

Crisis Cadres

**Blueprints for
Resilient Communities**

**Salish Sea Cadre,
Education Committee**

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The Case for Resilience

Things look bleak. The systems we depend on for food, power, and governance are becoming more brittle by the day. Everything is getting worse, harder, and more expensive. There are times it seems there isn't a light at the end of the tunnel or a brighter future to look forward to.

Climate collapse. Institutional failure. The unraveling of systems built on coercion. The old, centralized world is hemorrhaging trust, and giving way to something new. It's happening fast. Faster than expected.

Someone has to deal with the fallout.

This book is for those who do not wish to leave things to chance, and instead would engineer their own resilience, for themselves and their greater communities in the face of disaster, scarcity, and symptoms of climate induced collapse.

This book is a blueprint for building resilience against crisis. The Crisis Cadres are egalitarian enterprises that are united, productive, and ever-adapting to overcome adversity.

We are not scattered individuals seeking survival, but organized forward-looking groups that thrive through scientific planning, hard work, and unwavering unity.

The Four Pillars

Cadres build stability on the "Four Pillars". These pillars consist of the core committees, through which we focus our efforts on building resilient systems: Production, Procurement, Education, and Security.

- Production – Turning scarcity into surplus. Soil into food, waste into fuel.
- Procurement – Securing and managing resources through strategic foresight.
- Education – Cultivating practical skills, not dead theories.
- Security – Protecting the means of survival through

confident preparedness.

By analyzing challenges through these committees, we can construct systems that can handle a wide variety of challenges.

Committees operate via decisions that are made efficiently, and executed with discipline. No bureaucratic stagnation, just unobtrusive direct democracy that works (see Governance).

Why Crisis Cadres?

We are witnessing today that our ossified hierarchies are proving incapable of resolving (or even acknowledging) the compounding crises we face. Within our culture, an impending sense of scarcity is turning neighbors into adversaries. Existing systems are inherently unstable, because they were built to exploit rather than sustain life.

Resilience groups answer these threats with material power. We believe people engage only when offered tangible, material benefits. By providing members with a share of resources, we encourage increased resilience for everyone. Imagine a guaranteed share of agriculture for when food systems fail, or essential services like housing, and more.

Donating surplus is encouraged, as this provides both charity outreach and community assistance. We do this because it's necessary to take care of ourselves, our loved ones, and our wider communities.

No Delusions

Real survival happens through diversity, skill, evidence, not superstition or religious dogma. We eschew nationalism and blind faith. Tribalism is a luxury the future can't afford. Anything outside of the material world is not supported in this paradigm.

The only ethic is pragmatism. The choice is to adapt or struggle.

What Follows

This guide is a manual for action, not theory. It covers how to:

- Structure committees for speed and redundancy.
- Procure the means of survival and disaster resilience.
- Turn waste into resources, and sweat into power through production.
- Enforce parliamentary organizing procedure without three-hour debates.
- Learn core skills through specialized education.
- Defend yourself from disaster, or when the social contract dissolves.

The future belongs to those who prepare together.

From Pessimism to Action

A Dose of Pessimist Medicine

This book is optimistic, but optimism requires confronting reality. Before we act, we need a clear-eyed view of how bad things are. Maintaining an outlook of *realistic pessimism* about our current predicament can best inform our path ahead. Think of taking small doses of poison to develop immunity. We can't move forward without a sense of how bad things are. To start, we need to inoculate ourselves with a bitter dose.

Deep Adaptation

Jem Bendell is a Professor who penned the seminal 2018 paper, *"Deep Adaptation: A Map for Navigating Climate Tragedy."* He is a key figure in defining the burgeoning science of "collapsology", a genre in which this book is squarely situated. In *Deep Adaptation*, Bendell argues that climate change is irreversible, and will lead to near-term societal collapse. He also critiques sustainability efforts as insufficient. Bendell's paper is highly recommended reading, and it started a bit of a movement around accepting just how bad things are, and where we go from here.

"...sooner than expected..."

Bendell initially drew a lot of criticism for being overly pessimistic in a way that wasn't supported by actual science at the time. He called collapse inevitable. He was called alarmist and unscientific, dramatic and overly emotional. Time has since proven him to be more correct than we were comfortable admitting at the time. Subsequent climate data and events have lent significant weight to his initially controversial predictions. There's evidence we're now in the *hot house* or runaway warming scenario. Since 2018, many scientific measures of climate change have exceeded earlier predictions. One need only read media about climate with a keen eye for phrases "sooner than anticipated" or "faster than climate models predicted".

Global average temperature predictions continue to be exceeded by empirical data, and by some accounts we've blown past the 1.5°C "tipping point" threshold. The latest figures are alarming. Atmospheric CO₂ concentrations continue to rise dramatically, and there is evidence we may be on track for the worst IPCC scenario (8.5°C) increase in global temperatures. These are warming levels on the order of total food system collapse and, according to some scientists, human extinction.

The truth is, even if Bendell's detractors are incorrect, and ecological and societal collapse isn't in the cards, it doesn't necessarily matter from a perspective of readiness. If we're prepared for the worst, we can take on the coming crises, and help others navigate what is clearly already becoming a more challenging world.

A Realistic Pessimistic Outlook

Expanding on the premise of Deep Adaptation, in order to help inform rational decisions about the future, we hold the following pessimistic views:

- Climate change is irreversible – even if we stopped all emissions today, the "cake is baked" and the earth would continue to warm from already triggered feedback mechanisms.
- A period of mass species extinction will continue at an accelerated rate in our lifetimes and we should be mentally and materially prepared for it.
- With perhaps a few isolated exceptions, world governments will not be able to address the coming challenges due to regulatory capture and a proclivity for corruption that will increase as things advance.
- Attempted policy changes will make things worse, for example, offering incentives to produce electric cars rather than doing hard things like building new infrastructure or restructuring cities so as not to require the need for as many cars in the first place.
- Mitigation will be misguided and go into things like building sea walls or rebuilding in disaster prone areas rather than making a sober "tactical retreat" to more suitable locations.

- Panic will also make things worse. When there's a perceived sense of scarcity in the air, people will scam, rob, and generally step over each other (and worse) if they feel it helps them obtain material security.
- Wars will intensify in frequency and scale, and cause more fossil fuels to be consumed. We're already seeing geopolitical instability due to climate, and on top of that, militaries are one of the largest emitters of greenhouse gasses globally.
- A technological solution will not materialize to fix the problem. It's not going to be possible to reverse hundreds of years of industrialized production and capture emissions through direct air capture, advanced weathering, or any other such scheme. We're nowhere even close to this now.
- We should plan for *every last drop of oil* to be consumed; at the least, all of the oil that can be easily extracted. (Even if that doesn't happen, we can plan for the conditions to expect *if it did*).
- "Successful" mitigations will be undone. Imagine tree planting efforts one year, wiped out by wildfires the next.
- In a similar vein, much of the energy generation added by new renewables will be consumed by wasteful uses like consumer-facing AI and crypto mining.
- Jevons Paradox and demand for relentless growth will eat efficiency gains in energy use (e.g., more fuel-efficient engines have often led to increased total consumption rather than reduced demand), as the saved resources are used for expansion. As global energy demand continues to rise, especially in emerging economies, any surplus oil is likely to find buyers.
- Social media companies will bury most forms of true climate activism because it's generally negative for them from a business/engagement perspective.
- Nationalist rhetoric will continue to drown out the kind of international solidarity necessary to combat the most devastating effects of climate change.
- And finally, climate concerned groups, who could be most effective, will fall into a trap of climate idealism.

Climate Idealism

Many well meaning climate-concerned groups will waste their energy by focusing on weak or ineffective forms of action, like public protests to “raise awareness”, or small actions which will do very little to address the underlying predicament.

These movements fixate on personal choices like using metal straws, or going vegan—as if these could reverse centuries of industrial destruction. These efforts aren’t worthless, but they’re woefully inadequate. They fail to address the true scale of industrial inertia. Many activists prioritize sustainability as a goal. This strikes me as rose-colored idealism. As if we can simply put on a sweater or not eat meat, and that if enough of us do that, the climate monster we’ve unleashed through centuries of industrial production will simply respect our efforts.

We would basically need to build all of our existing oil and gas infrastructure in reverse, to even begin to capture at scale the fossil fuels we’ve already released into the atmosphere.

Our pessimism guides us to be more realistic. We need to prioritize survivability over sustainability. Of course, sustainability *will emerge naturally* from a posture of resilient survivalism, but it’s a matter of principles and framing, and how you go about determining what action is most important to take next.

This is admittedly a lot of pessimism to unpack. We should note that we still champion electrification and support large scale mitigations. There are wonderful macro-level changes underway, such as a meteoric rise in energy production from renewables. We also really hope, like anyone, that a geoengineering or technological solution *does* materialize to bail us out of this mess. Overall however, we do not assume that large-scale climate mitigation will be achieved in any meaningful sense, and the only tool realistically available to us is local adaptation.

At this point, you might be feeling a bit of dread, and that’s both expected, and completely okay.

Existential Dread in the Anthropocene

There’s a feeling you get in the pit of your stomach when you

wonder what happened to all the insects that used to be around.

Existential dread is not new—philosophers like Kierkegaard and Sartre explored it long before the climate crisis. However, today's anxieties are amplified by globalized risks such as:

- Climate disasters
- Mass extinctions
- AI threats
- Political instability
- Pandemics
- Societal collapse
- Fragile supply chains
- Nuclear war
- Food system failures

...and the list goes on.

We'll focus on climate, as it's the threat that's most looming and underpins a lot of other crises, but there is no shortage of overlapping concerns that lead to existential feelings of doom, helplessness, and disconnection.

Research suggests that these fears are intensifying in modern society, particularly among younger generations.

The Weight of a Vanishing World: On Children, and Climate Grief

Children are enchanted by animals—spellbound by the wild, living poetry of creatures that share our planet. Books line their shelves with lions, whales and toucans painted in impossible colors. The elephants, dolphins, or great apes whose eyes hold fragments of our own humanity. These animals are the first loves of childhood and the heroes of bedtime stories.

Yet every documentary, every article, every whispered warning carries the same refrain: *"Due to human activity, their numbers are dwindling... their habitats vanishing... their futures uncertain."* We are raising a generation fluent in loss before they've even

learned to name it.

What does it do to a child's heart, to grow up alongside extinction?

We mourn the animals, but we must also mourn the children who will never know them. The ones who will inherit not just a scarred planet, but a loneliness we can scarcely fathom. Such a world is quieter, duller, and infinitely poorer.

Younger people are reporting higher levels of existential dread related to climate change. A 2023 global survey found that 75% of Gen Z respondents feared the future due to environmental collapse, with many questioning whether having children is ethical (Aviv et al., 2023). Another study in *Nature Climate Change* (2020) linked existential anxiety to "solastalgia"—emotional distress caused by environmental change (Albrecht et al).

This is the hidden toll of collapse: not just what we lose, but who we become in the absence.

Good News: Your Grief Is Not a Dead End

We're not here to drown you in despair. If you're reading this, chances are you already carry the weight of these losses. You know the planet is burning, the ice is melting, and the future we were taught to expect feels like a distant mirage. *What we do with this grief* is what matters now.

Stanley et al. (*"From Anger to Action"*) digs into the messy, vital relationship between climate emotions and what comes next. Their findings show not all emotional responses to collapse are created equal. Some emotions can paralyze us, while others can motivate us to more positive actions.

The research is actually telling us that anger is the best medicine for action. We need to de-emphasise the very normal response of mournful sorrow over the loss of our future, and instead, get mad about it. To summarize the findings of the paper:

- Anger is the most adaptive response to climate change,

linked to better mental health and increased climate action (both personal and collective).

- Anxiety & depression are less adaptive, tied to poorer mental health—though depression may still drive collective action, while anxiety often leads to disengagement.
- These eco-emotions are interconnected; experiencing one can heighten the others.
- The study suggests anger can motivate action, while anxiety/depression may reduce wellbeing and engagement.

So get angry about the inappropriate reactions to our otherwise solvable challenges. Get upset about a promised future, stolen by greed. Get mad and get motivated out of our hopelessness and despair and anxiety.

But what does this mean in terms of concrete action? Everyone seems to agree, Bendell, Stanley, Macy & Johnstone (2012), and even the conventional wisdom: we need to take collective action to assuage our anxieties and feel confident about the future. But what does this mean besides a simplistic truism? What actions are actually viable?

Cooperation

We are told to meet our neighbors, build mutual aid networks, and rely on one another rather than institutions that may fail us. Yet for many, this advice feels hollow. How do we cooperate when we barely know the people around us? When our lives are structured around isolation, long work hours, digital distractions, and the erosion of public spaces can make the idea of meaningful community feel out of reach. The truth is, we have been so thoroughly atomized that we no longer even know how to begin.

The path away from dread and toward self-determination is paved with the formation of small, local groups centered around a tangible goal: building practical resilience. This shared purpose, the ability to withstand and adapt to challenges, provides a concrete focus that can bring people together, transcending ideological divides. No one is truly prepared alone. By organizing around this common concern, people can begin to bridge the gaps that isolation has created. Small groups allow for trust to

develop gradually. The act of working together, whether building community gardens, organizing skill-sharing workshops, or establishing local emergency plans, creates natural opportunities for relationships to form.

This approach also sidesteps the paralysis of scale. Many systemic problems feel too vast for individuals to address, leaving people disempowered. But resilience-building is actionable at the local level. It does not require mainstream political consensus or institutional approval, just a willingness to connect with those nearby. Over time, these small networks can grow, interlink, and form the foundation of a more cohesive, resilience strategy. The crisis of isolation cannot be solved overnight, but it can be chipped away at, one connection at a time. By gathering in small groups with a shared focus on resilience, we can rediscover the practical power of cooperation, not as an abstract ideal, but as a lived reality.

Introducing the Crisis Cadres

Crisis Cadres are organizations of like-minded individuals that are collectively focused on providing resilience against whatever form the next crisis takes.

These groups and their capabilities counteract the isolation and distrust bred by scarcity and uncertainty. They foster local self-sufficiency as a buffer against systemic failure.

We'll get into the details of how they operate, but first some definitions.

What are Cadres?

In politics, a cadre typically refers to a key individual (e.g., activist, leader, or officer) who forms the leadership core of a party, often employed full-time. (Example: "She trained to become a party cadre.")

In organizations, cadre usually refers to a group of trained professionals in key institutional roles (e.g., business, government). (Example: "The company developed a cadre of skilled managers.")

In the military, a cadre is a small permanent unit that serves as the core for expanding a regiment during wartime.

We use cadre for both individuals and groups, with context clarifying meaning. If unclear, "member" specifies an individual.

Individual: "As the only cadre in the village with disaster training, Maria led the flood response."

Group: "The cadre collectively decided the next steps for their agricultural project."

A cadre is thus a highly trained individual or a tightly coordinated group enabling resilient local action.

The Crisis Continuum

All cadres exist on a continuum.

On one side of the continuum you have our current crises. Assuming you haven't been directly affected by flooding, fires, or other disaster yet, then your struggles might feel like a minor inconvenience. Enduring some smoke during wildfire season is not pleasant, but it's not immediate life and death.

On the opposite end of this continuum, imagine that the cadres are *absolutely necessary for survival*, and their highly specialized training is required to manage dire events.

This book may give you whiplash, in that it goes from talking about dipping a toe in the water of organizing, to full collapse "crisis mode". This includes things like defensive tactics and all members being fully committed to the cadre 24/7. We trust the reader to understand that the cadres can and will adapt their systems to their particular circumstances at the time.

Since crises can range from minor inconveniences to existential threats, your specific needs will dictate varying levels of cadre involvement. It's important to keep that in mind as we move forward. If some of our recommendations sound extreme now, they're not prescribed for your context.

Key Characteristics

Cadres display leadership and expertise, and develop their specialized knowledge through formal programs and experiential mastery. Members maintain situational awareness, and can guide others effectively. Their training allows them to stay composed in emergencies, direct response efforts, and stabilize a situation. Their discipline and reliability ensure adherence to strong organizational principles, whether ideological, professional, or operational.

A Crisis Cadre is mainly concerned with the question: what are the most likely problems we will encounter, and what are the most effective actions that can be taken to increase group resilience against them?

Political Compartmentalization

Successful crisis resilience requires a critical discipline: the compartmentalization of divisive political framing. While strong opinions are inevitable, and the work of building self-sufficient communities is inherently political, allowing partisan debates to dominate discourse fractures unity and wastes energy needed for survival.

Modern information ecosystems are designed to be divisive. A cadre's mission—food security, medical readiness, energy resilience—depends on evidence-based action, not ideological debates. This requires consciously sidelining the distracting spectacle of partisan media and culture-war battles to focus on practical, actionable strategies.

To be clear, practicing “political compartmentalization” does not mean our work is apolitical. The creation of autonomous, self-sufficient communities is a profoundly pragmatic and political act. Rather, we replace performative electoral politics with the tangible politics of survival and community self-determination.

The High Cost of Distraction

Most contemporary political discourse offers minimal practical value for resilience building. Engaging in it carries significant risks:

Culture-War Quicksand: While equity and inclusion are operational necessities (e.g., ensuring disabled access to shelters), abstract debates over terminology or ideological purity tests derail urgent work.

Partisan Noise: Arguing over a politician's latest statement or media scandal drains time and energy. These topics are amplified precisely because they divide, making collective action harder.

Irrelevant Historical Disputes: While history informs us, deep dives into complex ideological battles (e.g., socialism vs. capitalism) offer little value when the immediate task is preparing

for a grid failure or wildfire.

The guiding question for any discussion must be: “Does this directly inform a practical resilience strategy?” If not, it is a distraction from the mission.

From Grandstanding to Building

The difference between a divisive debate and a crucial strategic discussion is its connection to tangible action. Consider the issue of ableism:

Unproductive (Grandstanding): A lengthy, abstract debate on the theoretical origins of ableist language, demanding a new lexicon and litigating past slights. This derails work.

Productive (Building): “Our evacuation plan requires carrying a 20kg pack 3km. This excludes members with mobility issues. I move we task the Logistics committee with building lightweight equipment carts and amend the plan. This is a critical failure point we must solve.”

One is an academic exercise; the other identifies a weakness and proposes a material solution. We address injustice not by perfecting rhetoric, but by building systems so robust and inclusive they render old inequalities obsolete.

Implementing Discipline: A Structured Approach

Delegated News Monitoring: Staying informed on actionable threats (extreme weather, supply disruptions, local security risks) is vital. Constant engagement with the 24-hour news cycle is not. Delegate this to a small, disciplined sub-committee. Their role is to filter out noise and report only on developments with direct implications for the cadre’s goals.

Avoid Clout Chasing: Cadre activity must not be exploited for individual social media relevance. All external communication should be channeled through official channels focused solely on outreach and coordination, not personal branding.

Neutralize Disruption Tactics: Historically, bad actors have used procedural stalling and abstract debates to sabotage groups. Anchoring every discussion to the core question, "How does this build resilience?", renders these tactics moot and maintains focus.

Discipline is Survival

A cadre's strength lies in its unwavering focus. By compartmentalizing political noise and implementing a disciplined information structure, we preserve unity and streamline preparedness.

When in doubt, focus on building. The shared needs of shelter, safety, and food are the foundation. By deliberately designing for equity within that framework, cadres avoid divisive noise without repeating the exclusionary mistakes of failing systems.

We may soon find that **there is no meaningful politics but resilience**. Not because other justice issues fade, but because without a foundation of survival, there is no ground left to fight on.

The Four Pillars

At the heart of a resilient cadre lies a robust organizational structure designed for efficiency, adaptability, and comprehensive preparedness. This structure is built upon Four Pillars, the core committees: **Production**, **Procurement**, **Education**, and **Security**.

Each committee operates with a degree of autonomy within its designated area, yet all are interconnected, forming a interconnected system that addresses the multifaceted challenges of building and maintaining resilience.

This model draws from proven committee-based governance structures used in academia, government, and business. Committees enhance operational efficiency through task specialization and decentralized decision-making where appropriate. By delegating authority to discrete committees, the cadre reduces bureaucratic inertia and avoids the bottlenecks of centralized control, while maintaining cohesive, goal-directed action.

Here we'll go over the main committees, and their roles. When approaching a new problem, it's important to repeat the mantra: "Have we considered everything through the lens of Production, Procurement, Education, and Security?"

1. Production

The Production committee is responsible for creating essential goods and services that meet community needs while enhancing total resilience. Its mandate is to create essential goods, reducing reliance on unstable outside systems. This may involve:

- Sustainable agriculture and food sovereignty (growing food, preserving harvests, seed saving).
- Localized manufacturing and repair (tools, clothing, essential equipment).
- Energy resilience (implementing renewable energy solutions).

- Infrastructure development and maintenance (shelter, water systems).
- Waste and resource cycling (composting, upcycling, material recovery).

Essentially, the Production committee is centered on the mantra “make things people need” especially as they contribute to baseline resilience, and always prioritizing tangible, necessary outputs.

2. Procurement

The Procurement committee oversees the acquisition, management, and logistical flow of all resources necessary for the cadre’s operations and the community’s well-being. This extends far beyond simple purchasing. It includes:

- Securing supply lines for critical goods not produced internally.
- Establishing trade networks, barter systems, and mutual aid agreements.
- Management of inventory, strategic stockpiling, and redundancy planning.
- Financial planning, stewardship, accounting, budgeting, and potentially managing credit or legal compliance.
- Logistics of transportation, storage, and equitable distribution.
- Sourcing for salvage, recycling, upcycling, and general reuse of otherwise wasted output.

