

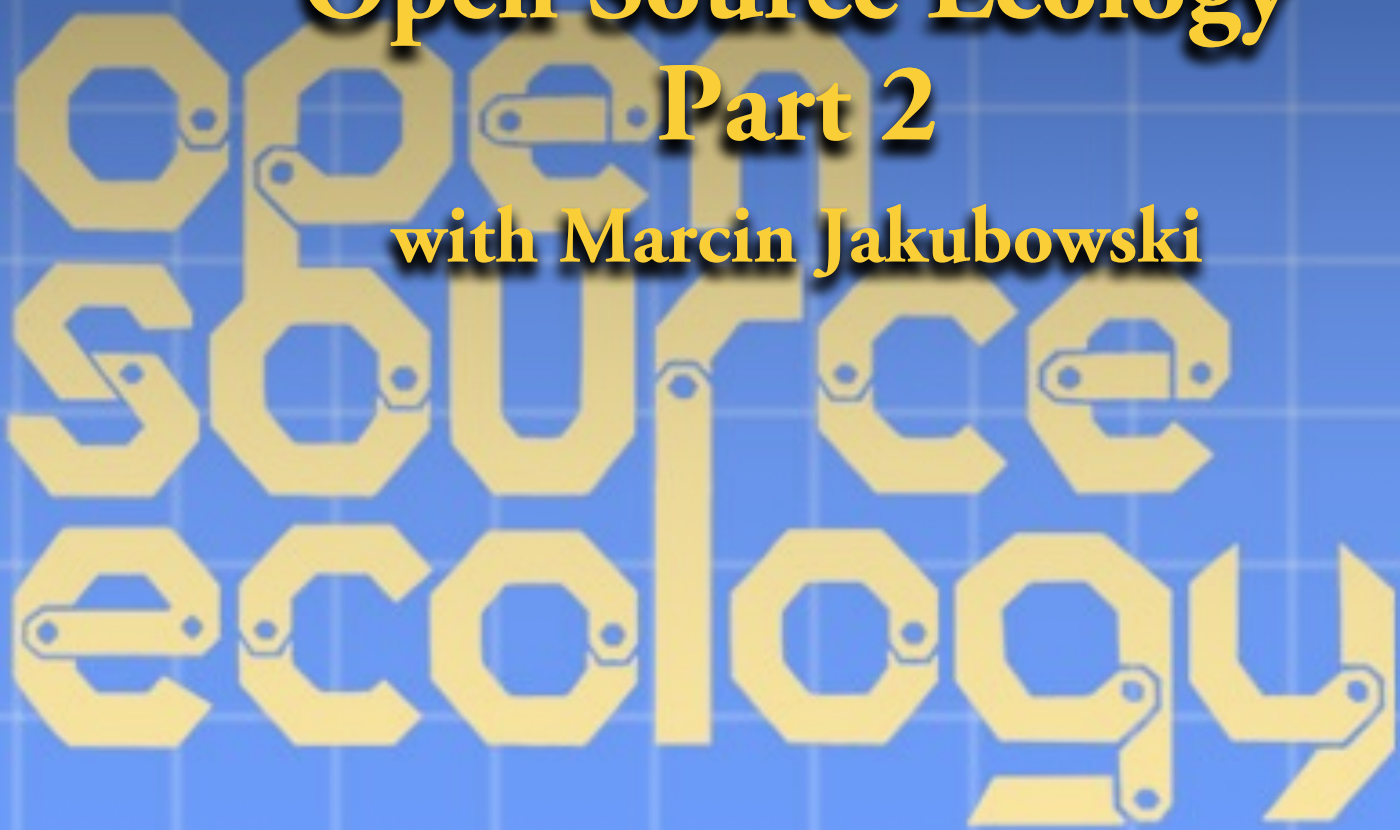


The Solari Report

AUGUST 8, 2013

Open Source Ecology Part 2

with Marcin Jakubowski





Open Source Ecology

Part 2

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C. AUSTIN FITTS: I'll give you a background to let you know how we align. I was a financial person. I worked on Wall Street. I worked in the first Bush Administration and I came to the conclusion that it was imperative if we were going to have decentralized health – it's not just wealth, it's health –to have open access to information about the economy within a place. So if you look at the federal government; they have fantastic amounts of data about the economics of a place but it's not accessible to you on a place-based basis. So I vote for a congressman from my area but I can't get financial statements that tell me the sources and uses of government resources within my place. And what I came to realize is that's a fantastic control technique to not have that accessible.

