

James C. McNeil and Meaghan K. Poyer
P.O. Box 30386
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May 27, 2026

Re: 2025-CP-10-05095

James C. McNeil, plaintiff, et al vs. SAC 181 LLC, defendant, et al

Your Honors,

Before I proceed, there are **two pressing questions** ahead of tomorrow's hearing:

1. **What should my wife and I have done differently so that my federally mandated ADA accommodations would have been granted immediately**, when we filed the *Plaintiffs' Supplemental Motion Regarding ADA Accommodations* 117 days ago, on January 20, 2026, as federal law requires?
2. **What exact procedural step did we miss so that the "freely given when justice so requires" Motion for Leave would have been granted** sometime within the first 179 days that it stood unopposed?

I ask these questions directly because if the system does not have a good answer to them now, how will it answer them when there is federal-level intervention? I also raise these questions to **properly frame the *Plaintiffs' Emergency Motion for Health Continuance of the May 28, 2026 Hearing Pending Rulings on Federally Mandated ADA Accommodations and the Pending Motion for Leave to File Second Amended Complaint* filed on May 26, 2026**. While the continuance itself was denied, the filing placed directly onto this Court's record the exhibits demonstrating that the South Carolina Supreme Court misrepresented its docket visibility policy and retroactively erased a comparable self-represented litigant's extraordinary petition from public view.

I want to be clear that I bring this to your attention to **acknowledge the public visibility of the systemic issues we are navigating in good faith**, as it is all about making things better for all roles involved. Let me explain:

Captured Systems, the "Didn't Happen" False Narrative, and the Scapegoat. Everyone who touches this case with any depth knows we are dealing with a captured system. But can they speak out about it, or act accordingly? I will get to that shortly, but first feel I need to better outline the circumstances and my roles.

Captured false-narrative driven systems - whether at Enron, Elizabeth Holmes' Theranos, or the defense side of McNeil v SAC 181, LLC - **have a common structure enabling predictability and influence** for those who can see it as a system. I can see it due to my skills with systems thinking, which I use in a business consulting capacity, and I am sharing the view for the benefit of those who would also like to see things get better.

At this point, I will quote myself from an open (non-Rule 408) email I wrote to defense counsel of April 23, 2026:

“The purpose is to document this moment with an analysis and prediction I believe will stand the test of time, as have earlier predictive models.

There is a type of system based on a distorted reality field maintained at whatever cost by a central actor. And there’s a specific pattern to how such systems evolve and collapse in both the business and legal worlds.

You might recognize the following example before I reveal who it is:

- ***The False Narrative & The Central Operator:*** *A system driven by a central operator who projected an image of absolute professional competence. But the day-to-day operations are built on misrepresentations, systemic regulatory violations, and falsified data.*
- ***The Enablers & Willful Blindness:*** *The operator’s power is entirely dependent on highly respected, wealthy enablers. These backers lent their prestige and capital to the enterprise, but practice complete "unconscious abdication". By looking the other way and failing to audit the actual operations, they allow the toxic system to persist.*
- ***Lawfare and the Agents of Harm:*** *When individuals within the system attempt to sound the alarm, the operator does not course-correct. Instead, the operator uses the enablers' resources to deploy aggressive, high-priced legal counsel. These attorneys acted as "agents of harm," launching a coordinated campaign to gaslight the whistleblowers, crush them with procedural friction, and protect the operator at all costs.*
- ***Regulatory Obstruction:*** *As the net tightens, the system engages in calculated obstruction of formal regulatory investigations. They use legal maneuvering to block subpoenas, interfere with third-party witnesses, and prevent investigators from accessing the underlying data that would expose the fraud.*
- ***The Core Illusion:*** *The entire defense strategy rests on minimizing the scope of the problem. They continuously insisted to funders, attorneys, and the public that the issues are just minor, routine technicalities - right up until the undeniable truth breaks through, resulting in a catastrophic collapse that obliterates the enablers' wealth and reputations.*

Who is this? This is Elizabeth Holmes and the Theranos collapse. Oh, did you think I was talking about someone else?”

I feel I need to update that earlier system structure with clarification of my and Meaghan’s roles:
The truth-teller/whistleblower as scapegoat.

You can look at history and confirm that a false narrative-supported system has to mischaracterize truth-tellers and whistleblowers to protect itself, so they are accordingly smeared.