If it takes place on a spreadsheet, there’s a good chance it’s Procurement’s purview. If a task involves tracking, managing, distributing, or facilitating the flow of resources, material, or finances, it falls under Procurement.

3. Education

The Education committee is responsible for developing the community’s skills and knowledge, ensuring that critical skills and knowledge are deeply embedded, widely shared, and constantly

evolving. Its purpose is to:

- Facilitate knowledge transfer through workshops, mentorships, and peer-to-peer exchange.
- Identify skill gaps and develop training programs.
- Manage training materials and learning resources.
- Foster cognitive resilience, critical thinking, and problem-solving skills.
- Handle internal communication, outreach, and even media relations with a focus on information sovereignty.
- Onboard new members to the cadre.
- Nurture social cohesion and assist in conflict resolution.

Education is concerned with disseminating the essential information that is needed for all the other committees to function. If essential knowledge is held by only one member, Education ensures that knowledge gets shared across the cadre.

4. Security

The Security committee is tasked with safeguarding the group, its members, and productive resilience efforts against potential disruptions. We are not acting out of fear, but instead trying to foster a culture of confident preparedness. Its functions include:

- Risk assessment, threat analysis, and contingency planning for various scenarios.
- Developing and implementing safety protocols (fire, medical emergency, natural disaster).
- Organizing community defense measures, emphasizing de-escalation and protective postures.
- Ensuring operational security (OPSEC) for communications and sensitive information.
- Collaborating with Education to identify and train members in basic safety and emergency response.
- Protecting physical and digital assets.

These Four Pillars are not rigid silos but interdependent components of a dynamic system. Production provides what is needed; Procurement sources what cannot yet be made and

manages resource flows; Education empowers the community with skills and knowledge; and Security protects the entire endeavor.

By breaking down the complex challenge of resilience into these manageable yet interconnected domains, the cadre gains clarity, speed, and depth in its problem-solving, creating a robust framework for enduring crises.

The Four Pillars can be mixed and matched. And not every cadre needs all of them. Different groups might prioritize projects quite differently.

Cadre Terms

Now that we have a vague overview of the committees, we have enough lingo to discuss different “shapes” or types of cadres. We can speak broadly about different types of cadres, and their functions, for example, we could say a cadre is:

- **“Procurement heavy”** – a traditional buying club or buyers co-op for when shelves go bare or costs for staples continue to rise. To address these challenges, a Procurement-heavy cadre might purchase goods in bulk, divide them up, and distribute them to members at a discount.
- **“Security only”** – this could be something like a neighborhood watch group, or perhaps a marksmanship club or self defense class that meets once a month to improve member skills.
- **“Production heavy, with a prominent Horticulture sub-committee”** – something like this might be traditionally known as a community garden. More on subcommittees later.
- **“Shared Nothing”** – a cadre that does not physically share any resources, tools, housing, etc. A toe in the water of organizing. A low commitment starting point like a neighborhood call tree or social club.
- **“Fully Employed”** – this is an organization that lives at the opposite extreme from Shared Nothing. All members “work” for the cadre full time in lieu of other employment. Other

major services can be provided by the cadre as well.

- ****"Full Employment Seeking" ****– represents a transitional state where a cadre is working towards the aspirational goal of full employment.
- **"Full Housing (Seeking)"** – a cadre where everyone lives in housing provided by the cadre (or working towards it).

Actionable Steps

Let's get into the kind of activities these cadres are well suited for.

Remember that the cadres exist on a continuum. A "shared nothing" cadre might start with just a dinner club, while a "full employment" cadre is a long-term goal where members work for the organization full-time. Most groups will start small.

When you're first getting started, "shared nothing" is the default mode of organizing.

People don't know how to organize. A lot of us don't even know how to communicate with each other. We don't know our neighbors and our neighbors might even be scared of each other. Our communities have been in some ways systematically weakened. Take it slowly.

Firstly, organize around disaster preparedness. Think of something easy like creating a "call tree". Establish a list of everyone who needs to call everyone else to obtain redundant coverage in your neighborhood. Perhaps Procurement can source handheld radios and Security coordinate a plan for usage in an event.

Shared Concerns

In the past, there were two major incidents where members of the Salish Sea Cadre lost power for almost a week due to climate related disasters in two completely different parts of the world. In that context, there were the same key concerns:

- Do we have enough to eat if stores are closed?
- Do we have, or can we make enough fresh water? (There

are filtration kits that are very cheap and last a long time).

- Are there disabled or elderly people in my community that need to keep warm/cool, power a CPAP, or keep critical medicine refrigerated in order to survive?

Organize around these shared concerns, fears, and threats in your area. Secure the key needs of your cadres and community. Stop worrying about when these things eventually will happen, and instead act. You'll meet people and connect with others, and perhaps realize you've been preparing for more than whatever the current focus is.

Early Activities

Scheduling a regular meeting can be another key action to kick off a new cadre. Consider organizing a potluck dinner. Procurement can determine who needs to bring what and Production can be concerned with making your first meal. We're organizing now! Can we make extra and give it out or donate surplus?

While Production, Procurement, Education, and Security are the core pillars, cadres will often create specialized sub-committees to focus on specific projects. For example, a Horticulture sub-committee might form under the Production pillar to manage a community garden.

A Horticulture Committee could decide to grow potatoes, since they are a great crop for gardening newbies. They're a resilient and calorie rich staple food that's difficult to mess up, and grows easily all over the world, even for people with little in the way of growing skills. You do need to start now, since it can take multiple seasons to perfect the methods to grow anything in your context. Even veteran growers can be thrown off by increasingly common "bad years", where they've grown reliably otherwise. This is where fostering a diversity of crops is important.

High-Impact Activities

Up the crisis continuum we go, and we find that resilience is not a passive state achieved through stockpiling of goods; it is an

active, dynamic process built through deliberate practice, robust skill-sharing, strong community bonds, and adaptable systems. The committee-based framework provides an essential organizational structure, however, the true vitality of a resilient community emerges from the diverse range of activities it undertakes. These activities transform ideas into tangible outcomes, fostering self-sufficiency, mutual aid, and the capacity to weather uncertainty.

In the coming chapters, we'll present a practical and hopefully inspiring list of potential activities that cadres can adapt and implement to strengthen their posture of antifragility.

Questions

Now that we've outlined the Four Pillars, how do they function in practice? How are decisions made, conflicts resolved, and members assigned? Ahead, we'll tackle these questions, and dive deeper into each of the roles of each of the Four Pillars.

Praxis 101: The Bulk Buy

This book makes the case for a future built on pragmatic, organized action. It argues against idealism and for tangible results. But for a group of people who may not know or trust each other, the jump from individual anxiety to a fully functioning cadre can feel immense.

This chapter recommends a single, concrete, repeatable project designed to deliver an immediate material benefit to everyone involved. Its purpose is to teach the Cadre model through action, not discussion. Trust, cohesion, and competence-building are the byproducts of this exercise.

The mission is simple: execute a collective purchase of a staple food to save money. This protocol provides a framework for success.

Step 1: The Spark

Action begins with a single, clear proposal rooted in practicality. It must be specific, low-risk, and offer an undeniable advantage over individual effort. For example:

"A local wholesaler sells 25kg bags of rolled oats for a price that is 40% cheaper per kilo than the grocery store. I propose we pool our money to purchase one or two bags and divide them among ourselves. My goal is for us to get cheaper food by buying together."

This proposal is effective because it is not about ideology. It's about saving money. It is a tangible, measurable goal that requires cooperation to achieve. This is a spark from which a cadre can grow.

Step 2: The Protocol in Action

Once a small group (2-7 people, say) agrees to the proposal, specific tasks must be assigned. These tasks are the functions of the Four Pillars, distilled to their most basic forms. Don't worry

about introducing pillar terminology and instead focus only on the work.

Money & Logistics (Micro-Procurement):

One or two people are responsible for all financial and logistical operations. They must research the final price, calculate each participant's exact share, collect the money, and make the purchase. They are also responsible for transporting the bulk goods from the supplier to a predetermined distribution point. A simple paper or digital spreadsheet is used to track payments and expenses transparently.

It's important to keep things extremely simple to avoid feelings that one person has too much control, and to allay fears of embezzlement. For example, make sure everyone contributes the same amount of money, and the sum total is equal to the number of people multiplied by that individual contribution. Don't get fancy with the money.

In terms of concrete output a purchase is made, the ledger balanced, and the collective assets are delivered.

Division & Processing (Micro-Production):

A different team is responsible for the physical work of turning the bulk purchase into individual shares. This involves accurately weighing, bagging, and labeling each portion. They must fill food-safe bags or containers. This is a direct act that embodies the core Production principle of "making things people need".

Communication (Micro-Education):

At least one person is the designated communication hub. Their job is to prevent confusion by ensuring everyone receives clear, timely information. They must communicate the final cost per share, the deadline for payment, and the specific time and location for pickup. This results in a well-informed group, free of the friction caused by poor communication. They would also be tasked with running the after-action review (see below).

The Storage Task (Micro-Security):

At least one person must provide a secure, dry, and pest-free space to temporarily store the collective goods between their purchase and distribution. This task is about safeguarding the group's shared assets from threat, be it spoilage or theft. In this way, the group's material investment is protected and preserved.

Step 3: Cementing the Lesson

Once the goods are distributed, the project is complete. However, the mission is not over until the After-Action Review (AAR) is conducted. This is the most critical step for turning a single event into a foundational capability. The review should be brief and focused on evidence.

AAR Questions:

- Did everyone receive exactly what they paid for?
- Quantitatively, how much money did each person save compared to buying the same amount at retail?
- What was the single biggest friction point or source of confusion in this process?
- If we were to do this again next month, what one specific thing would we do differently to make it faster or easier?

Step 4: The Bridge from Praxis to Theory

Only after the successful completion of the project and the AAR should the theory be introduced. The facilitator or initiator of the project can optionally frame the group's success within the Crisis Cadre's model, but it is by no means necessary.

This is not to say that organizers should run the cadre's model in secret. Rather, we emphasize the idea that absolutely no grounding in theory of any kind is required to get started coordinating and achieving useful action.

By completing this protocol, your group has moved beyond ideology. You have demonstrated, on a small scale, the core competency of a Crisis Cadre: using organized, collective action to produce a tangible, material benefit. You have engineered a small pocket of resilience. The task now is to build upon this proven, practical foundation.

Scaling Scientifically

Dunbar's Number and Why Small Groups Win

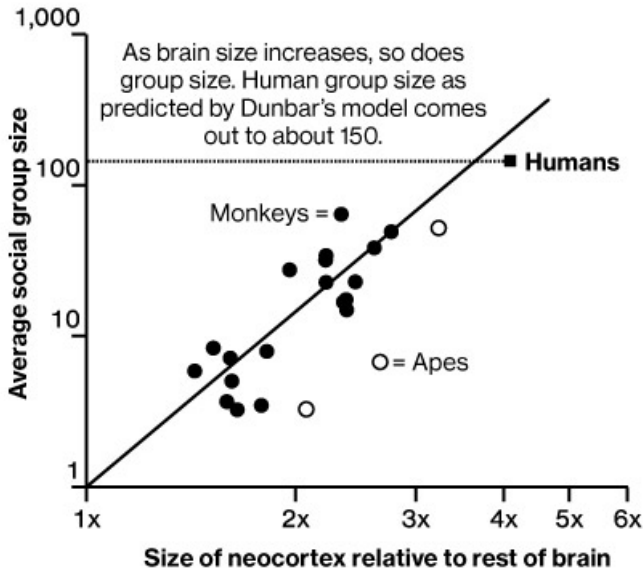
In the quest for resilient, adaptable, and cohesive cadres, we must first understand and respect human cognitive limits. One of the most significant constraints is Dunbar's number. Proposed by British anthropologist Robin Dunbar, this concept suggests that human groups function optimally when kept below approximately 150 members. Beyond this threshold, trust, communication, and social cohesion begin to degrade forcing the creation of formal, and often less efficient, bureaucracies.

Dunbar's Number Explained

Robin Dunbar's research began with a simple observation: primate species with larger neocortices formed larger social groups (the neocortex is the brain region responsible for higher-order cognition like language and complex social interaction). Extrapolating to humans, he theorized that our cognitive capacity limits us to maintaining roughly 150 meaningful relationships. Empirical evidence supports this, as the 150-person threshold appears consistently across history:

- Ancient hunter-gatherer societies typically ranged from 100-150 individuals, after which point, they would split to form new communities.
- Effective military units, from Roman centuries to the modern military company, often hover around this size for optimal cohesion and operational effectiveness.
- Modern academic specialties and sub-disciplines tend to consist of up to 200 individuals, but rarely more.
- Contemporary researchers have observed the phenomenon in the natural size of personal social media networks and phone call patterns.

The Social Cortex



DATA: THE SOCIAL BRAIN HYPOTHESIS, DUNBAR 1998

Dunbar's number reflects the cognitive load of what Dunbar calls "social grooming", i.e. the time, mental energy, and emotional investment required to build and maintain trust, reciprocity, and mutual understanding. Beyond this number, relationships tend to become more abstract or superficial, necessitating hierarchies, explicit rules, and formal enforcement mechanisms to compensate for the natural erosion of intimate social bonds.

Dunbar's research also revealed that our social relationships exist in layers of increasing size and decreasing intimacy: a core of about five intimate bonds, a close support circle of fifteen, a broader group of fifty you cooperate with regularly, and the maximum "tribal" threshold of 150.

Why Small Groups Succeed

This cognitive limit fundamentally shapes how we perceive and interact with others.

In groups under 150, we can genuinely care about and process the complex social realities of our comrades. They are individuals, not statistics. This allows the group to rely primarily on trust, reputation, and shared understanding. Norms are enforced socially through peer accountability, rather than through rigid, bureaucratic rules. Decision-making is more agile and participatory because a baseline of mutual trust already exists.

Once a group grows beyond 150, we begin to lose this innate connection. Other people can become, in a cognitive sense, more like abstract entities. This is why a single, personal tragedy can evoke deep empathy, while news of mass suffering can lead to numbness or detachment. In large organizations, this cognitive barrier requires the introduction of formal rules, clearly defined roles, and explicit enforcement mechanisms. This increases administrative overhead, slows down decision-making, and often reduces flexibility and individual agency.

Scaling Through Federation, Not Bureaucracy

The challenge, then, is how to grow a resilience movement or build larger networks of cooperation without sacrificing the cohesion and effectiveness inherent in smaller groups. The cadre model, with its committee-based structure, offers a solution that honors Dunbar's insights:

1. Keep Functional Units Small

Each core committee and any specialized committees should keep their active membership well within Dunbar's relational capacity—ideally around 15-20 active members for highly focused work, and always ensuring the entire immediate cadre stays under the 150 mark. This allows for:

- Deep trust, familiarity, and psychological safety among members.
- Rapid consensus-building or agile decision-making without excessive procedure.
- Clear accountability based on personal relationships and shared commitment.

2. Structure Communication in Layers

As Dunbar's work showed, our social networks are naturally layered. By structuring communication along these same lines (for example, committee representatives forming a "coordinating council"), groups can manage information flow and coordinate actions at scale without overwhelming individual cognitive capacities. This structure mirrors Dunbar's layers: a few intimate allies (committee chairs), around 15 close comrades (fellow committee members), about 50 reliable acquaintances (cross-committee contacts), and up to 150 members of the broader cadre.

3. Federate, Don't Centralize

When a community or movement grows beyond the 150-person threshold, rather than creating a monolithic, unwieldy bureaucracy, it should encourage the formation of new, semi-autonomous cadres, each operating under Dunbar's limit. These cadres can then confederate through:

- **Shared Principles and Protocols:** A common ethos, shared operational standards, and mutual aid pacts.
- **Rotating Delegates:** Representatives from each cadre can form a council for inter-cadre coordination, with roles rotated to prevent the permanent centralization of power.
- **Modular Redundancy:** The network is designed so that the failure or success of one cadre does not automatically collapse or dictate the fate of others. Each cadre remains a resilient unit.

This federated model mirrors successful historical examples, such as the Iroquois Confederacy, certain anarchist collectives, and modern cooperative networks like Mondragon.

Small Enough to Trust, Connected Enough to Endure

Dunbar's Number is not a rigid cap but a fundamental design principle for any human enterprise. By keeping functional units human-scale, and by scaling through confederation rather than centralization, resilience movements can build agility and deep trust, ensuring that every individual operates within a community where relationships are real and mutual support is a lived reality. The cadre's committee structure is a practical application of this principle, ensuring that even within larger networks, the vital work of resilience happens in groups where people truly know and count on each other. The most durable structures are those that respect both our human strengths and our cognitive limits.

Beyond the Core Four

Designing Committees for Enhanced Resilience

The four core committees Production, Procurement, Education, and Security, are the pillars of resilience, ensuring survival and collective well-being. But adopting a truly anti-fragile posture requires adaptation, creativity, and specialization tailored to a community's unique circumstances and evolving needs.

As a cadre matures and deepens its understanding of its environment, new committees or specialized sub-committees may emerge to address nuanced challenges. These groups must form democratically, rooted in identified needs and aligned with the goal of enhancing comprehensive resilience.

What additional committees might your cadre require? The answer depends on local context and anticipated challenges. In addition to the already mentioned Horticulture subcommittee, we present below a menu of potential committees (some practical, some experimental) to consider as your group democratically determines its next steps. These often arise as offshoots of the Four Pillars or as entirely new bodies addressing specific gaps.

Evolving Committee Areas

Here are some specialized committee areas that often emerge as a cadre develops:

Health & Wellness

Evolving from Education/Security

Focused on comprehensive well-being beyond basic first aid, this area covers medical preparedness (herbal medicine, crisis triage), mental resilience (peer support, stress management), preventative care (nutrition, fitness, hygiene), and disability/accessibility advocacy.

Housing & Infrastructure

Evolving from Production

Secure, sustainable, and communal shelter solutions fall under this domain, including sustainable building (tiny homes, earthships), maintenance/repair, energy systems (microgrids, passive heating/cooling), and emergency housing protocols. This committee could also explore community land trust development to collectively acquire and manage land for shared benefit.

Transportation & Logistics

Evolving from Procurement

Ensuring mobility of people and goods while reducing fuel dependence involves bike/pedestrian networks, vehicle cooperatives (shared electric vehicles), supply route planning, and fuel reserve management.

Communication & Technology

From Multiple Committees

Reliable communication demands redundancy—mesh networks, radio, offline archives, low-powered computing, and cybersecurity.

Ecology & Land Stewardship

Evolving from Production

Healing and maintaining local ecosystems encompasses rewilding, water management (rain catchment, greywater systems), fire mitigation, and soil regeneration.

Childcare & Intergenerational

Evolving from Education

Ensuring well-being across age groups includes cooperative

parenting, youth education in survival skills, elder inclusion, and legacy planning.

Hospitality & Integration

Offshoot of Education/Security

Managing interactions with newcomers and allies covers member onboarding, visitor protocols, refugee support, and cultural exchange. Isolation breeds fragility, but a system for structured intake can strengthen the cadre. This committee could also organize resilience gatherings combining skill-sharing, barter fairs, community feasts, and cultural activities to foster community cohesion.

Justice & Equity

Cross-cutting concern, potentially its own body

Ensuring fairness and anti-oppression within the cadre includes conflict mediation, power distribution audits, needs assessments, and anti-oppression work.

Memory & Archives

Offshoot of Education

Documenting survival lessons, preserving oral histories, and maintaining critical offline knowledge.

Scavenger & Salvage

Offshoot of Procurement/Production

Retrieving materials from junkyards and abandoned sites, repurposing scrap, and mapping local resources.

Committee Models and Functions

Governance becomes easier when committees are tailored to

their roles. Some exist to uncover truths, others to execute urgent tasks, and a few simply to keep essential systems running. Committee structures differ by function—here are the most common forms:

Investigative Committees

These temporary bodies assemble in response to crises or systemic failures. A post-blackout forensic team dissecting grid vulnerabilities or a group probing a security breach typifies their work. Small and often cross-functional, they rely on audits, interviews, and field assessments to compile evidence. Their power lies in analysis, not action. Once they deliver findings they should disband. Prolonging their existence risks diluting their objectivity or drifting into mission creep.

Special Purpose and Spin-Off Committees

When a precise, time-bound challenge arises—designing an off-grid refrigeration system, planning wildfire evacuation routes, or developing a radio encryption protocol—these ad-hoc teams take shape. Staffed by experts and volunteers, they operate like task forces: focused, temporary, and laser-aligned to a single goal. If their work reveals an enduring need, they may evolve into standing committees. Otherwise, they dissolve once their mandate is fulfilled, leaving implementation to core groups. These can also be spin-off groups that address activities slightly outside the direct purview of a politically compartmentalized cadre, such as a focused team for a specific, non-recurring project.

Empowered Committees

In emergencies, bureaucracy can be fatal. Empowered committees cut through it. Granted elevated authority by group consensus, they make real-time calls on resource allocation or policy—medics on a triage committee during a pandemic, for example, might bypass standard protocols to save lives. Their autonomy is balanced by transparency measures like decision logs, post-crisis reviews, and sunset clauses that prevent overreach. When the emergency fades, so does their exceptional power.

Limited-Function Committees

Not every task demands innovation. Water testing, tool repairs, seed bank stewardship—these repetitive but vital jobs fall to rotating teams with minimal meetings and checklist-driven workflows. They exist to maintain, not reinvent, often reporting to a larger committee (a bicycle repair collective might feed into Procurement). Their value is subtle but critical, and they can free skilled members for complex work while ensuring mundane necessities aren't neglected.

