who have been incarcerated, and there should be zero restrictions on the ability for citizens who have reached the age of eighteen in the United States to vote. The United States should enforce this throughout its states and territories to protect the rights of individuals.

Political Parties

The United States was founded on the premise individuals have the right to life, liberty and the pursuit of happiness. It was also founded on the notion individuals can inherently govern themselves, and can delegate matters of public and mutual interest to various representatives at the local, state and federal levels of jurisdiction in the United States. States have the right, within the United States Constitution, to determine their own election process for senators and representatives. However, the institutionalization of political parties has had a devastating effect on the ability of the United States to function at its highest and fullest potential. Further, and perhaps most importantly, representatives of the House were envisioned to represent all of the people of their district. And representatives in the Senate were envisioned to represent the interests of the states and state governments.

Unfortunately, the current political system deprives the people of their due representation. And the institutionalization of the political parties imposes oppressive concepts. Partisan politics is inherently oppression-based in

that it creates a winner and loser based on party affiliation. In addition, a tendency to align loyalty to a political party rather than to the United States Constitution has permeated the system. It appears some candidates and elected officials disregard voices from their districts and jurisdictions if they are not of the same political party. Secondly, the political system encourages not candidates with problem-solving skills for the entire nation, but only for a pre-defined agenda or platform. In any institution, forming group norms and cohesion is critical to its success. Yet, the political system, by its very nature, creates and institutionalizes an “us” versus “them” atmosphere, which inhibits and prevents institutional success.

It is likely the people of the United States and the United States itself would be better served without the political system integrated into the election process. There is no evidence to support its benefit, and the partisan political process should be entirely removed from the United States election system. That’s not to say the United States is not served by political parties at all. In fact, it’s likely the United States and the people of the United States would best be served by individuals who receive endorsements and support from multiple individuals, parties, groups, businesses, organizations and other elected officials. However, the current system is inherently destructive to the mission, core beliefs, guiding principles and values of the United States, and is likely preventing its success.

Replacement Election System

All People Thriving notes a simple, highly accessible, cost effective and efficient centralized election system would provide the greatest immediate and long-term benefit to the United States and its members (individuals and states). It's recommended the United States and each state adopt a similar process of non-partisan elections, whereby all candidates for office for the United States are compiled into one single website or similar platform and funded, at minimal cost, by a public trust.

Key Points:

- Candidates should affirm their candidacy as an independent representative declaring independence or freedom from obligation to any particular political party or outside influence.
- Candidates should demonstrate they meet the constitutional requirements for the position they desire.
- Candidates should likely meet a minimum signature threshold (ex: 10,000) from their district or state, or in the case of president, anywhere in the United States.
- Candidates should upload a cover letter and resume demonstrating why they believe their background and experience provide them with the qualifications and skills necessary to be “on the board” of the United States.
- Candidates should list, only if they choose, various parties, individuals, supporters and endorsements.

- The United States should not provide for any recognition to any political party outside of a candidate's or elected official's own mentions.
- The States should not provide any recognition to any political party outside of a candidate's or an elected official's own mentions.
- For representatives and senators, states should host an election to determine if there is a single candidate who receives greater than 50% of the vote. If no candidate receives greater than 50% of the vote, the two candidates with the highest number of votes should participate in a secondary election where the candidate with the greatest number of votes wins.
- For the president, states should host an initial election to determine if a single candidate receives votes from more than 50% of the states' electors. If no candidate receives greater than 50% of the vote, the two candidates with the highest number of votes participate in a secondary election where the candidate with the greatest number of votes wins.

This process, or similar, would provide individuals in the United States with greater and more direct access to candidates and elected officials. In addition, it's likely to provide a more cost effective and transparent way to ensure the United States has qualified, talented and passionate Congressional and Presidential candidates from diverse backgrounds and skill sets. Moreover, political parties, businesses, organizations and individuals could still endorse or support single or multiple candidates based on their qualifications, thus providing the opportunity to unite individuals from many perspectives in the United States.