So I decided to make a software tool called Community Wizard that would allow citizens to collect up and aggregate –starting with federal data and then to add state and local to allow them to see that information and to use geographic information systems software to play with it. And our performance metric was something called the Popsicle Index.

MARCIN JAKUBOWSKI: I've heard of it. Can you repeat what that is?

C. AUSTIN FITTS: Okay. The Popsicle Index is the percent of people within a place who believe a child can leave their home, go to the nearest place to buy a Popsicle, and come home alone safely. So my Popsicle Index is whatever I feel it is and, part of it is I believe, you need something that can't be managed and manipulated, which means each person gets a vote and how they feel is considered legitimate.

Anyway, so that was the idea and what happened was the Department of



Justice essentially seized our office. It's all written up in an online book, if you're interested, but they seized our offices, put the software and all the databases under lock and key and then it took six years to get them out. When we finally got them out, the most important pieces were stolen and I took the remnant and offered them to the Internet archive and a couple of other places and didn't get a lot of interest because I think people were just concerned about the risks. But it really focused me on the tremendous opportunity of building decentralized economies.

MARCIN JAKUBOWSKI: Nice. No, I'm a great fan. The things I read about you some time ago that were pretty serious. I said, "Wow, this woman is doing some serious work." Did you get your life threatened and things like that?

C. AUSTIN FITTS: Here's what we had. It's a very immersive process. We had 18 audits and investigations, 12 different tracks of litigation, and then very serious physical harassment surveillance. It all happens at the same time so it's quite an immersive process and – I never wanted to learn about the covert economy- and it forced me to go back and learn about the covert economy and try and integrate a picture of it. I think the critical issue for anybody who wants to build a decentralized economy is have an official story of how the economy works and then have a real story of how the economy works and there are all sorts of political sensitivities between the two.

If I could call it a design issue is how you can build steadily alignment of interests to get from here to there in a politically effective way. It's one thing to say, "Oh, well, it should be this way." It's another thing to build the alignments you really need to get from here to there. And I think ultimately the critical issue is how can we create the capacity to live in alignment with the environment place by place and grow healthy, fresh food and do it on an economic basis that doesn't require us to run around the world and subsidize our activities with war?

So it's a much more complicated discussion but I would love sometime and, we can certainly do some today, to sit down and talk to you about what I've learned and how it fits in with building support.



MARCIN JAKUBOWSKI: Sorry, are you in D.C.?

C. AUSTIN FITTS: No.

MARCIN JAKUBOWSKI: Where are you?

C. AUSTIN FITTS: What I did was moved, in 2000, to a little farming community in Western Tennessee, and I'm not that far from you.

MARCIN JAKUBOWSKI: Oh, really?

C. AUSTIN FITTS: You're in Northwest Missouri and I live in Hickory Valley, Tennessee. We are the location of the oldest operating tiny cotton gin; the Hickory Valley cotton gin.

MARCIN JAKUBOWSKI: Oh, no kidding.

C. AUSTIN FITTS: Yes, so I've lived in a farming community. I wanted to learn about food because I figured pretty early on that the only way to build a decentralized economy was to find a way to generate thousands and thousands of farmers on an economic basis. And of course the big thing when you talk to the farmers and the first thing you learn is, "Well, I had to buy a tractor and then I had to buy gas and that was it. That and property taxes killed me."

MARCIN JAKUBOWSKI: Wow.

C. AUSTIN FITTS: So your story made total sense to me.

MARCIN JAKUBOWSKI: Wow, I'm so glad we're meeting. What I'm hearing from you is that you are dogfooding this and you're not just talking about it. Because I couldn't tell, in all honesty, what the level of commitment that you're showing to this game and how deep in it you are.

“What I’m hearing from you is that you are dogfooding this and you’re not just talking about it.”



C. AUSTIN FITTS: Well, I'm very deep in it in the sense that I said I would rather die in the wilderness than live in the matrix.

MARCIN JAKUBOWSKI: Okay, that's pretty serious.

C. AUSTIN FITTS: You have to burn your boats well. If you look at the way I'm coming at it and you're coming at it on the asset side of the balance sheet. I'm coming at it on the financial side of the balance sheet because what I feel is there are millions of people who would love to see this happen but they need a way to migrate not just themselves but their capital. I'm an investment advisor and so I help wealthy people manage their money and part of the issue is how do we get the money out of the corporate economy and migrate it into something that includes place-based equity.