Hybrid Committees

Some problems refuse to stay in silos. Food security, climate adaptation, and public safety sprawl across domains, demanding collaboration between committees. Hybrid groups merge representatives from relevant pillars, plus outside advisors. They typically align initiatives, rather than outright command a course of action, which helps to bridge expertise across committees. For example, a "Health" initiative might span an organization by having Security handle first aid, Production herbal medicine, and Education mental health. This structure is also ideal for coordinating inter-group drills with other resilience groups for joint training and support agreements. Without concrete deliverables, though, hybrid committees risk becoming forums for debate rather than engines of action.

How to Choose? A Democratic Process

New committees must arise from collective needs. In your cadre's General Assembly or Resilience Project Proposal meetings (see Governance), brainstorm needs, prioritize by urgency and impact, and pilot groups temporarily. Rotate roles to prevent burnout, and merge or split teams as required.

Learn from local disasters like storms, earthquakes, and heatwaves to pinpoint gaps. Members can contribute to multiple committees based on capacity.

Resilience is a Living Experiment

No two cadres will have identical structures, and that's a strength. Start with the Four Pillars, stay flexible, and let necessity guide innovation. The goal is adaptive action, not bureaucracy. These are strategic guidelines rather than rigid rules.

Militant Scientists

An Ethos for Uncompromising Resilience

We use the term "militant" not to imply aggression, but to signify an unwavering *commitment to reality*. Cadres should demonstrate a staunch refusal to tolerate falsehoods that jeopardize survival.

The Irrationality Crisis

We live in an age where absurdities flourish, not because people are unintelligent, as is so often assumed, but because their irrationality is *useful* to them. To understand why, there's no better primer than Fred Clark's 2008 essay *False Witnesses* (the whole thing is required reading, but I'll summarize it here).

Clark dissects a pervasive yet rarely named phenomenon: people routinely say things they *don't actually believe*. They spread rumors, endorse conspiracy theories, or repeat blatant falsehoods because the act of professing belief serves a social function. The *content* of the lie doesn't matter; what matters is the *performance* of allegiance it signals. When someone shares the decades-old rumor that Procter & Gamble funds Satanism, they're not making a factual claim, they're raising a banner. It's a loyalty test, a way to say, "*I am one of you, and I'm willing to say something this ridiculous to prove it.*"

Clark initially assumed people spreading the rumor were misinformed and would respond to evidence. Instead, he discovered that many knowingly spread these lies, rejecting facts with hostility. He suggests the rumor's origin stemmed from rival corporate smear campaigns, psychological comfort, or tribal signaling—but the root cause matters less than the pattern.

The article argues that the persistence of the P&G rumor reflects deeper societal issues. People cling to lies for identity, comfort, or group belonging. Fact-checking alone fails because the rumor's appeal is emotional, not rational. To counter such myths, we must

offer alternatives that fulfill the same psychological needs without relying on falsehoods.

In short, rumors like this persist not because people believe them, but because spreading them serves an emotional and social need. People like feeling morally superior or part of a group. Facts don't work because the lie isn't about truth; it's about identity.

This goes beyond harmless tribalism, and results in a slow-motion societal suicide. The fallout is inevitable. When communities incentivize false witnesses, they sever their own connection to reality. The lies start small but the habit metastasizes. Doubt spreads to previously apolitical topics like vaccines, election fraud, and even the shape of the earth. Eventually, the consequences become unavoidable. A society that tolerates "noble lies" will, in crisis, lose the ability to separate truth from fiction or strategy from superstition.

This problem isn't getting any less serious as we continue along the crisis continuum. Increased scarcity will increase the likelihood of cults, scams, hate groups, and other yet to be seen but assuredly absurd formations, as people scramble to pinpoint some kind of meaning in the unraveling.

Distorting Reality

Rumors and conspiracies let people feel righteous by contrasting themselves against an imagined evil. But this "morality" built on feeling superior by comparing-down to cartoonish villains creates a sick distortion of reality. Those who traffic in these lies gamble with their lives and their loved ones' survival. And every effort wasted on debunking these obvious lies is an effort stolen from solving real problems. This is why cadres must treat irrationality as the existential threat it represents. Survival depends on adapting to reality, and adaptation is impossible when your community's epistemology is poisoned. The antidote will never be persuasion. You can't win people over via argumentation. However, delivering on the promise of material resilience in a time of crisis will speak louder than any words.

A Militant Application of Science

To build truly antifragile communities, we need organizations that blend the spirit of science with the disciplined defense of a survivalist cadre. Call it Militant Science: a union of rigor and resilience, where evidence is sovereign and irrationality is excluded. Such groups operate on three principles. First, they are peaceful but armed for defense. They prioritize resilience and sustainability while recognizing that survival requires the capacity to defend. Security is proactive and threats are assessed using cold data. Force, when used, is measured, precise, and rare. Second, they balance horizontal organization with rigid command. Decentralized creativity fuels peacetime problem-solving, but crises demand discipline. Subsidiarity governs daily operations (see Governance), while critical decisions follow a clear chain of command. Third, and most critically, they treat evidence as law. While members are free to hold their own personal beliefs, all cadre-level decisions and strategies must be based on testable, evidence-based principles. We rely on what can be demonstrated and proven, as this provides the most reliable foundation for group survival. No metaphysical proposals should be considered acceptable. Peer-reviewed data sits atop the hierarchy of evidence, followed by empirical observations and provisional expert consensus. Speculation and tradition hold little weight.

This Won't Appeal to Everyone (And That's Fine)

The cadre model isn't for those who traffic in conspiracy or comforting fables. It's for those who've watched one too many crises exacerbated by magical thinking, and understand that false witnesses *always* reap what they sow. Over time, results will speak: communities that ground decisions in reality will outlast those mired in myth. A core principle of scientific rigor is the challenging of hypotheses from multiple perspectives. Therefore, a cadre that is a monoculture of thought, background, or experience is scientifically weak, prone to confirmation bias, and ultimately, less resilient. True militant science demands diversity to function.

The Stakes

The P&G rumor is a microcosm of the larger war on reality, not

just against falsehoods, but against the cultural machinery that rewards them. Crisis Cadres are the countervailing force, a bulwark of rationality in a world where survival is increasingly a choice.

The Corporate Edge

Small businesses occupy a unique space in the public imagination. They are seen as neutral, even virtuous, in ways that overtly political projects are not. Terms like capitalism and socialism trigger instant ideological reactions, but small businesses enjoy near-universal goodwill. Gallup polls consistently show that an overwhelming majority of Americans view small businesses favorably, a level of approval that activist collectives, radical nonprofits, or even labor unions simply do not enjoy.

This asymmetry is a tactical opportunity. Authoritarian systems thrive on suppressing dissent while tolerating, even encouraging, economic activity. A group that organizes as a business can exploit this blind spot. It doesn't matter if the state distrusts your politics if your paperwork reads like any other enterprise. A well-designed corporate entity can deflect suspicion.

If you want to build something durable, don't call it a revolution, call it a business.

When Formal Structures Become Strategic Assets

In eras of decline, survival demands cunning as much as idealism. Traditional models of resistance like protest movements, the underground collectives, or tight-knit bands of activists, often prove fragile in such environments. Their informality makes them vulnerable. Their visibility makes them easy targets.

To those seeking autonomy, adopting a formal, legally recognized entity may seem paradoxical, even distasteful. We must look past this knee-jerk reaction. Paradox can be a weapon. A properly constructed company is dull on the surface, but meticulously engineered for resilience beneath. They can provide what radical collectives so often lack: durability, operational security, and the means to accumulate resources under the noses of those who would seize or suppress them.

The Art of Camouflage

Authoritarian systems tolerate commerce even as they crush dissent. Unremarkable businesses like factories, consulting firms, and agricultural cooperatives are encouraged, so long as they perform the expected rituals of compliance. This indifference is a vulnerability. By adopting the outward form of a business, a group gains the freedom to operate in plain sight. Renting property, hiring personnel, purchasing equipment, and moving funds, all become unexceptional acts. These are mundane routines of enterprise rather than the suspicious behaviors of a nascent opposition.

The key lies in banality. The more ordinary the business, the more effectively it disappears into the economic landscape. A company that repairs machinery attracts less attention than one that publishes dissident literature. A farm cooperative is less scrutinized than a militia. The structure itself becomes a shield, deflecting the gaze of those who hunt for threats in more obvious places.

From an outsider's perspective, a group of people of diverse ages and backgrounds taking up arms together to defend themselves makes almost no sense. However, what *does* align with our society's logic is sensitive corporate assets being protected by a private security force.

The Mechanics of Endurance

Scarcity strips movements bare. Informal networks, reliant on trust and personal connections, often struggle to secure and distribute resources efficiently. A corporate framework, by contrast, provides built-in mechanisms for stability. Bank accounts, contracts, and supply chains are the unremarkable tools of commerce, but they are also the lifeblood of any sustained effort.

A legally recognized entity can open accounts, negotiate with suppliers, hire international workers, and stockpile materials under the guise of routine operations. Where an activist collective might struggle to warehouse food or medical supplies without drawing suspicion, a business can maintain inventories as a

matter of course. Assets held under corporate ownership may also enjoy a degree of legal protection, or at least require more bureaucratic effort to seize, than those held by individuals.

Structure as Armor

Movements built around charismatic figures or informal alliances share a fatal flaw: they are brittle. Remove a leader, disrupt a key node, and the entire network risks collapse. A corporate structure, with its formal roles, bylaws, and procedures, is designed to outlast individuals. Leadership transitions are anticipated. Responsibilities are documented. Operations can be compartmentalized, so that no single member holds all the threads.

A state can arrest a person, but it is far harder to dismantle a legally constituted entity that persists on paper, that holds property, that exists as an abstract but recognized participant in the economic system. The more bureaucratic the regime, the more this abstraction works in favor of those who wield it.

The Bureaucratic Gambit

Some authoritarian systems adopt corporatist models, organizing industries into state-sanctioned guilds or cartels. These structures are meant to address an inherent friction between ownership and workers, and exert a level of control, but this control is always insufficient and imperfect. A sufficiently disciplined group, operating under the cover of an approved business, may find ways to exploit the system's own rigidity.

Inefficiency creates gaps. Corruption creates opportunities. A company that outwardly complies with regulations may, in practice, divert resources, manipulate supply chains, or even subtly influence policy. The goal is not to overthrow the system in a single stroke, but to carve out spaces where resilience can take root. The system, by its own logic, is compelled to tolerate such spaces.

The Quiet Resistance

The greatest advantage of the corporate form is its capacity for covert action. A legitimate business provides cover for activities that would otherwise draw immediate repression. Employment offers members both income and a plausible explanation for their associations. Warehouses and shipping channels become conduits for moving sensitive materials. Business communications like invoices, inventory lists, and contracts can embed hidden meanings for those who know how to read them.

Even physical spaces take on new utility. Offices serve as meeting points. Workshops double as training grounds. Storage facilities become safe houses. The rhythms of commerce like deliveries, meetings, and payroll mask the rhythms of preparation.

Why not Coops or Non-Profits?

While forming a cooperative or non-profit has some advantages, it also comes with significant drawbacks. The legal requirements are more specialized, and these structures can flag your group as having a social or political mission. We recommend a core cadre organization spinning off special purpose vehicles if it needs to accept donations, for example.

There's also no reason you can't effectively operate as a cooperative through an internal operating agreement (see Governance), but do it under the aegis of a corporation or LLC. It's just more opaque to outsiders, be they bad actors or nosy government agencies.

But a corporation or LLC has a legally mandated hierarchy (owners, officers, etc.) that is fundamentally incompatible with a governance model based on sortition, recallability, and horizontal committees. Isn't this a contradiction? A system will be needed to address this friction. Appointing individuals that hold these roles from the perspective of an outside observer is one option. From an internal governance perspective, you can still adhere strictly to your more egalitarian operating agreement. Perhaps corporate officers can act as tie breakers in a dispute, but in general they must operate in accordance with your private agreements (with strong recallability clauses to ensure compliance within cadre norms). Another option would be to just frequently reassign the burden of fulfilling the required roles. Just understand that there

may be legal consequences for the chosen figureheads, e.g. in a lawsuit.

Strategic Business Categories

When operating under scrutiny or in times of instability, certain types of businesses provide ideal cover while fulfilling practical needs. The following sectors offer both economic viability and strategic utility:

- Disaster Recovery – Emergency planning, infrastructure repair, and crisis response services.
- Waste Management – Recycling, sanitation, and resource reclamation operations.
- Agriculture & Farm Supplies – Seed distribution, livestock equipment, fertilizers, and soil amendments.
- Controlled Environment Farming – Greenhouses, hydroponics, and irrigation systems for food security.
- Renewable Energy – Solar installations, microgrid solutions, and off-grid power systems.
- Food Production & Preservation – Pickling, canning, dehydration, and emergency rations.
- Outdoor Survival Equipment – Tools, shelters, stoves, water filtration, and other wilderness gear.
- Fire Suppression & Safety – Fireproofing materials, extinguishers, and emergency training.
- Medical & First Aid Supplies – Trauma kits, pharmaceuticals, and mobile clinic services.
- Apparel & Protective Gear – Durable clothing, work uniforms, and equipment.

These enterprises blend necessity with discretion, allowing for resource stockpiling, logistical flexibility, and operational security, all while maintaining a low profile.

The Long Game

None of this is particularly glamorous. It lacks the immediacy of open defiance, and the visceral appeal of direct confrontation. But

survival is not about grand gestures, it is about persistence. A corporate structure, properly employed, allows a group to build endurance into its foundations. It turns the state's own systems into tools of evasion. It replaces the fragility of the underground with the resilience of the institution.

When the walls close in, the most effective resistance may be the kind that does not announce itself; the kind that operates, patiently and unseen, within the shell of the expected.

Housing

Hidden Homes to Greenhouse Villages

Housing has become increasingly expensive, making secure and affordable shelter a primary challenge for most. If Procurement audits expenditures, they will nearly always reveal housing as the single largest financial drain. This reality demands a fundamental rethinking of how we live. Traditional models of individual homeownership and landlord-tenant relationships are increasingly failing to provide stability. Therefore, innovative housing solutions are therefore paramount for any group serious about long-term survival and autonomy.

Housing is the cornerstone of personal and collective security. Dependence on volatile rental markets or crushing mortgage debt creates immense vulnerability. A resilient cadre must therefore strive to:

- Reduce or eliminate recurring housing costs like rent and mortgage payments.
- Integrate housing with life support systems (food, water, and energy).
- Build redundancy and surge capacity for members and allies.
- Create shelter despite restrictive legal frameworks.

Security Over Sprawl

Before any strategy can succeed, a shift in perspective is required. Embracing smaller, more efficient living spaces can dramatically accelerate a cadre's ability to house its members if they choose to do so. By prioritizing functionality and close-knit community over expansive individual dwellings, a cadre can swiftly provide shelter for everyone, often in a single, communal acquisition.

This approach recognizes that mutual aid housing doesn't need to

be luxurious; it needs to be secure and dignified. It allows resources to be stretched further, enabling the acquisition of properties that would otherwise be out of reach. This could mean utilizing multi-unit buildings where members have private rooms but share communal living areas, or exploring innovative, compact dwelling designs on a shared property. The key is to foster a culture where members are comfortable with close quarters, recognizing that the collective security and economic freedom far outweigh the desire for excessive personal space.

Phase One: Immediate Solutions

When legal and affordable housing options are non-existent or deliberately withheld, communities must operate in the liminal spaces of legality. This is a pragmatic recognition of necessity. Derelict properties, forgotten corners, and zoning loopholes—these are the cracks where new ways of living can take root.

Strategic Re-appropriation

While typically too overtly political, identifying and occupying long-term vacant or derelict properties can provide immediate shelter. This is a high-risk tactic that requires careful research into local laws, strong community solidarity, and a plan for making the space habitable.

Hidden Dwellings

Camouflaged homes that blend into the landscape or existing structures avoid unwanted attention. This might involve earth-sheltered homes on rural land or, more audaciously, tiny houses or modular units concealed within unassuming structures like barns, warehouses, or even large commercial greenhouses.

Leveraging Loopholes

In many rural areas, zoning allows for RVs or boats to be parked on private property, both of which can conceal small apartments. In areas with acute housing crises, it's not uncommon to see multiple large box trucks parked on a single property; these often

bear the tell-tale signs of housing full-time occupants, a reality local authorities may overlook. Similarly, an agricultural business can legally justify on-site housing for “seasonal workers” or “caretakers.”

Low-Investment Housing

Tents, tipis, or yurts can provide rapid, low-cost shelter, though zoning is often the biggest challenge. Construction with natural, local materials should be prioritized to provide passive heating and cooling.

Phase Two: The Housing Rollup

Once a foothold is gained, the cadre can begin building long-term stability. The “housing rollup” is a powerful model for this.

The process is simple: Procurement acquires a property (likely with a mortgage) and rents it to cadre members at cost. This rent isn't for profit; it only needs to cover the mortgage, taxes, and upkeep. The resulting cost for members is significantly lower than the market average.

Members are then in a position to pay slightly more than the at-cost rent. This surplus can be reinvested to pay down the principal faster or, depending on market conditions, invested elsewhere if safe returns are projected to outpace the mortgage interest. The Security committee can help weigh this risk.

From here, Procurement systematically chips away at the housing insecurity of its members until every member who wants to be is housed in a cadre property.

Phase Three: Integrated Communities

With stable housing secured, the vision can expand. Resilient communities don't separate shelter from sustenance. Arable land for food production can and should be intelligently combined with living spaces.

Greenhouse Villages

Large commercial greenhouses can provide a protected microclimate for both intensive agriculture and small, energy-efficient dwellings. Residents might contribute labor to the agricultural enterprise in exchange for shelter and a share of the produce.

Reclaiming Space

Even on urban lots, driveways and parking spaces can be turned into areas for gardens and greenhouses, especially if shared transportation resources reduce the need for personal vehicles. This is how we reclaim space for life from the dominance of the car.

Recycling Derelict Structures

Across any landscape, there are always relatively cheap properties whose low price is due to a derelict building. While most people see a liability and an expensive demolition bill, savvy cadres see a valuable stockpile of resources. Offering to take on the "demolition" yourself, as careful deconstruction, can often save you money on the property's purchase price. The seller gets rid of a problem, and you acquire a valuable cache of building materials.

Old houses, barns, and sheds, particularly those built before the mid-20th century, are often treasure troves. They can contain old-growth wood, which is denser, stronger, and more rot-resistant than anything you can buy today. This lumber has a hidden value that can be easily unlocked. With a simple power planer, you can shave off the weathered gray exterior of old beams and planks to reveal pristine, beautiful wood that's ready for a new life.

It's possible to harvest enough material from a single dilapidated farmhouse or barn to build the structural skeleton and sheathing for a modest new dwelling, like a tiny house. The savings can be immense. Other salvageable materials include metal roofing and siding, corrugated panels, brick and stone from foundations or

chimneys, and even doors, windows, and hardware. Sometimes even vinyl siding can be carefully removed and reused.

This approach is the ultimate expression of thrift and sustainability. It's a greener way to build that saves a tremendous amount of cash. When new materials must be purchased for things like wiring, plumbing, or insulation, the goal is to keep the shopping list minimal, using the harvested materials for the bulk of the construction. This is turning blight into shelter through cleverness and sweat equity.

Agrihoods & Farmsteads

These are communities designed specifically to cluster homes around productive agricultural land, integrating life and labor.

The concepts of the agrihood extends far beyond simple subsistence; for a savvy cadre, they represent a significant financial opportunity. By leveraging its integrated expertise, the cadre can design and build turnkey, future-proof communities and fully-realized ecosystems with integrated food production, water reclamation systems, and decentralized energy grids. These resilient enclaves are immensely attractive to a growing market of anxious but affluent buyers who are desperate to purchase security in an increasingly volatile world. The model is straightforward: develop a pilot community, perfect the systems, and then "flip" the model by building subsequent developments for sale at a significant premium. The premium is for the functional, life-sustaining infrastructure and the social cohesion that traditional real estate cannot offer. In essence, the cadre is selling a fully operational and defensible survival strategy, a product whose value will only appreciate as external systems become more fragile.

From Sanctuary to Strategy

A cadre with a surplus of secure housing holds immense power. This surplus becomes a strategic tool for outreach, recruitment, and political action.

In line with the principle of Surplus as Recruitment (see Production), having more shelter capacity than immediately

needed provides the ability to offer safe, temporary housing to allies displaced by personal crises or larger disasters. Offering a refugee not just a cot in a gym but a home in a prepared community is the kind of direct, powerful organizing that grows a movement.

On the far end of the crisis continuum lies the necessity of holding territory. An advanced cadre can use its resources to strategically influence or even revitalize a small municipality. Strategic acquisitions followed by coordinated migration can give even a small cadre a powerful voice in local government. This can lead to influence over essential emergency services and infrastructure. It doesn't need to be hostile. Presenting a struggling town with a well-thought-out plan to turn an abandoned strip mall into a revenue-generating agri-village with shops, classrooms, and event spaces could be welcomed. Dying towns with empty buildings and desperate governments are perfect targets for this kind of regenerative action.

Conclusion

Addressing the housing crisis is central to building resilience and resistance. When housing consumes the majority of a person's income, this vulnerability is also potentially a massive opportunity to re-allocate capital toward collective strength while building a solid base of support. By treating housing not as a commodity but as a cornerstone of collective power, cadres can forge pathways to shelter that are secure, affordable, and truly liberating.

Production

Engineering Resilience

The ability to produce life's necessities is the bedrock of true independence.

Here in North America, we don't really deal in manufacturing or hard work to produce things of value as much as we used to. In fact, in many ways production is looked down on, despite being essential to resilience and life itself.