Term Limits

The United States' evolutionary process is also inhibited by the lack of term limits for representatives and senators. Term limits are customary in any institution, and ensures their continuous evolution. A two-term limit is the most widely accepted best practice as it provides a one-time review of the elected official's work. The current lack of term limits does not provide legislators with appropriate timelines and boundaries, and keeps them in a perpetual system of re-applying for their jobs. The term limits will allow the legislators to focus on their work during their term, and allow them to focus on creating important relationships and teamwork during their time in office. Further, term limits ensure the latest knowledge, innovation and experience continue to become part of the United States as an institution.

ANALYZING THE ECONOMIC SYSTEM

The United States as an institution will likely achieve far greater success by adopting a strategic plan, intentionally reviewing and realigning its programs and services, and aligning the election system with the mission, core beliefs, guiding principles and values outlined in the Declaration of Independence and the United States Constitution. Even with these significant and important changes, however, the United States will likely continue to be limited in its success by the economic system it utilizes. While the economic system is functioning, the indicators of oppression are widespread and immediate for both the United States and the individuals of the United States. The national debt far exceeds the national debt of all other national governments on the planet. Yet, on any given night, there are upwards of five hundred thousand to one million homeless individuals, youth and families in the United States, and more than thirty million Americans are without access to adequate or affordable health care. Moreover, many Americans are forced to live in poverty. All of this suggests there is an impetus for change.

Analysis & Inquiry

The initial analysis of the economic system is to help determine whether or not the system is aligned with the United States' own mission, core beliefs, guiding principles and values. The same processes used in examining the other components of the United States are repeated in this analysis as well.

What is the mission or purpose of the economic system?

Sociologists indicate the purpose or mission of the economic system used in the United States is to “determine who gets how much of what and how” (Kerbo, Harold R., *Social Stratification and Inequality*, 2003).

What is the basic structure?

Individuals are able to meet their basic needs by selling labor, goods, products or services. They earn capital (money) in exchange for their labor, goods, products or services, and are able to purchase their basic needs as a result. In addition, those who wish to earn more or purchase more can exchange more labor, goods, products or services. In this sense, capital is distributed by individuals, businesses, organizations, groups. If an individual is unable to earn capital to meet their basic needs, the United States provides programs and services to address these. In order to provide these services, the United States imposes taxes, fees and strict regulations to determine if, when and how an individual can receive funds from the public trust. This currently includes programs such as food assistance, housing assistance, social security retirement and disability benefits, and health insurance. To ensure individuals are able to participate in the system, the United States imposes some regulations, including minimum wage, nondiscrimination laws and worker’s compensation insurance. In matters of public interest, the United States also imposes environmental regulations to ensure the goods, products and services produced by individuals or institutions do not impact the water, air and food chain. In addition, the United States imposes some regulation in matters of interest rates for lending purposes, as well as industry regulations designed to protect customer health and safety, individual rights and choices.

What are the core beliefs, guiding principles and values?

The system is based on a set of basic core beliefs, guiding principles and values.

1. Individuals should be provided their basic needs by their families or by state governments until they reach the age of 18.
2. Individuals have the right to engage in commerce, and to sell their labor, goods, products or services in line with environmental, workplace safety and industry standards pertaining to customer health and safety, and individual rights and choices.
3. Individuals have the right to form institutions to collectively sell or provide goods, products and services in line with environmental, workplace safety and industry standards pertaining to customer health and safety, and individual rights and choices.
4. When individuals participate in institutions as laborers, individuals have the right to minimum wage, family/medical leave, safe workplace conditions, and overtime pay if they engage in hourly work above 40 hours per week.
5. Individuals and institutions have the right to set the value of their labor, goods, products or services.
6. The value of labor, goods, products or services should be guided by supply (availability of something) and demand (the request or need for something); Certain items required for basic living, such as food, water and utilities, may require subsidies from the United States or state governments to maintain affordability.
7. Individuals and the United States will benefit from individuals and institutions that compete amongst

themselves to produce the highest quality labor, goods, products or services; Innovation will be spurred by competition;

8. Oppressive business practices, poor labor relations and low-quality products and services will be eliminated from the market by individuals choosing not to participate or exchange with that business (otherwise known as “the Invisible Hand”). In order to ensure this, the United States will monitor fraudulent practices, and prevent institutions from becoming too large or monopolizing a specific industry.

What are the basic needs?