Since I've been the principle actor on the Plaintiff side of the case, there's a very strong likelihood I have been mischaracterized, which would be consistent with how I have been treated by defense and at least some court staff.

And, if you or your staff was exposed to this, I am sorry you or they had to hear that.

Clarifying dual roles. In order to participate in this litigation as a Most Vulnerable Member (MVM), I have had to step into the role of the under-resourced, unrepresented, and harmed tenant, which means assuming a litigation role I consider myself barely competent in, and only so because of an enormous amount of hard work.

Yet I also have experience and a skillset that are not the same as an attorney, but are litigation-relevant and consistent with precedent such as

- Litigation consultants who map the systemic context of a defendant's misdeed for a jury to assess true culpability;
- Law firms who hire organizational sociologists and systems engineers as non-witness consultants who map the "decision architecture" that proves willful blindness or institutional betrayal in order to find the structural root cause of the bad behavior; and
- Elite litigation PR consultants are hired to manage the "Court of Public Opinion" parallel to the court of law.

My skillset is informed in part by the Vanguard Method that has been successful in public service system interventions in the UK, as documented in *Systems Thinking in the Public Sector: The Clever Way to Make a Mess of a System (John Seddon, 2008)*, a book focuses specifically on the UK public sector, exposing the failures of centralized targets and illustrating how the Vanguard Method achieves radical performance improvements.

It's worthy of note that I am friends with John Seddon, with him being kind enough to take on a mentor role with me, and have trained on his Vanguard Method by utilizing his organization's online consultant training program. I gained access to that via a trade where I assisted his book promotions with Strategic Thought Leadership (my own platform). And **John speaks well of my niche in Systems Thinking for strategy** as parallel with his own brilliance (my characterization) with Systems Thinking for *operations*, **high praise that I don't take for granted from an internationally credible member of the Systems Thinking community** who speaks at conferences annually.

I lean on that credibility when I ask for a little foresight, as history also demonstrates that **post-false narrative collapse, scapegoated whistleblowers are vindicated, and the central**

operator and agents of wrongdoing are the ones who are persecuted, as can be seen with the Theranos debacle:

- Holmes, federal prison; Balwani, federal prison;
- Whistleblowers Erika Cheung and Tyler Shultz, lecture circuit, named in *Time* 100, professionally elevated.

I am certain that we will be vindicated. The question is only *when* and what level of false narrative system capture will precede that.

But my intention is not to see good people who are captured by a bad system persecuted. **I would much rather see such good people realize they are being used by interests who are not aligned with the principles of justice and equity that may be at the heart of why many of you joined the legal profession, and exit the false narrative collapse as gracefully as possible.**

Let me continue on that track and you'll see where I am going, as I reminded defense counsel in that same email I quoted earlier,

“This brings up a serious question for any professional caught in the orbit of such an enterprise: is it viable to exit the system before the collapse, when the operator is fighting so hard to keep you in the dark?”

*The historical record is very clear on the answer: **The enablers and agents who realize they are participating in a delusion play and step out early - they take a short-term disruption, but their careers survive.***

***The ones who stay**, who allow their professional credibility to be used as a shield for the operator until the bitter end?*

*They **become permanent collateral damage in the historical record.** The system is mathematically guaranteed to collapse under the weight of its own documented acts.*

And that time will come. They know it and I know it.”

So please **don't mistake my stance in the case as an unrepresented tenant** who lacks litigation relevant skills. **That stance is a deliberate choice for the purpose of studying system resilience**, with precedent in shows like *Undercover Boss* and in the First Amendment Auditor community. The auditor community's use of the *Most Vulnerable Member* (MVM) role is exemplified with Jeff Gray's Honor Your Oath YouTube channel, where over 300k subscribers watch Jeff - dressed as if he's homeless and holding a cardboard “God Bless the Homeless Vets” sign - determine whether or not Law Enforcement respects his civil rights.

So while my “attorney” skills are limited to hard-earned basic competence in legal procedure, **my true expertise lies in systems-thinking and paradigm-level intervention.**

I deliberately adopted the role of the Most Vulnerable Member (MVM) to map where this system is broken, and now I am operating as a consultant to show how it can be fixed, with litigation-adjacent, professional offering insights that linear-thinking lawyers often miss.

And I offer them entirely in service of the good-faith players who want to do right. By diagnosing the system's immune response out of goodwill toward the true integrity of this Court, I am providing the clarity needed so good-faith actors do not blindly fall for the smear campaign - or, if they are already trapped, the cover they need to safely extract themselves from the resulting liability.