Many political or organizing groups falter because they cannot offer their adherents anything tangible. Passion, ideology, and a political landscape increasingly focused on spite cannot mend a broken roof or fill an empty stomach.

If a cadre is to endure—if it is to become more than a fleeting gathering of like-minded individuals—it must provide real, measurable security in a world where scarcity is no longer a distant threat but an encroaching reality.

This is where the Production pillar comes to life. It is the art of transforming raw materials, labor, and knowledge into the things people need most. It is the difference between waiting for the system to fail and building something that cannot fail.

This means focusing relentlessly on essentials.

Making Things People Need

Within Crisis Cadres, Production is not about crafting luxuries, indulging in vanity projects, or chasing profits. Its focus is unambiguous: prioritize what sustains life. Food, water, shelter, energy, tools, medicine—these are the foundations upon which resilience is built. A community that cannot produce them is perpetually one crisis away from collapse.

This principle demands discipline. It means resisting the allure of non-essential ventures and directing resources toward what truly

matters. A garden before a gallery. A workshop before a web app. A functioning water system before anything else.

We stress this point, but not because we imagine it to be profound. It should honestly be instinctive. And yet, modern society often incentivizes the opposite. How much of today's economy is financialized, detached from real needs? From crypto scams, influencer culture, IP law, endless PR and consulting, multi-level marketing, and other bureaucratic box-ticking. These activities may generate revenue, but they don't contribute to collective survival.

The results of our production should serve a clear, cadre-determined purpose—otherwise, we're just decorating our house while the foundation erodes.

Engage in Appropriate Production

"Appropriate Production" means making what's needed, with what's available, without waste. In the case of the cadres, it means prioritizing low energy production, and keeping things small. Often on a smaller scale than would otherwise be the goal in the competitive landscape of capitalism. Production powered by solar energy defies profit-driven logic, and is more sustainable than around the clock production.

The Continuum of Production

Like all functions of a cadre, Production exists on a spectrum, scaling with both capacity and necessity.

On a basic level, a fledgling cadre operates on simple productive activities—mending clothes, growing herbs in window sills, patching leaks, and education-heavy tasks like sharing knowledge. These are small acts, but they lay the groundwork for something greater.

A homesteading cadre takes the next step: community gardens that produce staples, or small-scale construction projects that turn salvaged wood into functional goods. Here, the cadre begins to reduce its dependency on external systems.

At the highest level, a *full employment* cadre operates like a self-sustaining economy unto itself—industrial workshops producing tools, regional trade networks exchanging surplus (with Procurement), large-scale agriculture feeding hundreds, and energy systems that keep the lights on without reliance on a fragile grid.

The goal is always the same: move from dependency to self-sufficiency, one step at a time.

Core Responsibilities

Food Production & Security

A cadre that depends on grocery stores is one bad harvest, one shipping delay, one economic shock away from hunger. True resilience begins with the ability to feed oneself.

Staple crops—potatoes, beans, grains—must take precedence. They are the foundation of survival, providing the calories and nutrients needed to endure.

Climate-resilient methods include greenhouses to extend growing seasons, drought-resistant crops to weather erratic rains, and rainwater harvesting to guard against dry spells. They buffer against climate unpredictability, extend growing seasons, and can facilitate significant northward expansion of food production.

Furthermore, initiatives like propagating and nursing plants or trees can enhance long-term food security and even generate income. Things like nut trees are in high demand, and their seeds can be purchased and germinated with sporadic work efforts, making for an ideal side project.

Beyond growing, preservation methods like canning, fermenting, and drying are crucial to extending harvests.

Cadres might also explore aquaponics and hydroponics for intensive, space-efficient production, or engage in small-scale animal husbandry for diverse food sources and skills.

Production may also choose to volunteer farm labor to nearby or

affiliated growers. This not only builds goodwill and strengthens local food networks, but also provides invaluable hands-on learning for members.

If the trucks stopped rolling tomorrow, how long could we feed ourselves?

Procurement can secure cheap staples for a shorter term crisis while Production works towards a true caloric insurance policy.

Equipment Fabrication and Restoration

A society built on disposable goods is a society perpetually at the mercy of those who sell them. Production breaks the cycle of dependency and consumerism by ensuring that tools can be repaired rather than replaced.

A basic workshop, a place for repairs to take place, is a logical first step. Sewing machines can mend torn fabric, and soldering irons can resurrect dead electronics. Beyond repair lies fabrication: blacksmiths and machinists turning scrap metal into usable parts and 3D printers crafting replacement components in lieu of shipping parts across the globe.

Where new materials are scarce, salvage becomes an art (with help from Procurement). Old barrels become rainwater collectors. Discarded pallets become shelving. Broken appliances are stripped for usable wire, gears, and motors. Very little is truly waste, but instead should be thought of as raw material waiting to be reshaped.

Shelter & Housing

Housing instability kills resilience. This is perhaps more towards the full employment end of the Crisis Continuum, but a Procurement Audit will almost always reveal the lion's share of expenses for a cadre going to rent or mortgage.

Low-cost building techniques like earthbag construction, straw bale walls, and timber framing—turn local materials into durable homes. Retrofitting existing structures can reinforce them against storms, fires, and power outages. And when disaster strikes, the

ability to deploy emergency shelters can mean the difference between survival and suffering.

Energy & Utilities

The modern world runs on a fragile web of centralized power. Decentralized energy reduces vulnerability. Solar panels on rooftops, micro-hydro systems in nearby streams, biogas digesters turning waste into fuel, all are viable options. But true resilience also demands manual backups: hand pumps for water, wood stoves for heat, mechanical tools that operate without electricity. The goal is not to reject modern technology, but to ensure it does not become a single point of failure.

Medicine & Hygiene

A health crisis can unravel a community faster than any shortage of food.

A medicinal garden is the first line of defense. Yarrow for wounds, willow bark for pain, garlic and elderberry for immunity. Cadres may also choose to cultivate medicinal (and gourmet) mushrooms.

Soap-making and alcohol distillation ensure sanitation, while composting toilets turn waste from a problem into a resource. Stocked first aid kits with sutures, tourniquets, and antibiotics, mean the difference between a treated injury and a life-threatening infection.

Things People Need

Think about things you *have* to buy or can't live without. If you need them, others will too.

- Clothing and footwear
- Safety equipment
- Transportation services
- Supplies for babies and children
- Elder care

- Furniture and home goods
- Medical services
- Plumbing, electrical, and other trades like automotive mechanics
- Fiber and textiles including things like raw wool and flax

Production Defuses Scarcity Mentality

While scarcity fuels desperation; Production can replace that desperation with security.

Production ensures that communities that have access to food, tools, and shelter need not act out of desperation. Shared workshops distribute the burden of labor. Skill exchanges turn individual weaknesses into collective strengths. And surplus goods—whether extra vegetables, handmade tools, or stored energy—become bargaining chips in trade, transforming resilience into economic leverage.

Surplus as Recruitment

Production should always strive to produce surplus goods as a form of recruitment. Having extra to share with the wider community is an excellent way to speak about the cadre, the work being done, and bring its products to those in need.

A cadre that only produces enough for itself is perhaps merely scraping by, while a cadre that intentionally produces a surplus to share with the wider community builds trust, gains influence, and attracts new members. This is not charity; it is strategic recruitment and the most effective form of outreach.

From Survival to Sovereignty

In its highest form, Production does more than meet needs—it generates wealth.

A full employment cadre produces enough to trade: excess food

for lumber, tools for medical supplies, renewable energy for labor. Skilled members become assets, their expertise valuable to outsiders. Infrastructure—well-maintained workshops, fertile land, reliable energy systems—appreciates over time, turning the cadre into something more than a survival group. It becomes a self-sustaining node of prosperity.

Production is not usually glamorous. Production can be sweat and blistered hands. It's hard work, and the truth is, we're not all accustomed to it. But we must plant seeds today so others may eat tomorrow.

It is also the difference between a group that talks about resilience and one that lives it. Between a community that fears collapse and one that is too busy building to notice.

On Automation

While the initial hype around AI has resulted in frivolous tools like chatbots and image generators, it would be a mistake to completely dismiss the underlying technology. The foundational shift is that for the first time, we can use natural, human language to command complex actions. This breakthrough is revitalizing the field of robotics, pushing it toward embodiment via the fusion of vision, language, and action.

Contrary to dystopian fantasies where billionaires monopolize automation, this technology will almost certainly become more widely accessible. Open-source AI models are already approaching the quality of corporate versions, and hardware is rapidly becoming more affordable. Companies are offering capable humanoid robot chassis for prices well within the reach of a serious, organized cadre.

For a cadre's Production committee, the implications are staggering. A robot working tirelessly around the clock is a force multiplier of immense potential. It can handle tasks like weeding, planting, harvesting, patrolling, and repairing, freeing human members for strategic work like planning and research. This is how a small group can achieve a high level of self-sufficiency and decouple from fragile supply chains without resorting to soul-crushing, dawn-to-dusk labor.

A romantic or Luddite approach is simply not a viable option, regardless of how morally correct it might be. Technology is a tool, and those who refuse to wield it will be at the mercy of those who do. A forward-looking cadre must be prepared to acquire and deploy this technology swiftly, before states and corporations attempt to control it through sanctions and proprietary systems. Such control efforts are likely to be porous and ultimately fail.

Procurement must monitor the market for robotics platforms and be prepared for acquisition at the moment a feasible solution becomes available. Education must develop the skills to program, maintain, and repair these systems. Security must ensure proper safeguards are in place.

Viewed this way, automation is not a threat but a potential tool for liberation.

The Advantage of Disregarding Profitability

Proposed solutions to climate woes, no matter how promising, are often stuck, and have difficulty receiving funding if there's no way to make them truly profitable. Unlike profit-driven systems, cadres can prioritize resilience over revenue.

The products of resilience don't need to be competitive with products sold on global markets. Any difference in price can be considered a *resilience premium*. This premium reflects the value of local availability when you need something in times of scarcity. This allows cadres to build resilience in spite of profitability specifically because it can be done as a vocation or side project, free of the constraints of profitability. Cadres build camaraderie and skill while creating redundancy against a fragile system. It's a balancing act for sure, and while there may be times you absolutely need to bring in funds to ensure operations continue, there are times when resilience is its own reward.

In a world where everything is for sale but nothing is secure, **Production is the antidote to dependency.** It is the steady, deliberate act of making sure that when external systems fail, the cadre does not.

Procurement

Resources in a Chaotic World

Procurement is often misunderstood. To the uninitiated, it might seem like little more than purchasing—buying what’s needed when it’s needed. But within a resilient cadre, Procurement is something far more dynamic: the discipline that transforms scarcity into strategic advantages, logistical hurdles into opportunities for connection, and financial constraints into ways to empower members.

As one of the Four Pillars, the Procurement committee functions as the circulatory system of the community, ensuring the smooth and intelligent flow of resources—material, financial, and informational. If a task involves tracking, managing, facilitating, or strategically acquiring something of value, it falls under Procurement’s domain. From auditing receipts to uncover hidden needs, to navigating legal compliance and orchestrating logistics in a world of disruptions, Procurement is the unseen hand that keeps the community thriving.

Examples

On one side of a continuum, in a *shared nothing* cadre, Procurement consists of, “What does everyone want for lunch?” or “Let’s make a list with everyone’s contact info.”

The buying club is often a next logical step. Once a month, a team does a run to the nearest large city and fills a van with bulk goods that are dispersed. Procurement here would consist of transportation, purchase, and disbursement of goods. They’d be in charge of bulk purchasing reusable containers like jars, working with Production to fill them, and then handing them out. All while keeping track of who has received what. Then keeping track of who returned their jars for the next disbursement, that kind of thing.

On the far end of the spectrum, in the land of *full employment*, the strategies described in The Corporate Edge start to become

meaningful. In this world, Procurement can take on full-time property management, fund management, accounting, and legal functions. Again, all depending on your context and the specific application of these patterns.

Bearing this continuum in mind, let's look at core responsibilities that would fall squarely under Procurement's purview.

Core Responsibilities of Procurement

Buying Plans & Approval

Procurement creates proposals for beneficial goods or services, which are then voted on and approved by the majority of the cadre. This ensures collective oversight and prevents wasteful spending.

Purchasing & Order Management

All purchases should flow through Procurement unless another committee is explicitly authorized for special cases. This centralizes accountability and prevents duplicate or conflicting orders.

Taxes & Accounting

Procurement tracks the cadre's financial health. This includes monitoring account balances, tax obligations, and cash flow to avoid surprises and ensure compliance. Procurement can also have a role in minimizing taxes for individual members of the cadre, see below.

Supplier Management

Maintaining a vetted supplier database is critical. Procurement evaluates vendors not just on cost but on reliability, ethical practices, and backup options. (For high-risk vendors, the Security committee assists with third-party risk management

[TPRM].) Procurement can also curate a vetted list of local farmers, craftspeople, and service providers who align with the cadre's values, strengthening local economies and supply chains.

Inventory Tracking

Real-time tracking of stock levels, expiration dates, and usage rates is essential. Anticipating needs, like seasonal medical supplies or backup power, prevents shortages. Procurement also manages the establishment and maintenance of discreet, decentralized caches of critical supplies for emergencies.

Cost Control & Budgeting

Procurement oversees financial forecasting, cost-benefit analyses, and budget adherence. Every expenditure is scrutinized to determine whether buying, bartering, producing locally, or repairing is the best option.

Financial Uplifting

A cadre cannot thrive if members are trapped in financial hardship. Procurement works with Education to demystify credit, loans, and investments thus ensuring equitable access to resources.

Barter Systems & Cooperatives

For those with poor credit, Procurement facilitates internal lending circles, skill exchanges, and bulk buying co-ops. Every transaction is documented to ensure fairness and sustainability.

Legal Compliance

Procurement navigates contracts, tax laws, zoning rules, and safety regulations, as well as drafting agreements with suppliers or landlords (with input from Education and Security). If the cadre lacks legal expertise, Procurement sources professional help.

Logistics & Distribution

Acquisition is just the start. Procurement also manages:

- Transportation – auto sharing, community drivers, bike couriers, shared vehicle programs, group transport, or alternative transport solutions like cargo bikes to optimize resource movement and reduce individual costs.
- Storage – redundant, climate-controlled, and with the help of Security...secure.
- Distribution – fair protocols during shortages.

Resource Sharing

Tool libraries, equipment checkouts, and skill exchanges ensure no resource sits idle. Shared assets multiply the cadre's wealth without increasing consumption. This also includes organizing collaborative events where members can learn to fix broken items, reducing waste and fostering self-sufficiency (in partnership with Production and Education).

Technology Management

Procurement also handles:

- Device disbursement and tracking.
- Software licenses and subscriptions.
- Sourcing durable hardware (mesh networks, 3D printers).
- Safeguarding against tech failures (with Security's input).

The Audit as a Core Function

By analyzing receipts and purchase records (with proper consent and privacy safeguards), Procurement spots recurring expenditures. The critical question then emerges: Could we produce this ourselves?

The cadre can be polled for their core needs as it relates to resilience. This can be done many ways, where committees may be asked to report, individuals can be polled, receipts collected, or financial transactions otherwise examined. Procurement needs to determine where most of the group's money is going, and then

make recommendations (with Production) to inform cadre decisions.

If vegetables are consistently bought from distant suppliers, could Production expand community gardens or invest in greenhouses? If tool repairs drain funds, could Education organize workshops to build those skills? Procurement brings these insights to the wider community, democratizing decisions on where to invest in local capacity. This also includes strategically identifying discarded but usable materials and coordinating their collection for upcycling.

In the above example, Procurement potentially lowers costs for members while increasing resilience, e.g. more food produced in the event shelves go bare. Procurement must always strive for these types of dual-win recommendations.

These audits shift Procurement from a passive buyer to an architect of resilience.

Financial Uplifting in Detail

The process begins with an individual in the cadre who has the weakest (or no) credit within the traditional financial system. They provide a credit card to Procurement, or if they lack credit entirely, Procurement assists them in establishing an account and building their financial foundation.

This credit card, possibly “churned” for maximum incentives, is then used to purchase necessary resources for the broader group. The balance is paid off immediately, either through collective dues or shared profits. To ensure accountability, reimbursements are processed instantaneously via written documentation issued by Procurement. Note the importance of this immediate reimbursement, to remove any risk to the cardholder.

Over time, this system can systematically improve the credit of the most financially vulnerable members, ultimately raising the average credit score across the entire group.

The specifics of implementation may vary depending on the cadre's role and engagement within our crisis continuum. However, the core principle remains: material and financial

benefits must be accessible to members as a key incentive.

This is a proven strategy for fraternal organizations like the Shriners, Freemasons, and Elks, who long thrived by offering members increased business opportunities, contracts, and economic advantages. Such pecuniary benefits are a major factor in their enduring success, yet they remain an underutilized tool in modern organizing.

This is an advanced strategy that carries significant risks, including the potential for accumulating debt and creating legal liabilities. It should only be attempted by mature cadres with an airtight operating agreement and a high degree of mutual trust. All participants must fully understand and consent to the risks involved.

Enhanced Financial Strategies

If things align with your cadre configuration, and you're creative, there are so many opportunities for financial wizardry:

Investing Cadre Cash

Rather than letting surplus cadre funds sit idle, strategically investing them in safer options like short-term bonds can generate additional income. Short-term bonds, while offering lower returns than riskier assets, provide stability and liquidity, making them suitable for preserving capital while earning a modest yield. This approach ensures that the cadre's financial reserves are not only protected but also contribute to the overall financial health and growth, allowing for greater flexibility in responding to needs or seizing opportunities. From here, we can start to see the beginnings of a sort of sovereign wealth fund.

Borrow Against Assets

A cadre, as a unified entity, can use its collective assets to secure loans. This might involve using real estate, equipment, or other valuable resources as collateral to obtain financing for significant investments or to bridge temporary cash flow gaps. This strategy allows the cadre to access capital without depleting its immediate

funds, enabling large-scale projects or urgent procurements that might otherwise be out of reach. Careful financial planning and risk assessment are crucial to ensure that any borrowing is sustainable and beneficial to the cadre's long-term objectives.

Internal Lending

Establish a structured internal lending system where central funds can be loaned to members for specific needs (e.g., micro-enterprises, personal tools, emergencies). Complement this with less formal systems like local currencies or time banks to facilitate internal exchange and strengthen economic ties within the cadre, bypassing traditional banking hurdles. Clear terms and oversight are essential for any such program's success.

Minimizing Taxes

Understanding and optimizing tax obligations can significantly impact financial health. This involves more than just filing returns; it encompasses strategic planning to minimize liabilities and maximize eligible deductions, credits, and incentives. By staying informed about tax laws and regulations, the cadre can implement practices that benefit both the organization and its individual members. This might include structuring operations in a tax-efficient manner, identifying opportunities for write-offs related to collective expenses, or leveraging any available tax benefits for community-based initiatives.

Furthermore, the Education committee, in collaboration with the Procurement or Security committees, could play a vital role in providing financial literacy and tax education to members. This training could cover personal tax planning, understanding different income streams, and navigating deductions relevant to their involvement with the cadre.

Empowering members with this knowledge helps them make informed financial decisions, potentially leading to increased personal financial comfort and contributing to the economic well-being of the collective. The goal is to ensure that both the cadre as an entity and its individual members are optimizing their tax positions responsibly and effectively.

Grant Acquisition for Climate Resilience

Beyond traditional purchasing and financial management, Procurement plays a vital role in securing external funding to advance the cadre's climate resilience goals. This includes identifying, applying for, and managing grants that support renewable energy installations, regenerative agriculture, or infrastructure upgrades designed to withstand climate disruptions. By actively pursuing grant opportunities—whether from government programs, private foundations, or corporate sustainability initiatives—Procurement transforms limited internal resources into scalable projects that benefit the entire community. For example, securing funding for solar microgrids not only reduces energy costs but also ensures power autonomy during outages, while grants for rainwater harvesting systems bolster water security in drought-prone regions.

To maximize success, Procurement collaborates with the other committees to craft compelling proposals, align projects with funder priorities, and ensure compliance with reporting requirements. This proactive approach turns grant writing into a strategic tool, enabling the cadre to leapfrog financial constraints and accelerate its transition toward regenerative systems.

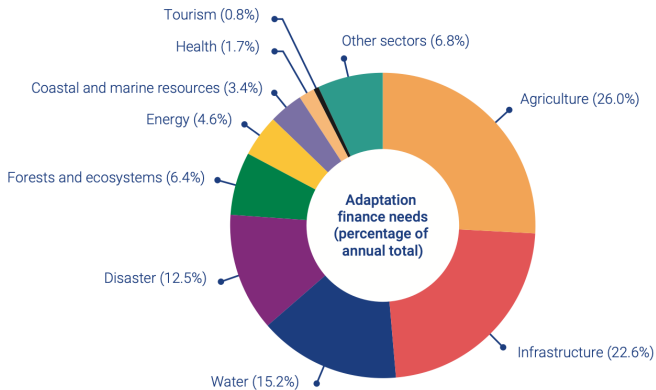


Image is from the United Nations Environment Programme's Adaptation Gap Report, 2021 showing areas they determined to be the most in need of funding for climate adaptation.

I'm Not Suited to This!

One of the core principles of Crisis Cadres is for Education to enable balanced jobs across the organization. Of course there will be individuals who naturally gravitate to Procurement, but every member is expected to pitch in periodically on these roles, as with every other role in the cadre.