In order to work, the system needs individuals willing to invest or exchange capital; individuals and institutions to provide labor opportunities, goods, services and products; and a system of regulations (as noted above).

What is its evolutionary process?

The system is expanded by the use of interest rates, inflation and lending institutions.

What are its milestones of success?

Some key milestones of success for the system include number of jobs, number of unemployed, interest rates and number of borrowers.

Independent & Universal Elements

The initial inquiry provides a brief overview of the independent elements in the economic system, and seems to indicate they may be aligned with their own elements. Now it's time to determine whether or not the economic system is aligned with the United States' own elements.

Foundations	United States	Economic System Alignment
Mission	To secure the rights to life, liberty and the pursuit of happiness for all Americans by forming a more perfect union, establishing justice, insuring domestic tranquility, providing for the common defense, promoting the general welfare, and securing the blessings of liberty to Americans and their future generations.	X
Vision	We envision a thriving United States where all Americans are able to express their full rights, find their own joy and happiness, and experience life to the fullest extent possible.	✓

Core Beliefs	We believe all individuals are created equal and have the right to life, liberty and the pursuit of happiness.	X
Guiding Principles	The United States' programs, services, policies and laws are subject to the consent of United States citizens and the States: 1) Laws should be practical, equitable and equally accessible to all individuals; 2) Individuals have the right to their own religious beliefs, speech, expression and to associate freely with others; 3) Individuals have the right to self-defense, privacy, and personal property; and 4) The press has the right to operate independently of the United States.	✓ / X
Values	We value fairness and equity; an individual's autonomy and ownership of their own body, mind and soul; freedom and free will; and unity among the individuals and states of the United States.	✓ / X

The assessment indicates the economic system is in some cases severely misaligned with the mission, core beliefs, guiding principles and values of the United States. More importantly, the system misalignment starts at the mission which is at the very foundation of the system.

Recommendations for the Economic System

Though the economic system has some severe misalignment, even at the foundational level, in many areas it does align with the mission, vision, core beliefs, guiding principles and values of the United States. Unlike the election system, which needs to remove a component, the economic system is likely to be capable of success with the alignment of its elements and the addition of a component.

1. **Mission:** The United States should revise and clearly articulate the mission of the economic system in alignment with the United States' own mission, vision, core beliefs, guiding principles and values.
2. **Individual Capital:** The United States should add an Individual Capital component.
3. **Industry Standards & Regulations:** The United States should ensure regulatory policies are designed to secure individual rights in alignment with the United States' own mission, vision, core beliefs, guiding principles and values.
4. **Programs & Services:** Once the economic system has been updated and the strategic plan has been

completed, the United States should review its welfare programs and services.

Mission Revision

Sociologists and economists of the past have provided the basic mission on which the United States economy is founded, “to determine who gets how much of what and how”. However, the purpose is antithetical to the mission of the United States as it directly conflicts with the core beliefs, guiding principles and values first articulated in the Declaration of Independence. Institutions, including the United States, are erected and granted their powers by the consent of the individuals. The mission of the economic system seems to present the belief individuals must earn their ability to meet their basic needs by somehow obtaining capital from other individuals, groups, businesses, organizations, or even the government itself.

The mission itself presents the basis for keeping individuals dependent or co-dependent, in most cases, either by submitting to the will of businesses, groups and institutions or to the United States. As presented previously, this is a mission more closely aligned with socialism and fascism, in which groups and businesses make determinations for individuals. This type of mission is oppressive by its very nature, and encourages either severe competition, submission or oppressive tactics in order for individuals and institutions to survive. As such, a complete revision of the mission is suggested: *The mission of the United States economy is to empower individuals to be secure in their ability to meet basic needs and exercise their fundamental rights to life, liberty and*

the pursuit of happiness by ensuring each individual is afforded equitable capital to participate in commerce, opportunities for those who wish to achieve greater success by their own determination, and providing appropriate regulations to that end.

Adding the Individual Capital Component

While a mission revision is critical, perhaps the most pressing issue is a missing component of the system. One of the key elements in the economic system is the belief that supply and demand should play a role in determining who gets how much of what. A glimpse at a number of systems can help determine whether or not this belief can be realized with the system. In the United States, it has been reported there are up to five times the number of vacancies (or more) than there are homeless individuals and families. This means there is both supply and demand for housing. What's missing is the *individual capital* needed for the exchange to occur.