There were two things that got me in trouble in the '90s with Hamilton Securities. Have you ever seen the online book I wrote about the story? I'll send it to you. It's at dunwalke.com. It's useful background if you want to think about the political risk issues. But anyway, one thing I did was Community Wizard, but the second thing I was doing, was financing community entrepreneurs; small business people, creating venture pools for local economies in a way that would allow equity for the investor to be liquid but basically the small business person be protected from predatory finance. And the economics of that are very, very compelling.

Now to me, crowd funding can solve or plug a lot of that but one of the big issues is you have people who have generations of retirement savings and pension funds. How do we get the money out of the old economy and into the new economy?

MARCIN JAKUBOWSKI: Yes. I don't know how much you know about me but I am – the machines right now on that side- that's just an excuse for what we're doing to get to some economic power and significance to make some change.

C. AUSTIN FITTS: Right. It's two different sides of the balance sheet but I



think we're basically trying to arrive at a relatively same place. What I want is an economy that is aligned between, or basically is organized, around optimizing the health and well being of living things, whether it's people or ecology or animals. I get a kick out of building wealth. That's where I get my joy.

MARCIN JAKUBOWSKI: Well, same here.

C. AUSTIN FITTS: I got crosswise of the powers to be in Washington because what was happening from my point of view, was using the financial system to implement genocide and I don't get a kick out of that.

MARCIN JAKUBOWSKI: And genocide in particular or are you talking in general?

C. AUSTIN FITTS: No, specifically genocide. The online book will explain this but we had engineered a system to , as a matter of policy, bring drugs into communities, then entrap kids, including kids not dealing drugs, with SWAT teams –

MARCIN JAKUBOWSKI: You can actually trace that to policy?

C. AUSTIN FITTS: Yes.

MARCIN JAKUBOWSKI: And are you telling me this is deliberate policy within well-architected intents?

C. AUSTIN FITTS: Yes, and I can prove it. I wrote an online book to document and prove it.

MARCIN JAKUBOWSKI: Wow.

C. AUSTIN FITTS: And I can prove it.

MARCIN JAKUBOWSKI: That's beautiful. To me, the truth cannot be hidden much more. There's too much transparency going on from all kinds of sources right now that the matrix is vanishing. People are waking up. I



am so encouraged about the future of the world. I don't know about you, but –

C. AUSTIN FITTS: I think it is but here's what I think is critical. What I've found, because, I worked on Wall Street and I worked in Washington. Here's what I found. One, we don't understand. It's important you put yourself in somebody else's shoes to look at it from their point of view. We don't understand who the leadership is and why they're behaving the way they're behaving. I've spent a lifetime trying to understand and I can't tell you that I do. That's No. 1.

No. 2; within the machinery, there are millions and millions of people who would love to join a decentralized effort if they could find a practical pathway to do it and if they were welcome. And so to me, we need to prototype options to do that and the more we can create prototypes, the more those people can come across. Whether they move to a farm and start to farm or whether they figure out a way to shift their capital and move their capital into something that finances farmers, we just need to keep prototyping. Because I think there are millions of people who would love to come across. They just need a practical pathway to do it.

MARCIN JAKUBOWSKI: And I hear you say a lot about farming. Are you seeing that as the entry point on your radar? Because for me, one of the first lessons I learned about getting back to the land for a civilization reboot experiment was that farming is not enough.

C. AUSTIN FITTS: Oh, absolutely. I couldn't agree more, but what I do believe is that you cannot address the healthcare issue unless people have and eat fresh food.

MARCIN JAKUBOWSKI: No, absolutely.

C. AUSTIN FITTS: So I'm a fresh food nut.

I don't think there's a more important project that I know of to build a decentralized economy than what you're doing. If I had any engineering



skills at all it's what I would have done, but I don't. I'm a financial person. Anyway, are you online right now?

MARCIN JAKUBOWSKI: I'm online. Tell me the city that you're in in Tennessee.

C. AUSTIN FITTS: I'm in Hickory Valley, Tennessee, which is about an hour east of Memphis.

MARCIN JAKUBOWSKI: Let me look at that.

C. AUSTIN FITTS: Where are you?

MARCIN JAKUBOWSKI: Kansas City area.

C. AUSTIN FITTS: Okay, 'because I'm driving out to California at the end of September. I may just, if you're available, I may just drive through because I'd love to –

MARCIN JAKUBOWSKI: Oh, absolutely.

C. AUSTIN FITTS: I'd love to share whatever I've learned in this process that would be helpful.

MARCIN JAKUBOWSKI: Yes. Oh, I'm all for learning from people who've been in it. I get to interact with a lot of young people but it's like the wisdom that we need to be getting from people who were in this and have seen –

“I get to interact with a lot of young people but it's like the wisdom that we need to be getting from people who were in this...”