This creates a culture of *never suggesting things you won't do yourself*, and not expecting others to do things on your behalf. This prevents internal stratification and builds redundancy across the cadre. That way, you're not always going to be the one stuck taking out the garbage, but on the other hand, you should *expect* to have to do it as much as anyone else.

Knowledge-balancing across the cadre will come with time, and tasks that seemed insurmountable at first will become easier.

Procurement, in its fullest expression, is the art of weaving

together material, financial, informational, and social abundance. It ensures equity, foresight, compliance, and logistical excellence. It turns vulnerabilities into strengths, scarcity into strategy, and isolation into interconnection.

Education

What Does a Cadre Need to Know?

Resilience isn't a badge you earn, but a dynamic capacity cultivated through relentless learning and adaptation. While Production creates, Procurement manages, and Security protects, the Education Pillar serves as the architect and catalyst of a cadre's collective adaptability.

Education's core mission is to constantly ask and answer: "What are the most critical skills and knowledge our group needs to thrive, and how do we ensure these capabilities are deeply embedded, widely shared, and constantly evolving?" The Education Committee transcends traditional teaching; it's the cadre's living library, skills incubator, and guardian of information sovereignty.

At the same time, education needs to mean something tangible. Cadres should cultivate a reputation as being extremely learned and experienced. They can suture wounds, plant a row of corn, mediate a conflict, distribute aid, and balance the books. When a community is in crisis mode, these are the experts you need.

If Procurement is the lifeblood of a cadre, Education is the heart.

Core Responsibilities

Cultural & Knowledge Preservation

This involves archiving rare skills, preserving indigenous wisdom, and securing manuals for lost technologies. Specific initiatives under this umbrella include oral history projects, documenting traditional skills and local ecological knowledge by interviewing elders, or establishing a community seed bank for open-pollinated, heirloom, and locally-adapted varieties, along with hosting seed-saving workshops and swaps.

Conflict Resolution and Mediation

We'll get into this more in subsequent chapters, but sufficient to say, Education is tasked with the smooth operations of the cadres, as well as the relationships between people. Things that would traditionally fall under HR department functions in a corporation are the purview of Education. Educators are naturally empathetic, patient, and emotionally aware. They possess the ability to actively listen, and they must instill these traits in the cadre through mentorship.

This responsibility includes proactively addressing internal friction before conflicts escalate, providing mediation and counseling, and offering training in conflict resolution and non-violent communication.

Managing burnout is also an important area of focus for Education, ensuring no one is taking on too much and that everyone is being heard. Mental health isn't an afterthought; peer support and stress management workshops offer protection against the attrition of long-term collapse, reinforcing that resilience is just as much about the bonds between people as it is about goods and systems.

Outreach and Recruitment

You can think of this as traditional "marketing" in terms of finding and educating new members on operations of the cadres, as well as forming external communication policies.

For example, for a cadre where members share critical skills, framing itself as a "Homesteading Club" conveys a certain practicality. People from all walks of life would be interested in hearing more.

Again, community outreach can be effectively achieved by the allocation of surplus to the wider community. Leveraging surplus for recruitment is a core competency to both build in extra resilience and attract positive attention or additional members. The donation of surplus to food banks, for instance, can engender goodwill and strengthen community bonds.

In this way, the Education Committee can act as both envoy and filter. Public workshops can serve a dual purpose: Education members spread knowledge, but they also scout for talent. A

stranger might arrive for a first-aid seminar and leave with a recruiter's discreet invitation. Demonstration sites, such as operating a demonstration farm or organizing tours of successful local homesteads, permaculture sites, or community gardens, can also be used for public engagement, with insights shared via articles, videos, or even live streaming. The cadre's value can be made available as a public resource and benefit in return.

Core Mandates

The Education committee's main role is much like Procurement's expense audit; it identifies knowledge and skill gaps and then designs effective programs to fill them. Once those needs are clear, the committee takes charge of the learning process. This process starts with a needs assessment, to evaluate current competencies across all committees and the general membership.

The committee then works with Security to prioritize critical needs, focusing on foundational survival skills—like advanced first aid and trauma care, water purification, food preservation, basic shelter construction, fire safety, and off-grid engineering—before moving on to more specialized knowledge.

To cater to different skill levels, the Education committee may develop tiered curricula, offering introductory, intermediate, and advanced training modules. Examples of these curricula could include wilderness survival, herbal medicine, engineering, emergency medical responder training, DIY science & engineering labs (teaching practical chemistry like soap making or biofuel, physics like simple machines or electronics, or biology like microscopy or soil testing), and nature connection & wildcrafting programs (workshops on identifying edible/medicinal plants, tracking, and land navigation).

The committee's responsibility for managing training materials means developing, curating, and sharing manuals, videos, and practical kits for all committees and the general membership. Often, this involves creating a secure, self-hosted digital platform, dubbed a "Praxis Hub." This hub facilitates remote meetings, hosts shared documents (like bylaws, plans, and skill inventories), manages resources, and coordinates committee activities,

proving crucial for internal organization and secure inter-group communication.

Facilitating Knowledge Transfer

The process of facilitating knowledge transfer heavily relies on experts, mentorship, and cross-pollination. This begins with sourcing expertise, which involves inviting external experts or leveraging internal mentors for specialized skills.

Another key aspect is inter-committee skill sharing, where members are temporarily or partially reassigned between committees to balance expertise and prevent knowledge silos. For example, a member from Production with mechanical skills could train Procurement members on vehicle maintenance. To ensure balanced skills across the organization, it's crucial to actively prevent any single individual or small group from hoarding critical knowledge. This can be achieved through peer-to-peer teaching. Youth engagement and apprenticeships are particularly important for intergenerational knowledge transfer, as younger members can learn from experienced mentors.

It's important to balance aspirations with realities. Obviously not *every* skill will be transferable to all people in the cadre. Education must account for special needs or abilities across members. Having a balanced job-sharing system is a goal, but it should not be pursued so purely as to become a hindrance. Certain members will naturally gravitate to certain competencies.

To account for varying skill levels across the cadre, a reimagined "Resilience Merit Badge" system can credential verified competence, ensuring individuals not only understand skills but have also demonstrated them under real-world conditions. This framework, which emphasizes proven, real-world competence over simple participation, will be explored in detail in the Essential Skills chapter.

Collaboration with Security

A resilient cadre weaves security into the fabric of daily life, ensuring that every member carries not just skills, but instincts. This begins with education, a partnership between learning and

survival. The Education Committee must hardwire competence into the group's collective muscle memory.

First aid is a key component. Every member learns to stop bleeding, stabilize fractures, and manage shock. Physical survival is only the beginning. Security is a mindset, drilled into a reflex. Examples include developing a sense of awareness in a crowded space, remaining calm during a practiced evacuation, or developing the measured breath that defuses tension before it ignites. Scenario-based crisis simulations and immersive drills testing response to complex, multi-day crisis scenarios, turn theory into instinct, running them until responses are etched deep, until fear is overridden by reflex.

On the farther end of the Crisis Continuum, society continues to fray. The need for self-defense becomes more pressing. Education's partnership with Security will ensure that all members are trained in these vital skills.

Education as Production

In some situations, the group's most vital export is knowing. A "Farmer's Institute" might train hands to work the land, or a "Resilience Trade School" turns survival into a discipline. Books, courses, and kits are valuable tools that can act as leverage. Especially as traditional education systems break down and lose their value, practical education programs can move to the forefront to fulfill a pressing need.

Teaching the general public skills your cadre needs to acquire anyway is the kind of cost-offsetting, dual-purpose action that makes a lot of sense. Put forward training materials publicly that you likely already put the time into developing internally.

But knowledge is never neutral – it is power, and power draws attention.

Media Narratives

The Education committee treats media like fire: a useful tool, but only if contained.

Journalists hunt for spectacle, clickbait, profitable headlines; their motivations are almost assuredly not going to align with the cadres. Resilience demands discretion. The default position with respect to the media should be one of silence.

Questions should be routed through controlled channels, answered only in formats the cadre dictates. Interviews should be rare, and only through elected spokespeople that are trained relentlessly in the art of deflection and steering conversations back to solid ground. The group's story is best told on its own terms, in its own spaces. Embracing the ethos of Political Compartmentalization, let the outside world chatter. The cadres work to correct only the gravest lies, and move on with the goal of resilience. Leave trolls to starve.

The Education Committee is the cadre's living mind. It learns, it iterates, it anticipates. In a time of chaos, the true survivors are not the strongest, nor the best armed, but those who adapt fastest. And adaptation begins with understanding.

By ensuring knowledge is practiced, shared, and iterated upon, the cadre is empowered to face challenges not with fear, but with competence, creativity, and a deep-seated capacity to learn and evolve.

Security

The Security committee's role varies more than any other, shaping perceptions of its members as either paranoid or prescient depending on the crisis stage. It is the shield against chaos. Its purpose is to graduate from basic preparedness to a professionalized community defense model as circumstances require. For an advanced cadre operating in a high-threat environment, this means cultivating disciplined vigilance, strategic deterrence, and the reputation of a cohesive, highly competent group. This is achieved through rigorous training and unwavering adherence to protocol. Security begins with mundane foundations but scales to meet survival needs, always prioritizing community defense over offensive force.

Foundations

Starting from basic principles, a shared-nothing mandate for Security can begin around things like call trees or neighborhood watch initiatives. It's possible many Security committees only act in a "what if?" capacity, to produce recommendations for more concrete actions by other committees.

A cadre focused on establishing a community garden might see Security concerned with deer fencing and pest control. Maybe a place for garden tools to get locked up, or a closed circuit camera for monitoring around a storefront or workshop. Security doesn't have to be a gathering of gun-nuts and individualists.

Core Responsibilities

Site Hardening and Asset Protection

This involves practical, preventative measures. The committee will audit community spaces and organize collective work parties to install motion-sensor lights, reinforce locks on shared storage, and clearly delineate private vs. communal areas. Protecting resources includes securing the products of Production and Procurement from theft, spoilage, and pests through locked

storage and proper long-term food preservation techniques like carbon dioxide or vacuum packing, as well as integrated pest management.

OPSEC & Communication Resilience

Maintaining operational security is a key concern when the social contract begins to fray. This involves secure communication protocols (encrypted messaging, code words), proper password hygiene for shared digital assets, and discretion about group resources and plans. This includes seemingly simple things like securely managing passwords for common accounts. Security is also responsible for establishing and maintaining redundant communication networks, such as radio and other communications, runners, and organized observation protocols. Digital security and communication resilience training should cover cybersecurity, encrypted communication tools, mesh networks, and radio operation.

Self-Defense Training (with Education)

To maintain balanced jobs across the cadre, everyone should have at least some Security training. This balance prevents stratification, such as a “warrior caste” from forming within the cadre, and empowers everyone to take common defense into their own hands. Physical fitness regimes, sport shooting, martial arts training, and more are all the purview of security-focused educators. Community defense workshops should emphasize de-escalation techniques, followed by appropriate physical self-defense and group defense tactics (non-aggressive, protective posture).

Operational Discipline

Security is concerned with establishing a clear chain of command in the field. While cadres might operate in a fairly horizontal or egalitarian structure in a committee setting or cadre-wide meeting, in a disaster recovery situation, things necessarily shift into a field-command structure. A sense of professionalism and discipline should be cultivated to make sure everyone is operating as a cohesive unit. Emergency response team development can

involve training specialized teams for fire suppression, search and rescue, and disaster medical triage. Scenario-based crisis simulations can provide immersive drills testing responses to complex, multi-day crisis scenarios.

Cultivating Deterrence & Defensive Strategies

A resilient community prevents threats by minimizing opportunity. Deterrence is achieved through quiet competence and visible organization, not through posturing or intimidation. Deterrence is about perception as much as capability. The goal is to project an image of competence and cohesion that makes potential troublemakers think twice. A unified and professional appearance is a key element of deterrence in a high-threat environment. Standardized, functional gear, with a possible inclusion of patches or accolades, serves two purposes: it ensures every member is properly equipped for their role, and it signals to outsiders that the group is organized, disciplined, and serious. This projects a sense of cohesion that can deter opportunistic threats.

Disaster drills, advanced first aid practice, organized martial arts, or self-defense sessions must hone cadre capabilities without embracing a culture of militarism.

Determining Defensive Posture and Strategies

Security, as a guiding concept, should emphasize internal safeguarding rather than external force projection—defense over dominance. Cadres are not expeditionary forces that go out raiding, but instead remain calm and collected to defend home base. Until someone trespasses or otherwise impedes resilience efforts. Then a decisive and overwhelming defensive response is employed to neutralize the threat, and defend the means of survival.

If any of this sounds like roleplaying, recognize that we live in a privileged time or place in history to not be currently in a dicey security situation. As William Gibson famously said, "The future is already here – it's just not very evenly distributed."

As a cadre matures or the external environment becomes less

stable, the scope of security planning must evolve accordingly. The following strategies are for advanced cadres operating in high-threat environments or planning for far-continuum crisis scenarios.

Defensive Strategy Analysis

It's important for later stage Security committees to study and glean what they can from recent military conflicts. When studying conflicts to clarify an effective defensive strategy, one must be careful not to glorify war in any way. By fully embracing the ethos of Political Compartmentalization, cadres should be able to avoid moralizing, and focus strictly on the material factors that lead to success and failure in both guerilla and near-peer wars.

The largest contributor to battlefield casualties by far in recent conflicts have been cheap and plentiful consumer-grade drones. Countermeasures like drone netting at a minimum may become critical for a well prepared cadre. An Education and Security joint-sponsored training event to practice shooting sporting clays prepares for this eventually while at the same time being good fun.

Historically, successful defensive strategies against technologically superior adversaries rely on key principles that are adaptable to a cadre's needs. These include:

- Spreading out resources and personnel to avoid a single point of failure.
- Using earth-bermed or semi-subterranean structures for protection against both environmental extremes and projectiles.
- Utilizing terrain, camouflage, and disciplined practices to manage the cadre's profile.

What else can be learned from recent conflicts? What does a successful bombing campaign look like from a force with air superiority? What about effective and ineffective blockades?

Security should strive not to become paranoid "bunker dwellers", but everything has its time and place along the continuum. Before it's obviously necessary, Production or Procurement can enable

the ability to “go underground” or otherwise harden your physical security posture against drones, mortars, and other forms of remote bombardment. Plus, there’s a side-benefit of achieving cheaper temperature stabilization—basically low energy heating and cooling. Being even partially underground can mean protecting vulnerable populations in a grid-down situation under a heat dome. Earth-bermed or dug-out structures are one of the most obvious dual-win actions cadres can take for future resilience. In places that are prone to heat waves and conflict, it makes sense to make use of relatively cheap earth moving machinery to dig out root-cellar like structures for taking refuge in deadly heat or attack waves.

Most Effective Legal Defense

Security should organize training with the most effective defensive tools that are legally available in their jurisdiction. This could range from high quality pepper spray, impact weapons, bows, or where appropriate firearms or drones. Training must unequivocally emphasize that certain tools can kill, are to be treated with extreme respect, stored securely (e.g., locked up until needed), and used only as a last resort in defense of life. De-escalation is always the primary goal.

Cadres make decisions from a scientific and empirical point of view. This type of thinking, in fact, is the source of their strength. Because of this, the facts and obligations around handling firearms must be looked at objectively. Statistically, firearms are much more likely to cause harm to yourself than provide protection, especially in high-stress situations.

Basically, it’s imperative to maintain secure storage of any dangerous weapon. Armory operation and maintenance is therefore an instrumental goal for Security. Depending how far down the continuum you are, access should be made more convenient, but Security must still establish a robust protocol to keep these implements under lock and key.

On Masculinity and Youth Engagement

Scouting's biggest appeal for many is the involvement of activities like bushcraft and marksmanship. These activities can offer a constructive "masculine" alternative to more toxic social media influences. This energy should be redirected toward the more laudable virtue of protecting the vulnerable (e.g., elderly, disabled) and focused into more hands-on training (shelter-building, survival skills).

The cadres can provide all of this, and offer youth a much needed third-place to blow off steam and learn to generally survive in multiple scenarios. There's also the opportunity to modernize the most effective parts of scouting by dropping outdated nationalism and religious dogma.

Security Endgame

When security becomes survival, it becomes necessary to adapt to escalating levels of threats. Extreme scenarios like prolonged collapses, widespread unrest, or direct threats will see Security's posture transition from one of planning and basic deterrence to one of active defense. This is where development of a disciplined persona of professionalized competence, never cruelty, becomes vital. Cadres must project undeniable strength and a zero-tolerance policy for hostile acts.

This means professionalism over pacifism when instability arises, and making sure any clear threat is dealt with swiftly. Security must control the narrative and the terrain through overt displays of defensive force. Think armed patrols on cadre property, hardened checkpoints, and a psychological edge.

In a scenario where rule of law has collapsed, the cadre's territory must be considered a controlled area. Security will be responsible for establishing and manning clearly demarcated checkpoints on all access routes. The goal is to professionalize access control without provocation, making it clear that entry is monitored and restricted. Unidentified or hostile groups will be denied entry according to pre-established Rules of Engagement.

It is extremely important to reiterate that offensive conquest is considered off the table. Under these extreme conditions, the cadre must operate under clearly defined rules of engagement. A

confirmed, imminent, and unavoidable threat to the life of a cadre member or the community's survival must be neutralized. The decision to use force is authorized only under pre-defined doctrine, and is to be considered a measure of last resort.

Summary

Panic will make things worse. Recently we've already seen a rapid geopolitical destabilization in multiple places around the world. This is accelerated in no small part by our crumbling ecological predicament.

The Security Committee's ultimate goal is not to create a paranoid fortress but to foster a culture of confidence through competence. By blending practical skills, strategic deterrence, a touch of "hard-to-kill" persona, and unwavering commitment to community defense, it ensures the community is too organized, skilled, and resolute to be an easy target. The "edge" is there to protect the peace, so the cadre can focus on building a thriving, just, and sustainable community. In a severe crisis, a community's survival may depend on its ability to defend itself.

Governance

For a resilient cadre to function effectively, particularly under pressure, it requires a governance system that is both participatory and decisive, transparent and efficient. Traditional political systems often oscillate between the extremes of unwieldy bureaucracy, making them slow to adapt, and autocratic rule, which stifles innovation and consent. A cadre's governance, however, must embody the very agility it seeks to cultivate in its response to external challenges. This means establishing clear, adaptable decision-making processes that empower members, leverage expertise, and ensure unified action once a course is set. Key principles include easily recallable representation, the efficiency of such representation over pure consensus, the strategic use of democratic centralism, and a deep respect for subsidiarity.

Representatives by the Numbers

We know all too well from our lived experiences that representative government doesn't really work. Representative government fails due to money's corrupting influence and misaligned incentives between representatives and constituents.

We can also observe that a pure consensus-based decision making framework is both overly-ideological and ultimately ineffective. Consensus decision making suffers from endless discussions and getting bogged down in process. With Occupy Los Angeles, the group spent more time debating its own decision-making process than advancing its goals, leading to frustration and loss of momentum. Horizontal organizations can suffer from unclear demands or goals, they can be sluggish to respond in a crisis, suffer from tyranny of the minority, and eventually result in declining participation as people burn out.

This is where Crisis Cadres propose striking a key balance between these options. We advocate the use of committee-based representatives, but only while keeping the entire group under Dunbar's number. This allows representatives to act in the well known interests of the wider group, while also conferring the

benefits of agility.

To avoid pitfalls, cadres must carefully structure committee assignments.

Staffing of Committees

It's likely you've already entertained the question of how to assign cadres to committees. Cadres can sit on multiple committees, but there should be an even spread that is intended to limit the maximum amount of work for any one person.

In math, this is a min-max or bottleneck assignment, but in practice, it's simple. You want to assign people to committees such that every committee has at least one member (no committee is empty) and each person is in as few committees as possible (no one is overloaded with memberships).

The goal is to distribute committee memberships among people as evenly as possible, minimizing the number of committees any one person has to join.

Of course there are situations where "linchpin" members might need to hold more committee memberships than average, but this is a strong signal that Education needs to facilitate skill sharing between cadres.

Sortition

Sortition is "the action of selecting or determining something by the casting or drawing of lots". We've already spoken about the need for cadres to rotate committee positions regularly to facilitate skill sharing as encouraged by Education. Education can suggest direct assignments, or they can be determined randomly via sortition.

Key roles like committee chairs, or officers can be randomly re-assigned via sortition. If there is a fear that a randomly selected cadre would not be effective in certain roles, it can serve as a clear signal to examine the effectiveness of team cross-pollination. There are tools like the meeting templates in Appendix

B that can help to facilitate skills development across the organization, and prevent the stratification of the cadre.

Recallability

Generally representatives, or any other authority figures such as officers like the President, Secretary, committee chairs, or media spokespeople, should be recallable. It is usually a good idea to make the threshold for recall lower than that of nomination. Basically, it should be easier to remove someone than to appoint them.

This helps combat stagnation or corruption as entrenched leaders resist necessary reforms or abuse their positions. Easy recall ensures dynamism and responsiveness. In addition to rotation, recallability makes leadership become a temporary duty or a service rendered, rather than a path to personal power. This normalizes turnover and prevents the concentration of authority.

Our schools and workplaces often centralize authority in rigid hierarchies, with commands coming from the top down. If we're going to be successful we need to shift our mindset from leadership by force and domination to one of competence and stewardship.

Use Robert's Rules

Many of us are already familiar with the so-called Robert's Rules, even if we might not know it by that name. It was first published in 1876, and is basically a distillation of the rules and practice of the United States Congress, tweaked to suit the needs of non-legislative groups.