The United States' mission, vision, core beliefs, guiding principles and values encompass the notion each individual has the inherent right to life, liberty and the pursuit of happiness. Yet, in order to even begin to exercise these rights, most Americans are expected to forfeit them to some degree by working for others. There is no practical or equitable systemic transition between meeting basic needs from families (or the United States or state governments), and then meeting basic needs from selling labor, goods, or products or services. For example, where would one live between leaving home and their first paycheck? In addition, the economic system often forces people into positions they

might not otherwise choose. Some people may wish to be parents, some may wish to be warehouse workers, business owners, artists, doctors, teachers, stock loaders, lawyers, dishwashers, bus drivers, dentists, social workers and more. However, the economic system often deprives people of exploration or pursuit of their true passions because they do not have the capital to both explore their dreams and meet their immediate basic needs. As a result, the intended “Invisible Hand” function of the United States economy is unable to operate because many Americans are required to participate in business and jobs not because they want to, but because they can see no other choice or practical means by which to meet their immediate basic needs.

This is where the foundational missing component is exposed. Individuals are subjected to the system without any “capital” of their own. As such, they are required to submit to another individual or institution to earn capital to meet their basic needs. Without basic needs being met, individuals are continuously susceptible to oppression. The United States’ mission, vision, core beliefs, guiding principles and values assert all individuals are equal in their rights to life, liberty and the pursuit of happiness, yet each individual has varying abilities, ideas, talents and goals based on their own unique body, mind and soul. The system without the missing component is equal, but not equitable, meaning it cannot and does not work for everyone. Without the addition of the missing component oppression is likely to continue.

All People Thriving suggests the inclusion of the ***Individual Capital*** component:

- Each individual, upon reaching the age of 18, should be entitled to individual capital in the amount of \$1,000,000.
- Individuals should have the option to receive their capital in a way that best meets their own needs: 1) \$1,666.66 per month; 2) \$20,000 per year; 3) \$200,000 at the ages of 18, 28, 38, 48 and 58; 4) A lump sum payment of \$1,000,000.00; or 5) Some combination of monthly, annual or other periodic payments.
- The official age of retirement in the United States should be 68.
- Individuals should receive a one-time capital addition in the amount of \$200,000 upon reaching the age of 68.

This added component would likely provide significant benefit: 1) Individuals would be presented with more complete options to exercise their individual rights and secure their basic needs; 2) The economy's assets would be derived from individuals rather than the United States; 3) The United States could more comprehensively review the structure and necessity of its programs and services, particularly welfare and assistance programs, and pay off debts; 4) There would be continuous influx of income into the economic system; 5) Individuals would gain independence, and the "Invisible Hand" would more likely influence labor relations, goods, products and services; 6) Individuals who may currently be unable to invest in new ventures and innovations would be provided the opportunity to do so; 7) The United States would be more likely to benefit from the contributions of innovation from new individuals; and 8)

Immediate alleviation of debt and poverty would be achievable.

Aligned Economic System

The completely aligned economic system is presented here:

The United States Economic System Mission

The mission of the United States economy is to empower individuals to be secure in their ability to meet basic needs and exercise their fundamental rights to life, liberty and the pursuit of happiness by ensuring each individual is afforded equitable capital to participate in commerce, opportunities for those who wish to achieve greater success by their own determination, and providing appropriate regulations to that end.

The United States Economic System Structure

Individuals are able to meet their basic needs, be secure in their rights, and pursue individual goals by receiving initial capital to participate in the economic system. Individuals may each earn additional capital, if desired, by reselling labor, goods, products or services. Capital is distributed by individuals primarily, and exchanged through institutions. To ensure individuals are able to participate in the system, the United States imposes some regulations, including minimum wage and nondiscrimination laws. In matters of public interest, the United States also imposes environmental regulations to ensure the goods, products and services produced by individuals or institutions do not impact the

water, air and food chain. In addition, the United States imposes some regulation in matters of interest rates for lending purposes, as well as industry regulations designed to protect customer health and safety, individual rights and choices.