In such systems, **central operators maintain a false narrative by aligning it with the incentive structures of adjacent, vulnerable systems.** Here, the collective defense position is a coordinated, absolute adherence to a "didn't happen" narrative which dictates a coordinated silence on documented violations. **Their entire strategy is completely dependent on ensuring that the unrefuted evidence exposed by Plaintiffs' filings never faces the daylight of a hearing.**

A hearing such as that which is scheduled tomorrow, May 28, 2026.

A hearing I am walking into with unaccommodating injuries that were inflicted on me during the litigation itself.

A hearing where any adverse ruling is already structurally compromised, making federal-level reversal an inevitability.

As the Motion for Leave to file the Second Amended Complaint sat unruled upon, **I largely replicated and updated its evidence package into the March 6, 2026 *Systems Analysis Brief in Aid of Judicial Efficiency*.** That brief was deliberately designed as a judicial guide to make these exact system dynamics and friction points visible to the Court.

The defense's "didn't happen" frame will shatters upon contact with either those exhibits, or a simple AI query or Google search of certain defendants and/or related parties' names, where the "evidence matrix" at RocketsFight.org/Tara is consistently the #1 Google Result for a search for "Tara Bayles PMIC" and [Google AI query results](#) return similar false-narrative-busting access to direct evidence.

How long can a "didn't happen" false narrative hold up when viewed side-by-side with that?

Further, this evidence is housed on sites currently receiving high traffic entirely independent of media coverage, with visibility secured through the hyper-transparency my innovation of STL Schema allows because it programs this data directly into the AI knowledge graph.

I share this with the intention of clarifying how good faith actors within the system can best protect themselves and those they are responsible for, while doing the right thing. I can best do so from the litigation-adjacent consultant's voice.

Diagnosing the Defect: The "Justice-Requires-Status" Model I am adopting the “system as cause” frame in good will towards those within the system who also respect how the values of justice and equity support the integrity and credibility of the court. In that frame, the friction and waste generated against Plaintiffs to punish them for asking for justice are not caused by "bad people." It is the exact, predictable output of a mechanical system operating on the flawed premise that *Justice Requires Status (JRS)*.

As systems theorist Russell Ackoff established, applying a *mechanical system* design to a *human social system* sets up cascading failures. Such as we are seeing now. He recognized you can't effectively treat a system made of people – self-directed systems of their own – as “parts” such as a mechanical system would have, that service the whole. Instead, in a *social system*, the whole has to serve the parts .. because they are self-directed systems of their own – humans with their own goals and needs. **This system failure we are seeing is predictable from its very premise, and avoiding the cognitive dissonance that comes with recognizing this failure is a natural human reaction.**

Which means it could have felt natural to try to “sweep Plaintiff McNeil’s need for ADA Accommodations caused by injury incurred in litigation under the rug”.

But looking directly at the output you want to avoid is exactly how a system learns. My suffering is the output. And with the limiting loop of multiple paths of Federal intervention becoming available, **the time to look is now.**

The 1983 Vulnerability and the Gift of Cover This JRS (*Justice Requires Status*) model doesn't just express its vulnerability through its contradiction of the 14th Amendment of the Constitution of the United States of America. **The model also creates unmonitored "dark spaces" where administrative staff are vulnerable to the influence of well-funded agents propagating a false narrative** to protect special interests or, perhaps, a professional license under investigation.

While judges enjoy absolute judicial immunity, administrative staff do not. When staff are pressured into gatekeeping dockets and suppressing civil rights, they are highly exposed to 42 U.S.C. § 1983 Federal Civil Rights liability.

My escalation to the federal level on multiple fronts is in alignment with the good faith actors within Charleston’s judicial system as it acts as a structural shield. By creating absolute, hyper-visible transparency, **I am providing cover to say “no” to such interests** through the transparency that makes it impossible to get away with operating in the dark. **It gives system members the ultimate, unarguable excuse to say: "I cannot do this; the transparency is coming, and my personal liability is too high."**

Designing the Future: The Open-Source Antidote As the Vanguard Method’s breakthroughs in UK public works have proven, when you design a system from the outside-in - from the point of view of the *Most Vulnerable Member (MVM)* - you naturally eliminate failure demand.