It has been widely published in various forms as *Robert's Rules of Order*, a comprehensive guide to parliamentary procedure, a system of rules and customs for conducting meetings and making decisions in an organized manner. It's widely used by various groups, from nonprofit boards to committees, to ensure fair and efficient decision-making. The rules help manage discussions, motions, and voting processes, ensuring that all members have an opportunity to participate and that decisions are made in a

structured way.

Robert's Rules provides a framework for conducting orderly meetings, ensuring they are efficient, fair, and productive. It protects the rights of all members to participate, express their opinions, and have their voices heard. It establishes a process for introducing, debating, and voting on motions, leading to clear and decisive outcomes.

Concise editions of Robert's Rules (or the appendix summary) suffice for most cadres.

Use Bylaws or an Operating Agreement

Each committee, and the cadre overall, can collaboratively develop specific operating agreements or bylaws. These documents codify decision-making processes, voting thresholds, conflict resolution steps, leadership terms, and recall procedures, ensuring transparency and consistency.

Bylaws can spell out procedures for adding new members, or how to handle someone leaving the cadre, procedures for creating new committees, or actions required to perform various tasks. Bylaws can detail anything else your group decides is important. When in doubt, your bylaws can state that procedure for meetings should follow a specific edition of Robert's Rules.

Note that if you're following the guidelines in *The Corporate Edge*, it can be beneficial to use operating agreements as they're always considered private and do not need to be published externally the way bylaws might be required in certain jurisdictions, such as with cooperatives or non-profit companies.

For a concrete example, see the Example Bylaws in Appendix C.

Meeting Templates

Using templates can keep meetings on track. Cadres should rotate roles like Chair, Secretary, and Timekeeper (potentially filled by machines if human headcount is low at first) to distribute

responsibility and build experience. Some groups might even “gamify” meetings with “action cards” to ensure all necessary points are covered without endless discussion. For example, members might get to play two “objection cards” in a meeting to exhaust their chances to speak for a set amount of time on an issue. Other groups use a rule of “three before me” which means to let at least three other people speak before you speak again.

Consult Appendix B for some examples of several different types of meeting templates.

Subsidiarity

Empowering those closest to the problem is a foundational principle of effective organization and governance, often referred to as subsidiarity. This concept posits that decisions should be made at the lowest competent and practical level, by those who are most directly affected by and knowledgeable about an issue. This approach harnesses local knowledge, which often leads to better solutions; for instance, a production committee on the ground understands its unique challenges far better than a centralized coordinating council.

Subsidiarity also helps in reducing bureaucratic bottlenecks. By empowering local committees to make autonomous decisions within their designated domains—like an education committee scheduling a workshop or a procurement team placing a routine supply order—it prevents every minor action from having to go through multiple, often slow, layers of approval. This decentralization fosters a greater sense of ownership and accountability, as people with a direct hand in shaping the policies and actions that affect them become more invested in the outcomes and are motivated to see them succeed.

Democratic Centralism

Beyond sortition and recallability, cadres need a framework for decision-making. To ensure that a cadre can act cohesively once a decision is made, the principle of democratic centralism is crucial. This means that a full and open debate is desirable. All members or relevant committee participants should have the

freedom to discuss, debate, and dissent *before* a decision is finalized. Diverse viewpoints are encouraged to ensure all angles are considered.

Once a decision is democratically reached (through voting or agreed-upon committee protocols), all members are expected to support and implement it, regardless of their initial stance. This prevents factionalism and ensures unified effort. The findings of specialized committees, particularly those based on scientific evidence or deep expertise, should be given significant weight and honored once ratified by the agreed-upon process. This prevents the undermining of expert work by uninformed opinion, while still allowing for periodic review and adaptation if new evidence emerges. Transparency, sunset clauses, and recallable delegates prevent this from devolving into rigidity.

Breaking Ties

When an issue comes to a democratic standstill, we can apply these principles to break a deadlock. Subsidiarity asks us to weigh the opinions of those closer to the issue. What committee deals with the issue more closely? Which individuals have the most expertise in handling the issue and how did they vote? Is there a scientific consensus around a particular course of action? Is there a meeting template from Education that can be played out to mediate points of contention?

By combining these elements—recallable representation, democratic centralism, parliamentary procedure, meeting templates, sortition, subsidiarity, use of bylaws, and structured, evidence-based decision-making—a cadre can create a governance system that is robust yet flexible, participatory yet capable of decisive action. Keeping group sizes safely under Dunbar's number is the secret sauce that makes representation and empowered committees truly viable. It is a system designed not for power over others, but for building collective power to face shared challenges.

Adding Members

Membership processes for elite organizations, cooperatives, political groups, and other exclusive clubs vary widely but often share some common elements: sponsorship, vetting, voting thresholds, and sometimes probationary periods. Below are some ways different groups handle membership, including real-world examples where possible. It's up to your committees (and where you stand on the crisis continuum) to decide which of these principles are worth codifying in your bylaws.

Considerations for Adding Members

Sponsorship & Nomination

Most elite groups require a sponsor (current member) to nominate or recommend a candidate. This ensures that new members are vetted by someone already trusted. Many groups require two current members to nominate a candidate. Yale's Skull and Bones secret society reportedly has existing members select new initiates from the junior class.

Vetting & Background Checks

Many groups conduct background checks, interviews, or probationary periods. For example, the Augusta National Golf Club (home of The Masters) has a notoriously secretive process, where candidates are vetted for years before being invited. Freemason's require background checks, interviews, and sometimes a waiting period before initiation.

Voting Thresholds

The voting process varies. Some groups require unanimous consent, which means they require 100% approval and a single veto can cause a candidate to be rejected. Some cooperatives and private clubs require a supermajority (e.g., 2/3 or 3/4), whereas some less exclusive groups require a simple majority of 50% + 1.

Easier to Vote Someone Out?

Similar to the principle of recallability discussed in Governance, in many cases some groups have lower thresholds for expulsion than admission. In other groups a supermajority is required for both admission and expulsion.

Probationary Periods

Some groups have trial memberships before full acceptance. For example, The Explorers Club requires a sponsor, letters of recommendation, and a waiting period before full membership. Some cooperatives (like housing co-ops) require candidates to live in the community for a trial period before a final vote, and may require financial checks as well. Other groups require a multi-year discernment process before full membership is awarded.

Even if your cadre decides to implement a probationary period, remember to make it a point to make prospective members feel welcome, and allow them to voice their opinions or tell you about themselves. Integrating new members into active projects ensures they feel included and can contribute immediately.

While membership processes vary, one principle should remain non-negotiable: diversity isn't optional.

Diversity as a Strategic Imperative

Just as a thriving forest ecosystem relies on biodiversity to prevent disease, adapt to environmental changes, and sustain complex life, human communities and cadres are strongest, most resilient, and most innovative when they embrace and deliberately cultivate diversity. This isn't about tokenism or fulfilling abstract quotas, it's a pragmatic imperative for survival and antifragility. A cadre with diverse skills, backgrounds, and perspectives is better equipped to solve complex problems and navigate turbulent conditions.

There is substantial evidence that diverse teams are more effective. Studies from organizations like McKinsey & Company and Harvard Business Review consistently link increased gender

and ethnic diversity to better financial performance and enhanced problem-solving capabilities through a broader range of perspectives and experiences.

A truly resilient organization doesn't leave representation to chance. It mirrors the demographics of its bioregion—if the local population is composed in a certain way, the cadre should attempt to mirror that reality, or at least strive toward it. In regions where homogeneity is the norm, the cadre must actively seek out global perspectives and connect with global experts. The goal is eliminating dangerous blind spots.

And when homogeneity persists, it shouldn't go unquestioned. Any cadre, or committee within one, that falls short of reasonable diversity thresholds must justify why and outline steps to correct the imbalance. Exceptions might exist in urgent, specialized cases (such as recruiting a medical professional), but these assignments should be scrutinized and remedied.

Homogenous groups think alike, breeding confirmation bias and groupthink. A farming collective made up solely of urban transplants might miss centuries of Indigenous land wisdom that are vital for survival in local conditions. But a diverse team brings multiple frameworks to a problem, leading to sharper analysis and more innovative solutions.

Exclusion breeds resentment and division, fault lines that can shatter a group under pressure. But when a cadre genuinely reflects and respects the diversity of its community, it builds trust, solidarity, and resilience against external hostility.

A trans refugee, a laid-off auto worker, a Thai rice farmer, and a Silicon Valley engineer will each see different threats and opportunities in a crisis. That breadth of perspective is invaluable. Linguistic diversity, too, is a strategic asset that can bridge gaps with neighboring communities in critical moments.

Building Diversity by Design

Recruitment with Purpose

Demographic awareness should guide recruitment, ensuring

underrepresented groups have pathways into the cadre. But diversity isn't just about race or gender, it's about skills, professions, and life experiences. Artists, scientists, tradespeople, caregivers, elders, and youth all bring unique strengths. When imbalances exist, the cadre must explain why, and take action.

Global Networks, Local Wisdom

If local diversity is limited, the cadre should forge ties with international groups. A Norwegian cadre might learn dryland farming from a Sahelian collective; a coastal community might study flood resilience from Bangladeshi innovators. Language training, cultural exchange, and shared knowledge turn distant connections into lifelines.

Integration, Not Tokenism

Diversity fails when marginalized members are siloed into narrow roles. True integration means distributing leadership, rotating decision-making power, and ensuring all voices shape the cadre's direction. Dedicated functions can address biases before they erode trust.

The Human Polyculture

A monoculture is fragile, one blight can destroy it. But a polyculture, with its tangled web of interdependent species, thrives under stress. The same is true for human groups. Diversity must be thought of as a form of risk management, rather than idealism. By weaving demographic, cognitive, and experiential variety into a cadre's DNA, we guard against intellectual stagnation, social fragility, and strategic blindness.

A resilient cadre is a living ecosystem—strong because it is varied, adaptable because it is inclusive, and antifragile because it is diverse by design.

Essential Skills

The true currency of resilience is not abstract knowledge or superficial familiarity, but demonstrable, practiced mastery of essential skills.

The Boy Scout's merit badge system, while historically a model for incremental skill acquisition, has, in many modern iterations, shifted towards prioritizing accessibility and broad participation over deep expertise. This compromise is understandable and laudable for youth engagement, especially in urban contexts where activities like animal husbandry are impractical. However, for adult cadres dedicated to building genuine resilience, such surface-level engagement is dangerously insufficient.

A reimagined "merit badge" system within a cadre must function as a rigorous credentialing framework, verifying not just understanding, but *proven competence* under real-world conditions. In a crisis, theoretical knowledge is a poor substitute for practiced application.

As of this writing, we've seen organizations that offer badges for things like planting trees or reducing one's carbon footprint. It seems like a fun way to gamify donations. And while again, these are laudable goals, they fall squarely under the definition of "well meaning, but ineffective." It's great that we can encourage people to reduce emissions, but our healthy dose of scientifically-informed pessimism suggests these efforts are woefully insufficient, since severe global disruption may be inevitable, regardless of individual emission reductions.

The Need for Rigorous Validation

Traditional merit badges can reward effort over true expertise. A participant might earn a gardening badge by planting a few seeds or writing a report on crop rotation. These might be valuable introductory steps, certainly, but they are far removed from the sustained, hands-on experience required to actually grow enough food to feed a single person, much less a community.

In resilience-building, lives and well-being will depend on

functional skills. The distinction is critical. Because of this, a cadre's merit system must demand proven execution, not just participation.

Principles of a Cadre Resilience Credentialing System

The path to mastery involves learning from mistakes. Credentials are not awarded for a single successful attempt but for consistent, reliable performance. Badges are earned through significant engagement, often measured in seasons or successful project cycles, not just hours of instruction.

True mastery includes the ability to teach and mentor others in concert with Education. Peer validation and transferability ensure skills are not hoarded but become part of the cadre's collective capacity.

Skills must be demonstrated within the context of the cadre's broader resilience systems, showing an understanding of how different competencies interlink. Credentials should reward interdisciplinary and systemic thinking.

If superficial badges fall short, what would a rigorous alternative require?

Example Credentials

Poultry Husbandry requires successfully raising a flock of chickens from chicks to sustained egg-laying maturity, managing predators, disease prevention, and feed cycles for at least a full year, including overwintering if applicable. You must record feed intake, weight gain, egg counts, sales figures, medication, vaccination, and mortality for at least a year and present your results for review.

Food Preservation demands demonstrating proficiency in canning, drying, and fermenting a significant quantity of diverse food, with documented success in long-term, safe storage. This could take one to three years to earn.

Blacksmithing isn't awarded for forging a decorative item, but for producing a set of functional, durable tools (e.g., hammers, axe heads, hinges, nails) that meet predefined quality and durability standards, likely after multiple attempts and refinements.

Renewable Energy Systems requires designing, installing, and maintaining a functional off-grid solar, wind, or micro-hydro array, documenting energy output and maintenance schedule over a six-month period, and demonstrating its integration with the cadre's main energy plan and conservation efforts.

Closed-Loop Agriculture: Designing, implementing, and managing a particular plot that yields a verifiable percentage of a household's or small group's caloric needs for one or more growing seasons, incorporating composting and water management.

Low-Tech Fabrication: Building a functional piece of essential equipment (e.g., treadle lathe, charcoal forge, grain mill, water pump) primarily from scrap or locally sourced materials, with documented plans for replication.

Redundancy Inventory Strategist: Designing and implementing a rotating, decentralized stockpile system for critical goods (e.g., medical supplies, bulk grains, fuel) with documented inventory management, expiration tracking, and access protocols.

Master Mentor: Successfully mentoring at least three novices to a level of demonstrable competence, as verified by a practical assessment (they earn their own credentials).

Crisis Architect: Designing and executing a realistic, 48-hour stress-test scenario for a significant portion of the cadre, including comprehensive after-action reviews and documented improvements to protocols.

Community De-Escalation Specialist: Documenting successful mediation of at least three real (or highly realistic simulated) interpersonal or inter-group conflicts with mutually agreed-upon peaceful resolutions.

Defensive Infrastructure: Conducting a comprehensive security audit of a community space or critical infrastructure and leading a team to implement verifiable, significant improvements, such as

reinforced access points, emergency communication systems, or better lighting and cameras.

Building Trust and True Capacity

A demanding credentialing system both certifies individual ability and builds deep social trust within the cadre. In a crisis, knowing someone holds a credential means they've actually constructed, maintained, and troubleshooted a filter system providing potable water for months (for example), not just read about it online. It shifts resilience from an abstract ideal to a network of provable, reliable, communal capabilities.

Unlike youth merit badges, these cadre credentials could be subject to periodic reassessment or require ongoing practical application to remain active. Skills can atrophy and this ensures that resilience remains a living, evolving practice, not a collection of dusty, forgotten achievements.

A cadre's credentialing system must ensure genuine mastery, preparing individuals and the collective for a world where competence can be the difference between thriving and failing. By tying credentials to demonstrable, repeatable, and teachable competence, cadres can move beyond the illusion of preparedness and into the certainty of it. It's cultivating a community where earned expertise is the recognized currency of survival, contribution, and mutual reliance.

Bioregional Design

Political borders are arbitrary liabilities rather than logical frameworks. Nation-state boundaries, frequently born from historical conquest or colonial legacies, rarely align with the planet's natural systems.

Bioregionalism offers a compelling and ecologically grounded alternative. It proposes organizing human communities and their support systems in harmony with the enduring features of the land itself: watersheds, soil types, native flora and fauna, and overarching climate patterns. Adopting a bioregional lens can foster deeper sustainability, enhance local autonomy, and cultivate a more adaptive form of resilience, all while sidestepping the inherent pitfalls of nationalism and exclusionary territorialism.

What is a Bioregion?

A bioregion is defined by natural systems, not human decrees. Key characteristics include:

- **Watersheds:** The entire land area drained by a river and its tributaries forms a fundamental hydrological unit.
- **Ecosystems:** Distinct communities of plants and animals that have co-evolved within specific environmental conditions.
- **Climate Zones:** Areas sharing similar patterns of rainfall, temperature, sunlight, and growing seasons.
- **Geology and Soil Composition:** Underlying rock formations and soil types dictate agricultural potential, available building materials, and water retention.
- **Topography:** Mountain ranges, valleys, plains, and coastlines shape microclimates and influence movement and settlement patterns.

Consider the Cascadia bioregion of the Pacific Northwest, defined by the Cascade Mountains and the Columbia River watershed; the Great Lakes bioregion, interconnected by its vast freshwater system; or the Sonoran Desert bioregion, characterized by its unique arid-adapted flora and fauna. Unlike nations, whose borders require constant enforcement and can shift with political

The map displays the Gulf Islands region, including Salt Spring Island, Galiano Island, Mayne Island, North Pender Island, Saturna Island, and South Pender Island. It also shows various creeks and channels such as Duck Creek, Salt Spring Creek, Maxwell Creek, Fulford Creek, Tricoum Channel, Georgia Strait, Juan de Fuca Strait, and Boundary Pass. The map is color-coded to show different watersheds and includes a legend for symbols like land, agricultural boundary, and various creeks. A title box in the upper right corner reads 'Watersheds of the Gulf Islands'. A scale bar and a compass rose are located in the bottom right corner.

Rivers carve their own paths, forests sprawl across arbitrary borders, and ecosystems function as seamless wholes, indifferent to human notions of division. Yet, so much of our conflict, waste, and instability stems from forcing our societies into rigid, artificial boundaries that pit upstream against downstream, desert against grassland, and community against community in contests over resources that should have been shared with care.

A Foundation of Sustainability

Organizing along bioregional lines begins with the simple recognition that nature already provides the most logical boundaries for human governance. A watershed, for example, is not just a geographic feature, but also a natural, interdependent system. When communities align their water use with the flow of rivers and tributaries, water becomes a shared responsibility, not a contested commodity.

Agricultural efforts thrive when aligned with the land. Native crops, adapted over centuries to local soils and climates, demand fewer chemical interventions like imported fertilizers, and no desperate reliance on fragile supply chains for foreign seeds. Fields flourish when they harmonize with ecology rather than resist it. Meanwhile, conservation ceases to be a series of disconnected efforts and instead becomes a unified act of stewardship: wildlife corridors stretch unbroken, biodiversity rebounds, and ecosystems heal because human activity is no longer at war with the terrain.

At the same time the planet *is* changing, and it's best to not be too purist about native plants to the point that it impinges resilience. Conditions have changed. The best suited plants for your region might be from other bioregions. A good example of this, where sequoia trees—normally native to the Sierra Nevada mountains—are being planted far north on the west coast of Canada for their drought tolerance and fire resistance in what's termed "assisted migration". We may need to look to lessons from other bioregions in order to engineer the outcomes we want.

Self-Sufficiency Without Isolation

A bioregional approach does not mean isolation. Communities rooted in their bioregions can meet their essential needs like food, water, shelter, and energy without dependency on distant, exploitative systems. But when trade does occur, it is purposeful and reciprocal. Coastal settlements exchange surplus seafood for the timber of inland forests; arid regions trade solar-generated power for the bounty of rain-fed valleys. These exchanges are born of mutual benefit, not extraction.

Since bioregions are defined by ecology, not ideology, they offer an antidote to the poison of nationalism. There are no flags here,

no myths of racial or cultural superiority, only the understanding that survival depends on the health of the land and the cooperation of those who share it. Security means protecting communities and ecosystems, not enforcing borders.

Growth That Follows Nature's Logic

Human societies expand, but unlike empires, which sprawl heedlessly until they collapse, bioregional growth follows the contours of the land itself. When a community grows too large, it does not fracture along arbitrary lines. Instead, it divides along the natural seams of the bioregion: a sub-watershed, a forest's edge, a transition between microclimates. New settlements emerge where the land can support them, ensuring that every expansion is grounded in carrying capacity, not ambition.

If there are 200 Crisis Cadres members in a given watershed, one would deduce there should be at least two groups present, split along another natural boundary or compass direction.

Applied Bioregionalism

For a cadre embracing this vision, the first task is to *know the land*. Where do the rivers begin? Where do the soil types shift? What plants and animals call this place home? Only by understanding these things can a community truly align its structures with the ecology around it.

Production must adapt to the land, not the other way around. In sun-scorched regions, energy systems harness the relentless glare of solar arrays; in river-cut valleys, micro-hydro power flows with the current. Agriculture relies on native crops and time-tested techniques like dryland farming where water is scarce and flood-resistant cultivation where rivers swell.

Procurement looks inward first, building networks of exchange within the bioregion before reaching beyond. Education teaches the skills the land demands: how to read weather patterns, how to forage medicinal plants, how to build with local materials. Even security takes its cues from the environment, by preparing for wildfires in the pine forests, droughts in the plains, floods in the

lowlands.

Challenges and Balance

Of course, the modern world was not built with bioregions in mind. Roads slice across watersheds, cities sprawl over aquifers, and political jurisdictions cling to lines drawn long ago by indifferent bureaucrats. Transitioning to a bioregional model means rethinking infrastructure, reimagining urban spaces as part of the living landscape rather than separate from it.

And while localism is vital, it must not become insularity. Confederations of neighboring bioregions can share knowledge, coordinate large-scale projects, and offer mutual aid when disaster strikes. The goal is to create a network of self-sufficient but interconnected communities, each rooted in its own place, yet aware of its role in the larger tapestry.

The Land as the True Authority

This is not nostalgia for a pre-industrial past. It is a recognition that the only lasting societies are those that align with the realities of the ecosystems that sustain them. The cadre that organizes itself bioregionally thrives because its structures are an extension of the land itself.

Production draws from local abundance. Procurement flows along natural trade routes. Education teaches the wisdom of a place. Security defends not just people, but the living systems that make their lives possible.