The United States Economic System Core Beliefs, Guiding Principles and Values

The system is based on a set of basic core beliefs, guiding principles and values.

1. Individuals should be provided their basic needs by their families or by state governments until they reach the age of 18.
2. Individuals are each entitled to receive, upon reaching the age of 18, individual capital in the amount of \$1,000,000.00. Individuals can choose to receive this payment in the way that best meet their needs:
 - a. Monthly payments in the amount of \$1,666.66;
 - b. Annual payments in the amount of \$20,000.00;
 - c. Periodic payments in the amount of \$200,000 at the ages of 18, 28, 38, 48 and 58;
 - d. A lump sum payment of \$1,000,000; or
 - e. Some combination thereof.
 - f. The age of retirement in the United States is recognized at age 68. Individuals receive a one-time payment in the amount of \$200,000.00 upon reaching the age of 68.
3. Individuals have the right to engage in commerce, and to sell their labor, goods, products or services in line with environmental, workplace safety and industry standards pertaining to customer health and safety, and individual rights and choices.

4. Individuals have the right to form institutions to collectively sell or provide goods, products and services in line with environmental, workplace safety and industry standards pertaining to customer health and safety, and individual rights and choices.
5. When individuals participate in institutions as laborers, individuals have the right to minimum wage, family/medical leave, safe workplace conditions, and overtime pay if they engage in hourly work above 40 hours per week.
6. Individuals and institutions have the right to set the value of their labor, goods, products or services.
7. The value of labor, goods, products or services should be guided by supply (availability of something) and demand (the request or need for something); Certain items required for basic living, such as food, water and utilities, may require subsidies from the United States or state governments to maintain affordability.
8. Individuals and the United States will benefit from individuals and institutions that compete amongst themselves to produce the highest quality labor, goods, products or services; Innovation will be spurred by competition.
9. Oppressive business practices, poor labor relations and low-quality products and services will be eliminated from the market by individuals choosing not to participate or exchange with that business (otherwise known as “the Invisible Hand”); In order to ensure this, the United States will monitor fraudulent practices, and prevent institutions from becoming too large or monopolizing a specific industry.

10. Individuals are universally entitled to the individual capital as described. The United States will not pass any law, penalty or fine reducing the individual capital, nor allow any governments within its jurisdiction to do so.

The United States Economic System Basic Needs

In order to work, the system needs: 1) Individuals willing to invest or exchange capital; 2) Individuals and institutions to provide labor opportunities, goods, services and products; and 3) A system of regulations (as noted above).

The United States Economic System Evolutionary Process

The system is expanded by influx from the individual capital component, lending between individuals and institutions, as well as investments from individuals and institutions.

The United States Economic System Milestones

The United States will identify the economic system as a success when: 1) 100% of Americans have adequate shelter and utilities; 2) 100% of Americans have access to clean air, water and nutrition; 3) 100% of Americans can afford and access adequate medical and mental health care; 4) 100% of Americans can access transportation options to best meet their needs; 5) 100% of Americans are able to receive continued education of their choosing; and 6) There is a 0% unemployment rate among those wishing to have jobs.

Industry Standards & Regulations

As already in practice in the current system, the United States should review and update industry standards and regulations pertaining to individual rights. As indicated by the existing system, this includes the areas of laborer rights, customer (consumer) rights and industry standards and regulations as a starting point. In matters of laborer rights, the United States should develop these items based from the viewpoint of the individual. Best practices, such as paid time off (necessary when sickness occurs, to enjoy an activity or to care for a loved one), are now common practice, and should be recognized as individual rights. Customer rights, such as the right to know about potential harmful effects of goods, products and services, and transparency in institution policies, should also be in place.

Each of these areas deserves a more comprehensive review, in part, because the United States has a history of subduing the rights of individuals in the “interest of business” which violates the mission, vision, core beliefs, guiding principles and values of the United States. That’s not to say institutions should not be at the table in the development of such regulations. In fact, industry professionals often provide the expertise needed to develop the best policies. The rights of individuals, and then the states, however, should take precedent as indicated in the United States’ own independent elements. Institutions, such as businesses and organizations, are not individuals, and elevating their rights above

individuals is inherently rejected by the United States Constitution and the Declaration of Independence.