C. AUSTIN FITTS: Well, one thing to think about is; I won't necessarily have much to contribute to the design of different machinery but on the financial side and the political side, I have knowledge if there's a way to plug in as a member of one of the design teams.

MARCIN JAKUBOWSKI: Absolutely. Oh, we have plenty on all fronts. So I'd really like to carry forward that discussion.



C. AUSTIN FITTS: Okay. Go to D-U-N-W-A-L-K-E.com. Let me just show you that for a second.

MARCIN JAKUBOWSKI: Dunwalke.com?

C. AUSTIN FITTS: Yes. Dunwalke.com, and just watch the Flash for a second.

MARCIN JAKUBOWSKI: Dunwalke? What is it, D-U-N-W-A-L-K-

C. AUSTIN FITTS: D as in “dog,” U-N-W-A-L-K-E.com.

MARCIN JAKUBOWSKI: Dunwalke.com, okay. I’m going to move over to another place. The Internet here is too slow.

C. AUSTIN FITTS: That’s part of the problem of living in a farming community.

MARCIN JAKUBOWSKI: Yes. I’m going to move over to the other place here. Wait, no. I’m sorry. The phone is connected to the house here so it won’t reach. No, I can’t look at it right now but let’s maybe move forward.

C. AUSTIN FITTS: Okay. Well, take a look at it because –

MARCIN JAKUBOWSKI: So it looks like, well actually as far as how far you are from where we are, is probably about an eight-hour drive or something.

C. AUSTIN FITTS: Yes, for me, that’s a very short drive. If I booked it on my way to California, it’s easy.

MARCIN JAKUBOWSKI: Yes. No, this is great.

C. AUSTIN FITTS: I started an investment bank that was intended to be a financial software developer and, if you look at the transactions that I had done on Wall Street, I was trying to take that transaction that would have taken a six-month process with 25 people and get it down to 2 to 4 people for five months and then 5 to 8 for two months.



So let me give you an example. The first thing we did; we were responsible to help sell \$10 billion of mortgages for the Federal Housing Administration, and I said, “We’re not going to sell them but rather we’re going to sit down and we’re going to write a design book.” And it was an online process with different field offices and different offices and different groups involved in the regulatory process. It was about 200 people ultimately that did the first design book and I said the design book is going to be designed so that 10 college kids could come in and do a billion dollar mortgage auction seamlessly just from the design book.

MARCIN JAKUBOWSKI: So the design book was basically the teaching of the principles of your crash course?

C. AUSTIN FITTS: No, here’s what it was. Basically what happened was that we had a design process where we broke it down into the component steps and then said what are the options? In each step, there were many different options, and the first part of the design book was defining the different options and then the pros and cons of the different options and then choosing an option. And this was very important because every option in a political environment or a financial environment is imperfect and you’re trying to optimize as opposed to trying to achieve perfection.

And it’s very important to be able to say when you implement and somebody comes in and says, “Well, you did this wrong,” and you say, “Well, we knew that would be wrong but this way we did it was the best of the five options.” And in a political environment, that is essential to make sure that the deal succeeds. Does that make any sense? So it would be less important in what you’re doing.

Anyway, we ended up with a 2,000-page design book on the first one. We ended up with about ten different design books, but put it online so that all the bidders could read it and it meant there was much better communication and then what we did. We pre-engineered the databases on the assets and we put everything online both on the Internet and through Bloomberg and were able to bring the cost of due diligencing a deal from about a quarter of a million dollars down to about \$100.00.



MARCIN JAKUBOWSKI: Whoa, this is beautiful.

C. AUSTIN FITTS: And it blew open the market because suddenly we had guys in Hong Kong who could lob in a bid. Do you know what I mean? It completely shifted the pricing of markets in radical, radical ways. And I learned an awful lot about transparency could improve financial performance but remember, what you find if you work as a regulator in the government, everybody wants you to protect their knowledge from competition. So they're trying to get you to protect them from creative destruction and ,of course, information technology is the ultimate in sort of creative destruction anyway.

So what I discovered is I had two generations. One generation was software developers who were used to functioning in flat organizations where you shared knowledge. And then I had investment bankers and real estate developers who were used to hoarding knowledge and getting value by hoarding that knowledge. One we called ninja turtles and the other we call lone rangers. So the question was, how to get the ninja turtles and the lone rangers to work together?