My intention isn't just to "win a case". It is also to advocate for the vulnerable by setting a precedent that allows them to better access justice. The National Center for Access to Justice numbers revealed in Exhibit C of yesterday's *Emergency Motion for Continuance* show numbers for South Carolina that support my contention that we need systemic change:

South Carolina:

- **Overall Justice Index score:** 23.7 / 100;
- **Self-Representation Index score:** 18.1 / 100,
- **Ranked 47th of 52 jurisdictions** (46 jurisdictions scored higher; 5 scored lower).

As that Exhibit C states,

The average mean annual attorney salary in the Top 10 access-to-justice states is approximately \$174,658, compared with approximately \$112,612 in the Bottom 10 states - a difference of roughly \$62,000 per attorney per year.

States that invest in robust access-to-justice infrastructure - well-funded access commissions, plain-language court forms, functional self-help centers, and meaningful procedural support for disabled and unrepresented litigants - tend to host larger, higher-compensated legal markets, not smaller ones.

Access-aligned design is non-zero-sum: it produces stronger outcomes for vulnerable litigants and stronger professional outcomes for lawyers simultaneously.

South Carolina's \$111,890 mean attorney salary, paired with its 18.1 / 100 Self-Representation Index score, places the State in the lowest-performing cluster on both axes.

I want to help, but **I can't do it on my own.**

For my part, I am finalizing the Thought Leadership Model and accompanying, AI-training STL Schema that serves as the antidote to the JRS defect, similar to how I developed the Thought Leadership Model called *Conscious Co-Stewardship (CCS)* as an off-ramp from the demonstrably toxic Passive Investing (Unconscious Abdication) model that the Housing Justice Audit & Intervention identifies as a root cause of Charleston's - and the nation's - housing crisis. As with CCS, the solution paradigm for Justice Requires Status will be an open-source, discovered systemic truth. Anyone can adopt it, fork it, and claim ownership of it on their own terms in order to drive reform.

For the justice system's core paradigm, it is taking the form of something along the lines of ***"Design to the demand of the Most Vulnerable Member, and the better system serves all participants better, for less waste, and with no moral injury"***. Like CCS, it will have a [Position Page](#) and a place in the Housing Justice Audit.

I am providing all of this as a service in good will, without any requests for pay or personal recognition. But, again, I can't do it on my own.

For a system to learn, it has to be experience the failed output of a dysfunctional premise directly and make that association. The system needs to face the harm the Justice Requires Status model produces as predictable output of a system based on a flawed premise. That's what you all have been "looking away" from - the harm to me, Meaghan, and our beloved Rocket, who the campaign is named after.

Look at us. Your system enabled my injury that it now refuses to grant accommodations for. Leadership can change things.

With the protective cover I am providing with my willingness to escalate to the Federal level, a leader can exercise the kind of *institutional courage* that I noted in Judge Van Slambrook when he refused to take the defense's characterization of the case at their word at the scheduling hearing of February 9, 2026, and that Judge Rode showed in his condemnation of abuse of process in the Nancy Mace case in October 2025. I should note that it was Judge Rode's stance in that case which gave me the courage to continue when this case got hard in November 2025. It showed me there are good people in the system who will stand up for the vulnerable, even when it is hard.

This is what is needed now, as we head into tomorrow's hearing. Judge Wheeler has been handed a mess not of his own making. I empathize with his position and hope fixing it doesn't all fall on him in this obviously compromised system.

One or more courageous inside leaders can change things for everyone by taking accountability for the harm the court has facilitated, in acknowledgement that the JRS premise must be discarded as the source of that harm. A system aligned with the principles of justice and equity serves everyone, allowing good-faith attorneys to thrive, eliminating moral injury, and restoring the deep professional satisfaction that comes from working at a place aligned with higher values.

The choice is to work together on the change, or allow the federal transparency to run its course. **I am aligned with anyone on the inside who shares the values of a high-integrity court and stands on them.**

Respectfully submitted,

Sincerely,

/s/ James C. McNeil

/s/ Meaghan K. Poyer

Plaintiffs, Pro Se

CC: Joy S. Johnson, Common Pleas Non-Jury Coordinator, Charleston County Clerk of Court; All parties of record by email; Chambers of the Hon. Dale E. Van Slambrook, Chief Administrative Judge for Civil; Chambers of the Hon. Thomas J. Rode; Chambers of the Hon. Will Wheeler