In addition, the United States should review any industry where prohibition has been used rather than regulation. Prohibition of the sale of certain drugs, such as marijuana, inherently infringes on individual rights, free will and the ability to engage in commerce of choice. In cases like these, the United States uses prohibition, and bypasses its duty to provide regulations for the safety and health of, and fair and equitable commerce between, laborers and customers. The failure to regulate, as suggested and provided for by the United States Constitution, results in a great number of people being displaced from engagement in the economic system, and creates hardship for the public in that it must pay for the enforcement of prohibition-based laws. Regulated industries provide revenue, while prohibition-based policies infringe on individual liberties and cost tax-payer money with no tangible benefit to the public. Individuals and the United States would be better served by regulation, rather than prohibition, in matters that impact individual rights.

Programs & Services

It's clear from the mission of the United States, the institution is to provide programs and services that benefit the individuals of the United States, ensure liberty and even promote welfare, which has often been used as the program area for services such as social security, food stamps, housing assistance, etc. Once the economic system has been realigned, and individuals have their own independent capital, it's likely the United States can restore focus on developing and

enhancing individual liberties, developing practical regulations and achieving successful milestones. It is also likely to allow the United States as an institution to realign its budget, in part, by determining what, if any, entitlement or welfare programs can be revised. The inclusion of the Individual Capital component not only provides the individuals of the United States with more complete independence, free will and ability to meet their basic needs, it also provides the opportunity for the United States to return to a more streamlined system.

Myths & Facts

Adopting a comprehensive strategic plan, reviewing programs and services, updating the election system and revising the economic system is very likely to allow the United States to begin operating with integrity and at its highest and fullest potential. There may be those who are concerned or fearful about these types of changes, and it's important to address fallacies head on. Particularly when it comes to a revision in the economic system.

***Myth:* The proposed economic revision is a form of socialism or fascism.**

Fact: The current economic system combines the worst elements of socialism, fascism and capitalism, which is why it is very lucrative for some, so-so for others and devastating to many. The proposed revisions are the purest form of capitalism in that they ensure the individual holds the most power, and is able to meet his/her needs while also pursuing greater interests and goals.

Myth: This is a form of welfare.

Fact: This economic system is likely to alleviate the need for several welfare programs, many of which have led to national debt, and some of which (such as Social Security), are unlikely to remain viable for the “posterity” of the American people.

Myth: This could negatively impact business.

Fact: This economic system revision will ensure continuous income and investment in the economy, and provides a guaranteed potential for new and innovative businesses. In fact, this is likely to encourage and realize the full potential of the “Invisible Hand”, whereas institutions will be encouraged to come up with more innovative solutions, better customer service and higher quality products. For the first time, Americans will have a greater and more realistic choice.

Myth: Americans already have a choice and free will.

Fact: Many Americans are forced to choose between equally important basic needs, such as caring for their families, pursuing educational goals and working at jobs that do not provide paid time off or sick leave. Choice and free will based on “false options” is not true free will. This economic revision will provide the first opportunity for many, if not most, Americans to truly be able to exercise many of their inherent rights.

Myth: Many Americans might not choose to work.

Fact: Many Americans enjoy working and contributing in ways that are meaningful to them, and some

people may simply find themselves in different jobs. In addition, economic security is important to the mental and physical health and well-being of individuals. It's likely many individuals will engage in the commerce and economic system in new ways.

***Myth:* This could create a barrage of competition for businesses and institutions.**

Fact: Yes it could. For the first time, many Americans could choose to become investors, start their own businesses, pay off debts, ask for a raise, or continue to excel in their current positions.

***Myth:* This system could create opportunities for exploitation.**

Fact: The current economic system is not only susceptible to oppression, it encourages exploitation from participants in order to receive means to meet their basic needs. This is found in business and in the United States itself. In fact, many laws, regulations and policies (costly at that) are required to keep the system in line. The new system will automatically disincentivize oppressive practices and harmful or criminal activity, and will likely encourage new forms of healthy cooperation among individuals and institutions.

***Myth:* The United States will have to tax the rich to distribute this money.**

Fact: No. The United States is allowed, through its sovereignty, to use whatever economic system it wants to. The Individual Capital component is an addition to the system, not a redistribution of the current one.