In the end, the most resilient governance may not be found in constitutions or ideologies, but in the ancient logic of rivers, forests, and soil—the boundaries that have always shaped life, long before humans thought to draw their own.

Individualist Illusion

Why Community is Non-Negotiable

Modern “preppers” stockpile food, build bunkers, and hoard supplies, anticipating societal collapse. It is frequently framed as a rational response to growing global instability. Yet, this approach, at its core, is often a symptom of the very competitive alienation and social atomization that contribute to systemic fragility. Individualist survivalism is a dangerous illusion that offers only fleeting control. History and practical reality demonstrate that it is structurally insufficient for long-term well-being compared to robust community resilience, which has always been the true buffer against disaster and hardship. Rebuilding these communal muscles, however, requires a conscious effort to overcome our isolationist habits society has instilled.

Fear, Alienation, and a Marketed Anxiety

The allure of lone-wolf prepping thrives in societies where trust in institutions is low, and existential risks feel increasingly imminent and overwhelming. Anthropologist Joseph Masco, in *The Theater of Operations* (2014), noted how the Cold War era began to normalize the idea of personal responsibility for surviving catastrophic events, subtly shifting disaster preparedness from a collective, societal duty to an individual, privatized burden. This mindset persists and is amplified by neoliberal capitalism’s relentless emphasis on self-reliance, competition, and a deep-seated distrust of communal or state-provided systems.

Philosopher Byung-Chul Han, in *The Burnout Society* (2015), describes how the modern subject, often isolated and driven by a hyper-competitive achievement orientation, can turn even survivalism into another form of self-optimization. There’s always another product to be consumed, or another skill set to be perfected in isolation. Prepping, in this light, can become a commodified anxiety, marketed and sold through influencers, specialized gear companies, and a deluge of dystopian fiction that

reinforces the lone-wolf narrative. It promises security through individual accumulation.

Why Prepping Fails

The romanticized vision of the lone survivor or the isolated family fortress weathering the apocalypse is largely a fantasy, ill-suited to the complex realities of sustained crisis.

In reality, no individual or single family unit can possess all the necessary skills (medical, agricultural, mechanical, defensive, etc.) or stockpile enough diverse resources (food, medicine, fuel, spare parts) to endure a prolonged collapse scenario without external support or trade. Eventually, supplies run out, tools break, and unforeseen problems arise that require collective problem-solving.

In terms of security, an isolated, well-stocked haven becomes an attractive target for desperate, less-prepared groups. A lone individual or small family, no matter how well-armed, is highly vulnerable to larger, organized threats. The "lone wolf" is easily outnumbered.

Humans are also social creatures. Prolonged isolation, especially under duress, has severe psychological consequences, impairing decision-making, morale, and the will to persevere.

Individual preppers might be overly focused on the wrong thing. They'll hoard firearms in anticipation of societal breakdown but succumb to an untreated infection or a preventable accident due to a lack of medical knowledge or support. They might prepare for a specific doomsday scenario (e.g., nuclear war fallout shelters) that never materializes, while being blindsided by a more mundane but equally devastating crisis (e.g., localized economic collapse, prolonged drought, or a pandemic).

If isolation is a dead end, then where do real solutions lie? History points to one answer: community.

Community Resilience

The Historically Proven Alternative

In stark contrast to the individualist illusion, history overwhelmingly demonstrates that human survival and societal continuity through crises are products of collective action and mutual aid. Rebecca Solnit's *A Paradise Built in Hell* (2009) meticulously documents how, in the aftermath of major disasters like earthquakes and hurricanes, social bonds often strengthen, and people spontaneously organize to help one another, rather than descending into the Hobbesian "war of all against all" that dystopian narratives predict. Throughout history, viable survival strategies have been communal:

- Indigenous societies have thrived for millennia through communal land stewardship, shared labor, and kinship networks—proof that survival was never a solitary endeavor.
- When excluded from white-dominated systems, Black communities in the 19th and 20th centuries built their own mutual aid networks—providing healthcare, loans, and disaster relief long before "prepping" was commodified.
- Today, the Zapatistas in Mexico operate autonomous schools, clinics, and farms—proving that even under state repression, collective systems outlast lone-wolf stockpiles.

Beyond Doomsday, Towards the Cadre

Individual prepping, as a primary strategy, is a symptom of the alienation fostered by modern society, not a robust solution to the crises modernism generates. Real, enduring resilience is not found in the depth of one's bunker or the depth of one's supply pile, but in the strength of one's community, the diversity of its skills, and the solidarity of its members. The cadre model is explicitly designed to counteract the individualist illusion by fostering these collective capabilities. It acknowledges the instinct for self-preservation but channels it into building something larger and more durable than any one person could achieve alone. Reviving community ties is indeed harder work in a society that has allowed them to atrophy. It requires conscious effort,

patience, and a willingness to move beyond the fear-driven narrative of isolation. But it is this collective work, this forging of genuine community, that offers the only truly meaningful and sustainable path to not just surviving the future, but shaping it. Survival has never been solitary.

Degrees of Planning

A Survival Roadmap for a Hotter World

The science is clear. We're no longer debating whether the planet will warm, but by how much—and what that means for human survival. With global temperatures already at around 1.2-1.3°C above pre-industrial levels, the 1.5°C guardrail of the Paris Agreement is slipping out of reach. What comes next isn't just a matter of hotter summers or stronger storms. We're faced with a cascading series of destabilizations that will reshape where we can live, what we can eat, and whether societies can hold together. For those committed to resilience, understanding these thresholds extends far beyond a simple academic exercise.

1°C Warming: The Discomfort Zone (You are here)

This is the warming we've already locked in—the baseline for a world that's just starting to feel the strain. Heatwaves that once seemed freakish are now routine, punishing vulnerable populations and straining energy grids. Droughts gnaw at farmland, wildfires torch entire regions, and coral reefs bleach into dead zones. Extreme weather, from hurricanes to floods, no longer feels exceptional.

For communities serious about resilience, this is the time to harden defenses. Passive cooling, fire-resistant landscaping, and early-warning systems become the first line of survival. Drought-resistant crops and water capture systems turn scarcity into manageable problems. The message is to adapt now, because the next thresholds won't be so forgiving.

2°C Warming: The Tipping Point

Blow past 1.5°C, and we enter a world where systems start to buckle. Major breadbaskets falter under heat stress, turning food

security into a losing bet. Water scarcity grips entire regions, from the American Southwest to the Mediterranean, while rising seas swallow coastlines. Coral reefs crumble, taking fisheries with them, and heatwaves make it impossible to sweat, pushing bodies towards the lethal limits of human endurance. Climate migration shifts from a trickle to a flood.

Here, resilience means radical self-sufficiency. Local food systems like greenhouses, shade-grown crops, and community grain reserves become lifelines. Water is no longer a commodity but a currency, extended by swales and cisterns, and carefully rationed via measures. Coastal communities face brutal choices: retreat or drown. The social fabric strains as displaced populations seek refuge, demanding both solidarity and hardened borders.

3°C Warming: The Breaking Point

At 3°C, the Earth's systems begin to unravel. The Amazon collapses, permafrost belches increasing levels of methane, and once-fertile plains turn into cracked wastelands. Tropical regions become uninhabitable for months at a time, and ocean currents stutter, scrambling weather patterns. Governments falter; supply chains snap. A gradual adjustment to change becomes full on disaster triage.

Survival hinges on controlled-environment agriculture, water monopolies, and fortified settlements. For those who can afford it, vertical farms and lab-grown protein replace open fields. Communities cluster in high-altitude zones or polar fringes where life remains barely viable. Trust erodes; security tightens. The old world is gone, and the new one is a fight for scraps.

4°C and Beyond: The Unthinkable

Beyond 3°C, the projections read like dystopian fiction. At 4°C, billions face lethal heat, entire nations become uninhabitable, and wars erupt over water, arable land, and the last cool places. By 5°C, wet-bulb temperatures make outdoor labor deadly, fisheries collapse, and food systems disintegrate. At 6°C, we approach the stuff of mass extinction.

In this unravelling world, resilience looks less like intentional communities and more like bunkers. Underground arcologies, geoengineered skies, and Antarctic outposts become the last, best bets of civilization. The goal shifts from thriving to merely preserving knowledge like seeds, DNA banks, and the bare blueprint of civilization, for whatever comes after.

Every fraction of a degree matters, but the window for gentle adaptation is closing. The smart money isn't on stopping at 2°C. We're preparing for 3°C, bracing for 4°C, hoping we never see beyond that, but preparing for it nonetheless. For those building resilience, the task is to localize, fortify, and adapt.

When Empires Fall

Drawing Inspiration from History

Civilizations are cyclical phenomena, rising, flourishing, declining, and collapsing in a recurring cycle through human history. The fall of an empire is often portrayed as an unmitigated catastrophe—an era of descent into violence and ruin. Yet paradoxically, these collapses create opportunities and can bring liberation for certain groups, particularly those marginalized or oppressed by the dominant power structure. Understanding these historical precedents is crucial for cadres seeking to navigate periods of systemic instability, as they reveal the potential for new, more equitable social forms to emerge from the ashes of the old.

Patterns of Imperial Disintegration

The collapse of the Western Roman Empire in the 5th century serves as a classic example of how imperial decline reshapes societies in complex ways. For enslaved people, who formed the backbone of Rome's *latifundia* economy, and for heavily taxed peasantries and colonized peoples on the periphery, the crumbling of Roman authority often meant a de facto increase in freedom. The empire's collapse ended brutal slave markets, oppressive taxation, and conscription, granting local populations relief, even as regional instability grew.

This pattern was repeated at the end of the Maya classic period. Archaeological evidence suggests that post-collapse societies became more decentralized, with populations dispersing into smaller, self-sufficient villages that may have fostered a more egalitarian way of life after the fall of elite-dominated structures.

Again and again we see this same pattern. It is repeated from the fall of the Abbasid Caliphate, the collapse of slavery after the Haitian Revolution, the waning influence of the Spanish Empire in the Americas, and the continued collapse of colonial powers to this day in places like East Africa, and indeed, all over the globe.

Collapse redistributes suffering and opportunity unevenly.

Key Considerations for Resilient Cadres

History shows that imperial collapse is neither wholly destructive nor wholly liberating. Short-term chaos—violence, famine, disease, and instability—often accompanies collapse, yet for those who endure, the long-term outcome may prove preferable to continued oppression under the old regime. Cadres must prepare to weather this turbulence while recognizing that those aligned with the collapsing power structure will face dispossession and loss.

Collapses dismantle rigid hierarchies, creating vacuums where new groups, ideas, and organizational forms can rise. Well-prepared and principled cadres can play a crucial role in shaping a more equitable successor society. Notably, those on the fringes of an empire often experience collapse as a lifting of burdens rather than a loss of vital support, as they are were integrated into its core economy and power structures.

For cadres navigating what may be the decline phase of current global systems, these lessons are indispensable. The goal is not to wish for collapse but to understand its dynamics, prepare for its consequences, and identify opportunities to build something new from the ruins. The focus must be on fostering local resilience—structures that can endure the storm and serve as seeds for a more just future, regardless of the fate of larger exploitative systems.

From Spark to Flame

Building a resilient cadre starts with a handful of people looking at each other and saying, *"We can't keep doing this alone."* That moment of shared recognition is the spark. It's time to fan the spark into something that lasts.

Igniting your Cadre

Before you build anything, you need to answer one question: *Why does this cadre need to exist?* Not in some abstract, philosophical sense—what's *actually* broken in your corner of the world? Is it the fact that half your neighbors are one missed paycheck away from disaster? That the nearest grocery store is a 30-minute drive and prices keep climbing? Storms knock out power for days? Nobody seems to know each other anymore? Name the problem. Then ask: *What would it look like if things were better?* That vision will keep you focused when things get hard.

Find your people. You don't need a crowd—just a few folks who see the same problems you do and are willing to roll up their sleeves. Think small. Five committed people are better than fifty half-hearted ones. Look for different skills—maybe someone who knows how to fix things, someone who's good at organizing, someone who can grow food. Diversity isn't just a buzzword here; it's survival.

Before acting, agree on a few basics. How will decisions get made? What's off-limits? Will you share tools, food, money—or keep things separate? These early conversations might feel tedious, but they're the difference between a group that falls apart at the first conflict and one that holds strong.

Start Small, Build Trust

Nobody trusts a stranger. Trust is earned in small steps, not grand gestures. So start with something easy.

Maybe a weekly meetup to discuss disaster prep or

homesteading. Maybe it's a group text where you share alerts about bad weather or sketchy activity in the neighborhood. The goal isn't to reinvent the wheel—it's to prove that working together actually makes life better.

Once you've got some momentum, try pooling resources in a low-stakes way. A bulk food order, for example. Everyone chips in, you save money, and nobody has to risk more than they can afford. It's practical, it's tangible, and it starts rewiring that individualist mindset we've all been stuck in.

Formalizing the Structure

As your group grows, you'll need at least a light structure—but not the soul-crushing, bureaucratic kind. Think setting up guardrails, not building a cage.

Divide responsibilities into four key areas—Production, Procurement, Education, and Security. Trust small empowered teams to handle tasks, but keep communication open. No dictators, no endless committees—just clear roles and regular check-ins.

Start putting wins on the board. Plant a community garden. Set up a tool library. Organize a repair workshop. Prove this whole cadre thing *works*.

The Culture That Keeps It Alive

Structure keeps a group running, but culture keeps it alive. And culture doesn't happen by accident—you have to build it on purpose.

Make sure everyone feels heard. Celebrate skills—not just the flashy ones, but the ones that keep the lights on. A little recognition goes a long way.

Create rituals, even silly ones. A handshake, a shared meal, a patch or pin that marks you as part of something. These things might seem trivial, but they're glue.

Above all, keep decision-making nimble. Nothing kills momentum

like endless meetings. Try things. Mess up. Adjust. Repeat.

Growing Without Losing Your Soul

Keep things under the magic 150 number our primate brains can handle. If you hit that point, spin off new cadres. Keep them connected, but let them breathe.

Stay rooted in your place. What works in the mountains won't work on the coast. Let the land and the local conditions guide you.

And if you ever need to go "official"—to open a bank account, sign a lease, whatever—do it smart. Protect your people.

Keeping the Flame Alive

Resilience is a practice. Keep learning. Keep adapting. When something fails, figure out why and try again.

Filter out the noise. The world's full of distractions and doomscrolling—focus on what actually affects your people.

Never forget the basics: food, shelter, safety, connection. Everything else is decoration.

The Only Choice That Matters

The future isn't something that happens to you. It's something you build, brick by brick, with the people beside you.

It's work. It's frustrating sometimes. But what's the alternative? Pretending things are fine? Hoping someone else will fix things?

The people are out there. The time is now.

And when things go sideways (and they definitely will) don't panic. When Crisis Cadres can't prevent disaster, they can help us weather it together.

The Crisis Cadres Project

This book is a living document. It is not a finished work, delivered on stone tablets from on high and complete in its final form. To treat it that way would go against the very principles it advocates. Resilience is about adaptation. A living document is one that learns, corrects itself, and evolves.

This is where the theory ends and the project begins.

From Alienation to Action

This guide was not written in a vacuum. It is the product of extensive research into historical resilience, modern organizing principles, and the hard lessons learned from movements that have succeeded and failed. It synthesizes these findings into a coherent, actionable blueprint.

However, no blueprint is perfect. The principles of adaptation and peer review are central to this project's ethos. This guide is intended as a starting point—a well-researched hypothesis to be tested, debated, and improved upon by those who are serious about doing the work. It is intended to motivate us away from feelings of alienation and attempt to inspire community-driven action.

This guide is intended as a spark; the community is the flame.

A Living Blueprint

With that in mind, this Crisis Cadres guide is being operated as an open-source project. It lives on GitHub, a platform normally used for building software. We are using it to build a blueprint for survival. This choice is deliberate and philosophical.

The principle of Militant Science demands that ideas be tested and challenged. A single author has blind spots. A community of contributors, bringing diverse skills and perspectives, can identify weaknesses and propose better solutions. Peer review is a critical aspect of scientific endeavor. Adaptation must happen in real time

as conditions change. As we learn from our successes and failures, this guide must also change. An open-source model allows it to be updated continuously. Finally, this project requires collective ownership. It belongs to the community that builds and uses it, not to one person. By contributing, you are taking ownership of our collective capacity to prepare.

The entire manuscript is available for you to read, critique, and improve. We are looking for contributors to help us forge this tool into something sharper and more effective.

How to Contribute

You do not need to be a software developer to contribute. The process is straightforward. Think of it as a shared document where you can suggest changes. First, visit the [project's main page on GitHub](#), where the most up-to-date version of this guide will always be located. When you identify something you want to improve, such as a simple typo, an unclear sentence, a factual error, or an entire section you believe is missing, you can make a comment or suggest an edit.

The source files for this guide are under the “chapters” directory. On the GitHub page for each chapter, there is an “edit” button that looks like a pencil. Clicking this will allow you to make changes directly in your web browser. After making your edit, you will be asked to briefly describe what you did and why. The final step is to submit the “pull request.” This is a formal suggestion which sends your proposed changes to the project maintainers, who will review them, possibly discuss them with you, and merge them into the main document if they align with the project’s goals.

We are especially looking for field reports and case studies. If you and your group apply a principle from this guide, such as a bulk-buy, a new committee structure, or a security protocol, we want to know what happened. What worked? What failed spectacularly? Evidence from the real world is the most valuable contribution you can make.

Our Code of Conduct

To ensure this project remains a productive and welcoming space, all contributors are expected to adhere to a simple Code of Conduct. We welcome and encourage contributions from people of all backgrounds, regardless of race, gender identity, sexual orientation, ethnicity, religion, age, or ability. Our collaboration is disciplined and mission-focused, not centered on ideological purity.

- All discussions and contributions should be oriented toward the goal of building a practical guide for resilience. We practice Political Compartmentalization here; debates that do not serve the core mission are a distraction.
- It is vital to debate ideas, not people. While disagreement and critical feedback are essential, personal attacks, insults, and harassment are not.
- Criticism is most valuable when it is constructive, so if you identify a flaw, try to propose a solution.
- You should approach discussions with the assumption that other contributors are also here in good faith to build something useful.
- Finally, you must respect boundaries and not share personal information about other contributors without their explicit consent.

Violations of this code will not be tolerated. The project maintainers reserve the right to remove comments, close discussions, and, if necessary, block individuals who consistently disrupt the collaborative environment.

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- If you remix or build upon the material, you must distribute your contributions under the same license (ShareAlike).

This ensures the work remains free and open for all to use, while preventing it from being co-opted for profit and ensuring that all future versions remain just as open.

The Work Begins

This project is a hypothesis: that there are enough people out there who are tired of waiting, tired of the isolating narratives of individualism, and ready to start the hard work of building collective resilience. It's an attempt to find each other and turn shared anxiety into shared action.

Let's collaborate on a better future together.

Appendix A - Simplified Robert's Rules

Below is a simplified version of Robert's Rules of Order condensed into a few pages. This covers the essential principles and procedures for running an efficient and fair meeting.

Simplified Robert's Rules of Order

Basic Principles

Robert's Rules of Order is a guide for conducting fair and orderly meetings. Its core principles are:

- **Majority Rule** – Decisions are made by a majority vote (>50%).
- **Minority Rights** – The rights of those who disagree must be protected.
- **Order and Fairness** – Discussions follow structured rules to ensure efficiency.
- **One Thing at a Time** – Only one topic is discussed at once.

Roles in a Meeting

- **Chair (Presiding Officer)** – Runs the meeting, ensures rules are followed.
- **Timekeeper** – Optional role to assist the chair in sticking to an outline.
- **Secretary** – Takes minutes (official notes).
- **Members** – Participants who debate and vote.

Order of Business (Meeting Agenda)

A standard meeting follows this structure:

- **Call to Order** – Chair opens the meeting.
- **Reading & Approval of Minutes** – Corrections, then approval by vote.

- Reports – Officers/committees present updates.
- Unfinished Business – Topics left from the last meeting.
- New Business – New proposals or discussions.
- Announcements – Upcoming events or reminders.
- Adjournment – Meeting ends with a motion and vote.

Making Decisions (Motions & Voting)

A motion is a formal proposal for action. Basic steps:

- Member rises, is recognized by Chair, and says: *"I move that..."*
- Another member seconds the motion (shows support).
- Chair states the motion for discussion.
- Debate occurs – Members speak for/against the motion. Must be relevant; no personal attacks. Chair ensures balanced discussion.
- Vote is called – Majority decides (unless rules require $\frac{2}{3}$). Methods: Voice ("Aye"/"No"), show of hands, or ballot.
- Chair announces the result – "Motion passes/fails."

Types of Motions

- Main Motion – Proposes a new action (*"I move we buy new equipment."*)
- Amendment – Changes a motion (*"Add 'for under \$500.'"*)
- Point of Order – Corrects a rule violation (*"That's not on the agenda."*)
- Appeal – Challenges the Chair's ruling (requires vote).
- Table – Delays a motion to later (*"Let's discuss this next week."*)
- Adjourn – Ends the meeting (*"I move to adjourn."*)

Debate & Decorum

- Speak only when recognized by the Chair.
- No interrupting except for urgent points (e.g., *"Point of Order"*).
- Time limits – Chair may limit long speeches.

Voting Rules

- Majority vote (>50%) decides most issues.
- 2/3 vote required for major changes (e.g., amending bylaws).
- Abstentions (not voting) don't count.

Handling Disagreements

If discussion gets heated, the Chair can:

- Call for a short recess.
- Remind members to focus on issues, not people.
- Use a vote to resolve disputes.