***Myth:* This could harm trade with other nations who don't use this system.**

Fact: This system would likely encourage other nations to develop similar systems, and encourage more fair and equitable business practices and global economics. This is when the United States will see thriving and innovation at its best.

SUMMARY

These revisions and recommendations are highly likely to provide the individuals of the United States and the United States itself with greater opportunity, more security and expanded rights than ever before. Each day the United States waits to implement these changes, there are homeless individuals and families on the streets, people having to choose between work and caring for their children, people wrongfully incarcerated, and many others who experience the unintended consequences of misaligned systems.

Part 3:
Beginning America's Healing

INTRODUCTION

The recommendations presented thus far are designed to start the process of alleviating oppression at the systemic level. However, while it's possible to focus on changing the election system in the United States and adopting a new economic system component, these things alone will not eradicate oppression from humanity. The United States and the economic system are both manifestations of the beliefs and values of human beings. In fact, it's likely among the seven billion people on the planet there is not one who has not been both the victim and perpetrator of oppressive thoughts or actions.

The process of identifying and alleviating oppression within can be challenging. Understanding and changing core beliefs, values and guiding principles can be both a painful and healing process, often because individuals become aware of their role as both the oppressed, and sometimes, the oppressor. It's important for individuals to remember most Americans (and people on Earth) experience trauma and oppression early on.

That's not to say all oppression is equal. For some, oppression has manifested in unimaginably tragic and horrifying ways, and for others, it may seem more passive. However, the Integrity Model asserts the damage done by oppression has a similar and lasting effect regardless of how it was introduced because it can become a part of how a person interacts with others, acquires their basic needs, and views themselves in relation to their environment. Too often oppression impacts the self-worth of individuals, imprints negative beliefs about themselves and others, interferes with the ability to form healthy relationships, and interrupts the

development of healthy boundaries and growth. It impacts the way individuals conceptualize and categorize themselves and those around them, often to the detriment of both parties.

Identifying oppression within individuals, just like with concepts, systems, technologies, relationships and institutions often starts with an impetus for change. Something that serves as a “rock bottom” and brings awareness to the individual that things must change.

All People Thriving recommends individuals work with a counselor, healer, or mental health professional (or similar) to help guide the process of removing oppressive beliefs, and re-aligning them with universal elements. Further, All People Thriving encourages people to remember: 1) All individuals have inherent dignity and worth, regardless of the perception of themselves or others; 2) Human beings are autonomous, and have sole ownership of their bodies, minds and souls; 3) Human beings, from the moment of birth, are endowed with the right to life (to be physically alive), liberty (the opportunity to experience, learn, grow and contribute in a way that works best for them) and the pursuit of happiness (to explore, identify and do that which they enjoy); and 4) Human beings have basic physical, mental and emotional needs.

In addition, during the identification and removal of oppression, individuals may overcompensate by identifying every interaction as oppressive. It’s important to recall, though, that each and every individual is also learning their own boundaries and the boundaries of others. Mistakes can and do occur. Collisions are likely, but are not impossible to overcome. In fact, often they are opportunities to form new and better relationships. Understanding the past cannot be changed is often a critical part of the healing process, as well

as forgiveness of self and others. It is then that true healing can begin.

The future is an endless opportunity for thriving, cooperation and freedom. All People Thriving is dedicated to researching and developing models and solutions to address a wide range of issues impacting concepts, systems, technologies, relationships and institutions. Together, by addressing oppression at the systemic level and beginning to search and heal within, we can ensure the possibility for each and every individual to reach their own unique highest and fullest potential, free from oppression.

REFERENCES

The Integrity Model and the Theory of Oppression are original works of All People Thriving built on a wide range of historic concepts and references as noted throughout. The following were specifically referenced:

- *The United State Declaration of Independence*
- *The United States Constitution*
- *The National Association of Social Workers Code of Ethics*
- *Abraham Maslow's Hierarchy of Needs*
- *Social Stratification & Inequality* by Harold R. Kerbo

The statistics referenced in *Intervention U.S.A.* were gathered from a variety of searches on the internet. In general, conservative estimates were used in place of reported figures.

For more information, please visit All People Thriving at www.allpeoplethriving.com.