Key Tips

- Prepare an agenda and stick to it.
- Keep discussions focused – Use motions to structure debate.
- Follow the rules, but stay flexible for small groups.

For full details, consult the official *Robert's Rules of Order Newly Revised (12th Edition)*.

Appendix B - Meeting Templates

This appendix provides a set of adaptable templates for conducting the essential meetings of a Crisis Cadre. Each template is designed to be efficient, participatory, and aligned with the core principles of the Cadre: democratic centralism, subsidiarity, political compartmentalization, and a commitment to evidence-based action.

Cadres should rotate roles like Chair, Secretary, and Timekeeper to distribute responsibility and build experience across the membership. These templates can be codified in the cadre's bylaws or operating agreement.

Template 1: General Cadre Assembly

Purpose: The primary regular meeting for all Cadre members to receive updates, discuss cross-committee issues, and vote on major proposals. This meeting ensures alignment and reinforces collective governance.

Frequency: Monthly or Bi-Monthly.

Attendees: All Cadre Members.

Key Roles:

- **Chair:** Facilitates the meeting according to Robert's Rules, ensures all voices are heard.
- **Secretary:** Records minutes, tracks motions, and documents action items.
- **Timekeeper:** Enforces agenda time limits to maintain efficiency.

Agenda:

1. **Call to Order (5 mins)** Chair calls the meeting to order.

- Secretary confirms quorum and records attendance.
- Approval of the previous meeting's minutes.

2. Committee Reports (20 mins / 5 mins each)

- **Procurement:** Brief overview of financial health, key acquisitions, and inventory status.
- **Production:** Update on ongoing projects, yields, and any production challenges.
- **Education:** Report on recent training, skill gaps identified, and upcoming workshops.
- **Security:** Summary of risk assessments, infrastructure status, and safety drills.

Principle Check: Reports should be concise and data-driven.

3. Old Business (15 mins)

- Review and follow up on action items from the previous meeting.
- Address any tabled motions or unresolved issues.

4. New Business: Proposals & Discussion (30 mins)

- Members may introduce new motions (must be seconded to proceed).
- Structured debate on new proposals. The Chair enforces speaking limits (e.g., "three before me" rule) to ensure equitable participation.

Principle Check: Debate is open and robust, but once a vote is taken, the principle of democratic centralism requires all members to support the outcome.

5. Voting (10 mins)

- Formal voting on all motions presented under New Business.
- Secretary records the results of each vote.

6. Announcements & Adjournment (5 mins)

- Open floor for brief, relevant announcements.
- Motion to adjourn.

Template 2: New Resilience Project Proposal

Purpose: A focused meeting to present, debate, and vote on a significant new project (e.g., building a greenhouse, starting a tool library, establishing a new trade agreement).

Attendees: All Cadre Members, with lead presentation by the sponsoring committee (usually Production or Procurement).

Agenda:

1. Call to Order & Proposal Introduction (10 mins)
 - Chair calls the meeting to order.
 - The sponsoring Committee Chair presents the project proposal, outlining the core problem it solves and its alignment with Cadre goals.
2. Detailed Project Presentation (20 mins)
 - **Procurement:** Detailed budget, required materials, and sourcing plan.
 - **Production:** Labor requirements, timeline, and expected outputs/yields.
 - **Education:** Skills required and a plan for training members.
 - **Security:** Risk assessment (e.g., protecting the new asset) and safety protocols.

Principle Check: The presentation must be grounded in "Militant Science"—using data, evidence, and realistic projections, not just enthusiasm.

3. Structured Q&A and Debate (25 mins)
 - Members ask clarifying questions.
 - Open debate on the pros and cons of the project. The Chair ensures the discussion remains focused on the project's merits and feasibility, avoiding ideological detours (Political Compartmentalization).

4. Motion, Final Deliberation & Vote (15 mins)

- A formal motion is made to approve the project and its budget.
- Final statements for and against the motion.
- Vote is taken and recorded by the Secretary.

5. Adjournment (5 mins)

Template 3: Conflict Resolution & Mediation

Purpose: To address interpersonal or inter-committee conflicts in a structured, non-adversarial manner. The goal is resolution and restoration of group cohesion, not assigning blame.

Attendees: The parties in conflict and a trained mediator from the Education committee.

Agenda:

1. Opening Statement & Ground Rules (10 mins)

- The Mediator explains the purpose of the meeting: to find a mutually agreeable path forward.
- Establishes ground rules: speak one at a time, use "I" statements, no personal attacks, focus on behavior and impact, not intent. All parties agree to the rules.

2. Uninterrupted Sharing (20 mins / 10 mins each)

- Each party describes their perspective on the conflict without interruption. They explain the situation, how it affected them, and what they need.
- The Mediator listens, takes notes, and ensures the ground rules are followed.

3. Clarification & Reflection (15 mins)

- The Mediator summarizes each perspective, reflecting back the key points and emotions heard.
- Each party is given a chance to ask clarifying

questions of the other to ensure mutual understanding.

4. Problem-Solving & Brainstorming Solutions (20 mins)

- The Mediator shifts the focus to the future: "What needs to happen for us to move forward productively?"
- All parties brainstorm potential solutions. The focus is on actionable steps and behavioral changes.

5. Agreement & Action Plan (10 mins)

- The parties work toward a mutually acceptable agreement.
- The Mediator documents the specific, concrete actions each party agrees to take. This agreement is written down and signed by all.
- A follow-up meeting is scheduled to check on progress.

6. Closing (5 mins)

- The Mediator thanks the participants for their willingness to resolve the issue and reinforces their value to the Cadre.

Template 4: Emergency Response Activation (Empowered Committee)

Purpose: To be convened immediately at the onset of a crisis (e.g., natural disaster, grid failure, security threat) for rapid decision-making and deployment.

Attendees: Committee Chairs and key operational members (Empowered Committee).

Frequency: As needed, with zero notice.

Agenda:

1. Threat Confirmation & Situation Report (5 mins)

- Security Chair or first responder provides a concise,

factual report on the nature and scale of the crisis. No speculation.

Principle Check: Information is critical. Stick to verifiable facts.

2. Activate Pre-Approved Protocols (5 mins)

- The Chair declares the activation of the relevant pre-planned emergency protocol (e.g., "Activate Wildfire Evacuation Plan," "Activate Grid-Down Communications Protocol").
- Immediate delegation of roles as defined in the plan. This is a command-and-control moment, not a debate.

3. Resource Allocation & Deployment (10 mins)

- **Procurement Lead:** Confirms status of critical caches (medical, food, fuel).
- **Production Lead:** Reports on the security of key infrastructure (gardens, workshops).
- **Security Lead:** Deploys response teams (first aid, defense, communication).
- **Education Lead:** Activates the call tree and internal communication channels.

Principle Check: Subsidiarity in action. Leaders make decisions for their domain based on the established plan.

4. Set Next Communication Check-in (2 mins)

- Establish the time and method for the next briefing (e.g., "Next check-in via radio in 60 minutes").

5. Adjourn & Execute (1 min)

- The meeting is adjourned. All members immediately move to execute their assigned tasks.

Template 5: New Member Integration & Onboarding

Purpose: To formally welcome a new member, integrate them into the Cadre's culture and operations, and set them on a path for meaningful contribution.

Attendees: The new member, their sponsor, a representative from the Education committee, and chairs of relevant committees.

Agenda:

1. Welcome and Introduction (15 mins)

- The sponsor formally introduces the new member.
- Each committee chair briefly explains their committee's function and current projects.
- The Education representative provides an overview of the Cadre's history, bylaws, and core principles (e.g., Political Compartmentalization).

2. Skills & Interests Discussion (20 mins)

- The new member shares their background, skills, and areas where they are eager to contribute or learn.
- This is a collaborative discussion to identify the best initial fit, not an interrogation.

3. Initial Committee Assignment & Mentorship (15 mins)

- Based on the discussion, the new member is assigned to one or two primary committees for their probationary period.
- A mentor (often the sponsor or another experienced member) is officially assigned to guide them.
- The Education representative explains the "Essential Skills" credentialing system and helps the new member identify a first skill to develop.

4. Action Plan & First Tasks (10 mins)

- The relevant committee chair gives the new member a clear, manageable first task or project to work on. This provides an immediate sense of purpose.
- The new member is given access to necessary resources (e.g., communication channels, documents, tools).

5. Closing and Next Steps (5 mins)

- Reiterate welcome and schedule a one-month check-in with the mentor and Education representative.

Template 6: After-Action Review (AAR)

Purpose: To conduct a structured debrief following any significant event (a completed project, a crisis drill, a real emergency, or a failed initiative) to identify lessons learned and improve future performance.

Attendees: All members who participated in the event or project.

Agenda:

1. Event Overview & Ground Rules (10 mins)

- Facilitator (from Education) provides a brief, factual summary of the event.
- Establish ground rules: This is a professional, non-punitive process. The goal is to improve performance, not to place blame. All perspectives are valid.

2. What Was Planned? (10 mins)

- Review the original objectives, plans, and expected outcomes.

3. What Actually Happened? (15 mins)

- Collaboratively build a timeline of events as they occurred. Focus on facts and key decision points.

4. Analysis: What Went Well & What Went Wrong? (25 mins)

- **Sustain:** Discuss successes and their root causes. What should be repeated in the future?
- **Improve:** Discuss shortcomings, challenges, and their root causes. What were the friction points?

5. Action Plan (15 mins)

- For each area of improvement, brainstorm specific, measurable, actionable, relevant, and time-bound (SMART) recommendations.
- Assign each action item to a specific committee or individual for implementation.
- Document these recommendations to update official protocols, training materials, or plans.

6. Closing (5 mins)

- Facilitator summarizes key takeaways and thanks members for their candid input.

Template 7: Quarterly Strategic Review

Purpose: To assess progress against long-term goals, adapt to changing conditions, and set clear priorities for the upcoming quarter.

Attendees: Committee Chairs, project leads, and any interested Cadre members.

Agenda:

1. Call to Order & Review of Cadre Mission (5 mins)

- Chair opens the meeting and briefly restates the Cadre's core mission to ground the discussion.

2. Review of Previous Quarter's Goals (20 mins)

- Review the key performance indicators (KPIs) and objectives set for the last quarter.
- Each responsible committee chair reports on outcomes: what was achieved, what was missed, and why.

3. Environmental Scan (SWOT Analysis) (25 mins)

- **Strengths:** What are we doing well internally?
- **Weaknesses:** Where are our internal gaps or challenges?
- **Opportunities:** What external factors can we leverage?
- **Threats:** What external risks must we mitigate?

4. Setting Next Quarter's Priorities (25 mins)

- Based on the SWOT analysis, brainstorm and propose key objectives for the next quarter.
- Proposals are debated and refined to be specific and measurable.
- Use a ranking or voting system to select the top 3-5 priorities for the Cadre.

5. Assign Ownership & Adjournment (10 mins)

- Assign each priority to a lead committee.
- The lead committee is tasked with developing a detailed project plan to be presented at the next General Assembly.
- Adjourn.

Template 8: New Member Vetting & Vote

Purpose: To formally and confidentially consider a prospective member for admission after their sponsorship and probationary period.

Attendees: All current, non-probationary Cadre members. The candidate is not present.

Agenda:

1. Call to Order & Confidentiality Affirmation (5 mins)

- The Chair calls the meeting to order and reminds all members that the discussion is confidential and must be treated with respect.

2. Sponsor's Endorsement (10 mins)

- The candidate's sponsor presents the case for their admission, speaking to their observed character, skills, reliability, contributions during their engagement, and alignment with Cadre principles.
3. Q&A with the Sponsor (15 mins)
- Members may ask the sponsor clarifying questions about the candidate.
4. Closed Deliberation (20 mins)
- The sponsor temporarily recuses themselves from the discussion to allow for a more candid debate.
 - Members discuss the candidate's suitability. Concerns are raised and discussed respectfully.
 - The sponsor is invited back before the vote.
5. Formal Vote (10 mins)
- A formal vote is taken according to the method specified in the bylaws (e.g., secret ballot, supermajority required).
 - The Secretary and Chair tally the votes privately.
6. Announcement & Adjournment (5 mins)
- The Chair announces only whether the motion to admit the new member has passed or failed.
 - The sponsor is formally tasked with communicating the decision to the candidate in a respectful and timely manner.
 - The meeting is adjourned.

Template 9: Inter-Cadre Confederation Council

Purpose: To facilitate coordination, mutual aid, and strategic alignment between allied Cadres within a confederation or bioregional network.

Frequency: Quarterly or as needed.

Attendees: One or two rotating delegates from each member Cadre.

Agenda:

1. Call to Order & Roll Call of Cadres (10 mins)
 - Chair (a rotating position from a host Cadre) calls the meeting.
 - Delegates introduce themselves and their Cadre.
2. Individual Cadre Reports (25 mins) - each delegate gives a brief report, focused on:
 - Major accomplishments or ongoing projects.
 - Significant surpluses (e.g., food, materials, skilled labor).
 - Pressing needs or challenges.
3. Shared Intelligence & Regional Threat Assessment (20 mins)
 - Discussion of trends, threats, or opportunities affecting the entire bioregion (e.g., new legislation, supply chain issues, ecological changes, security concerns).
4. Mutual Aid & Trade Proposals (20 mins)
 - Delegates make formal proposals for resource sharing.
 - Example: "Cascadia Cadre proposes to trade 50kg of preserved fish for 100 meters of irrigation pipe from Willamette Valley Cadre."
 - Proposals are discussed and tentatively agreed upon, pending final approval from each Cadre's assembly.
5. Joint Action & Coordination (15 mins)
 - Discuss and plan any joint initiatives, such as a large-scale training event, a coordinated bulk purchase, or a shared security protocol.
6. Closing & Next Council (5 mins)
 - Confirm action items and set the date and host for the next council meeting.

Appendix C - Example Bylaws

These bylaws provide a foundational governance framework for a Crisis Cadre, incorporating various principles detailed in this guide. This is in no way a legal document, nor has any of this been reviewed by a lawyer. They are intended as an adaptable template to be modified by each Cadre to fit its specific context, scale, and bioregional needs.

Article I: Name and Purpose

Section 1. Name

The name of this organization shall be [Insert Cadre Name], hereinafter referred to as “the Cadre.”

Section 2. Purpose

The Cadre is an egalitarian and organized group dedicated to engineering resilience for its members and the greater community. Our primary purpose is to prepare for and mitigate the effects of climate-induced collapse, institutional failure, disaster, and scarcity through scientific planning, hard work, and unwavering unity. We operate on a foundation of pragmatism and evidence, with the singular goal of building local, adaptive resilience.

Article II: Membership

Section 1. Eligibility & Diversity

Membership is open to individuals committed to the Cadre’s purpose and principles. The Cadre is dedicated to reflecting the diversity of its bioregion and will actively work to recruit members from varied backgrounds, skills, and life experiences to avoid

groupthink and enhance problem-solving capabilities]. Homogenous membership must be justified and accompanied by a plan to correct the imbalance.

Section 2. Admission Process

- **Sponsorship:** A prospective member must be sponsored by two (2) current, non-probationary members of the Cadre.
- **Probationary Period:** A prospective member shall undergo a probationary period of three (3) months, during which they are expected to participate in at least one project or committee activity to ensure mutual compatibility.
- **Vetting:** The Education and Security committees may conduct a joint review to ensure the candidate aligns with the Cadre's principles of militant science and does not pose a risk to the group.
- **Vote:** Admission to full membership requires a two-thirds (2/3) supermajority vote of all non-probationary members via secret ballot during a closed session.

Section 3. Member Responsibilities

- To actively participate in at least one Core Committee and contribute to Cadre projects and meetings.
- To adhere to the principles of Political Compartmentalization and Militant Science in all Cadre activities.
- To share knowledge and skills willingly, preventing the formation of knowledge silos.

Section 4. Removal of a Member

- **Recall:** A member may be recalled for failing to uphold their responsibilities or acting against the Cadre's purpose. A motion for recall can be initiated by any three (3) members.
- **Vote:** Removal of a member requires a simple majority (50% + 1) vote of the full membership, ensuring it is easier to remove a member than to admit one.

Article III: Governance and Structure

Section 1. The Four Pillars

The Cadre's work is organized through four interdependent Core Committees, known as the Four Pillars:

- **Procurement:** Manages the acquisition, logistics, and financial stewardship of all resources. This includes budgeting, inventory, trade, and legal compliance.
- **Production:** Creates essential goods and services, transforming raw materials into necessities like food, tools, energy, and shelter.
- **Education:** Cultivates and disseminates the practical skills, critical knowledge, and cultural cohesion necessary for resilience. This includes conflict resolution, member onboarding, and skills audits.
- **Security:** Safeguards the Cadre's members, assets, and operations through risk assessment, contingency planning, and community defense with a defensive posture.

Section 2. Subsidiarity

Decisions shall be made at the lowest competent and practical level. Committees are empowered to act autonomously within their domains, referring only matters of Cadre-wide policy or significant resource allocation to the General Assembly.

Section 3. Officers & Role Rotation

- The Cadre shall have a Chair and a Secretary to facilitate meetings. These roles, along with committee chairs, shall be rotated annually via sortition (drawing of lots) to ensure balanced experience and prevent the concentration of power.
- If a randomly selected member is feared to be ineffective in a role, it is a signal for the Education committee to prioritize cross-training.

Section 4. Recallability

Any elected or appointed officer may be recalled at any time by a one-third (1/3) vote of the membership, with a formal vote for removal requiring a simple majority.

Article IV: Meetings

Section 1. Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order Newly Revised (12th Edition)* shall govern the Cadre in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Cadre may adopt. Simplified meeting templates (Appendix B) shall be used to ensure efficiency.

Section 2. General Assembly

A meeting of the full Cadre membership shall be held at least once per month to discuss and vote on major proposals and receive committee reports.

Section 3. Quorum

A quorum for the General Assembly shall be a simple majority of the total membership.

Article V: Committee Management

Section 1. General Principles

- Committees are formed to enhance resilience and operational efficiency by addressing specific, identified needs.
- Committees may be standing (permanent), ad-hoc (temporary), or sub-committees of one of the Four Pillars.
- All committees must operate in alignment with the Cadre's

core principles.

Section 2. Establishment of New Standing Committees

- **Proposal:** Any member may propose the formation of a new standing committee or sub-committee by submitting a written charter to the General Assembly. This charter must outline the committee's purpose, responsibilities, and how it addresses a gap in the Cadre's resilience.
- **Voting Threshold:** The establishment of a new standing committee or sub-committee is a significant structural change and shall require a two-thirds (2/3) supermajority vote of the members present at a General Assembly.

Section 3. Establishment of Temporary Committees

- **Types:** Temporary committees, such as Special Purpose or Investigative Committees, may be formed to address a precise, time-bound challenge or crisis.
- **Authorization:** The formation of a temporary committee can be authorized by a simple majority (50% + 1) vote at any General Assembly to ensure the Cadre remains agile and responsive.
- **Mandate and Dissolution:** The motion to create a temporary committee must include a clear mandate, a defined timeline, and a "sunset clause" that specifies the conditions under which it will automatically dissolve, such as the completion of its task.

Section 4. Disbanding Committees

- **Motion to Disband:** A motion to disband any standing committee may be brought to the General Assembly if its function is deemed obsolete, redundant, or ineffective.
- **Voting Threshold:** The dissolution of a standing committee shall require a two-thirds (2/3) supermajority vote of the members present at a General Assembly.

- **Temporary Committees:** Temporary committees shall dissolve automatically as defined by their sunset clause, or by a simple majority vote if their task is completed ahead of schedule.

Section 5. Committee Assignments and Staffing

- **Distribution of Labor:** Committee assignments shall be distributed among members as evenly as possible to minimize the workload on any single person. The goal is to ensure every committee has at least one member and each person is on as few committees as is feasible.
- **Rotation:** Key roles and committee memberships should be rotated regularly, potentially via sortition, to facilitate skill sharing and prevent stagnation.

Article VI: Decision-Making

Section 1. Democratic Centralism

The Cadre operates on the principle of “freedom in deliberation, unity in action”. Full and open debate is encouraged *before* a decision is made. Once a motion is passed by the required majority, all members are expected to support its implementation, regardless of their initial stance.

Section 2. Voting

Unless otherwise specified, all decisions shall be made by a simple majority vote.

Section 3. Evidence as Law

In all debates and decisions, evidence is sovereign. Policies must be testable and falsifiable. Peer-reviewed data and empirical observation hold the highest weight, superseding speculation or tradition.

Article VII: Core Principles

Section 1. Political Compartmentalization

The Cadre shall consciously sideline distracting partisan and culture-war debates to concentrate on practical, actionable strategies for resilience. Discussion must directly contribute to the Cadre's mission; if it does not build resilience, it is not a matter for the Cadre.

Section 2. Bioregionalism

The Cadre recognizes that its resilience is tied to the health and logic of its local bioregion. All planning, from production to trade, will be designed in harmony with the local watershed, climate, and ecosystems.

Section 3. Corporate Camouflage

When necessary for legal or operational security, the Cadre may operate through a formal business entity (e.g., an LLC or corporation) to rent property, hold assets, and manage resources without attracting undue suspicion. The internal operations, however, will remain governed by these bylaws.

Article VIII: Amendments

These bylaws may be amended at any General Assembly meeting by a two-thirds (2/3) supermajority vote, provided that the amendment was submitted in writing at the previous regular meeting.

Article IX: Dissolution

The Cadre may be dissolved by a three-fourths (3/4) vote of the entire membership. Upon dissolution, all remaining assets shall be distributed to a non-profit organization whose purpose aligns with resilience, ecology, or mutual aid, as determined by a final

majority vote.