One of the deputies at HUD used the MIT Project Management software system and this is how it was described to me. Okay, so write down five initials: R, S, I, V, B.

MARCIN JAKUBOWSKI: R, I, Z, Z.

C. AUSTIN FITTS: R as in "red," S as in "Sam," I as in "input," V as in "Victor," B as in "boy."

MARCIN JAKUBOWSKI: Okay, V, B.

C. AUSTIN FITTS: The R is the person who is responsible. The S is support. The I is input. The V is veto. And each one of these can be constrained by hours. So I'm responsible but I am only committing five hours.

So the R is the project manager or the air traffic controller. They're responsible that the function gets done on time and on budget but they



may not have enough hours to do it by themselves. Let's say you're in charge and two people show up to help you and they commit to give you eight hours of S and a design sprint each and that means that you get to direct what they do and how they do it.

Oftentimes, you'll find somebody who's a project manager who's an R and they have people helping but there's expertise they need from a whole series of different fields. They need to make sure it works, that the tractor works or the people who own the land and this and that, where it works with soybeans. And so you get a variety of different people with different knowledge that needs to be coordinated and they agree to be an I, to give input into the design, and that can also be constrained by time. So let's say three people agree to give two hours of I to make sure that whatever it is has the benefit of those different points of expertise or experience or points of view.

Okay, so the V is a veto and a veto can be time sensitive or not, which is you get a veto till Friday but if you don't exercise your veto by Friday, you lose it, or it can be not time sensitive. So for example, let's say you have a design sprint involving three aspects: Aspect 1, Aspect 2, Aspect 3, and you appoint three people to be the project manager of those three different aspects. And you may say, "Look, I need to have a veto on the final design." So they each produce a design and you say, "Well, I need to have a V before it goes into the Village Construction Set." And that way you can delegate all of that not worrying that they're going to come up with something that you can't live with because you have a V and you –

“That way you can delegate all of that not worrying that they're going to come up with something that you can't live with...”

MARCIN JAKUBOWSKI: I would hold a veto?

C. AUSTIN FITTS: Whoever holds the veto when you set the project up. What's important is when you start, before anybody invests any time or emotional energy, is to be absolutely clear about what the powers and authorities are. I haven't explained the B but I'll explain that in a second.



Here's why I've found this to be so valuable to these kinds of projects and an answer to integrating the lone rangers and the ninja turtles. I'll use a mortgage option as an example. You have the initial design, you have the knowledge management, you have the relations with the clients, you have the marketing, you have the closing, and you have the bid management. I may put Harry as the R on the design phase. Now let's say I'm the CEO of the company, so I'm running this. I'm responsible to the clients so I'm the overall R. I make Harry the R on the design but it turns out Harry needs two hours of I from me on the design phase.

So I commit two hours of I to Harry on the design phase and in the design phase, I work for Harry. Now I may be the overall R but for that part of the project, I work for him. I report to him and he can say, "No, you have to do this," or "No, you have to do that."

And so I could break down roles and responsibilities in very granular ways and oftentimes, we would have people whom in one phase, I was working for you on this phase. On the next phase, you're working for me and we could all be very clear about that because it can be defined in writing up front and we can be clear why it can be constrained by time and we can let the place rip.

Because anybody who needs a veto for risk management or quality control issues can define it up front, get it, and it can all be negotiated up front. And what we would find is the negotiation of the R, S, I, V; the times, the vetoes, that could be a big investment of time, but once we got it all negotiated out, whoosh, we went through a hot knife through butter.

MARCIN JAKUBOWSKI: Yes, very interesting.

C. AUSTIN FITTS: And very egotistical people or people with very different styles could work effectively. The other thing we discovered is we had to have a balance of Myers-Briggs profiles. Now different people use different tests. I don't know if you know Myers-Briggs?

MARCIN JAKUBOWSKI: Yes.



C. AUSTIN FITTS: We had to have a balance. If we had a team where one of the eight components was missing, there'd be a problem because what we found was if the team had 100 percent of the expertise they needed to do the job, they could muddle through without balance, but if they didn't have the knowledge they need and they had the balance, they would figure out that they were missing knowledge; figure out what it was and go get it.

Anyway, so here's what the B was. The B did not come from MIT Project Management. It came from us. Now we were dealing in a much more politicized environment because we were doing billion-dollar deals in the middle of Washington that people said couldn't be done. A B is a person who agrees beforehand to take the blame if anything goes wrong and what we found was the speed of operation went much faster if we designated an official B beforehand. So in a situation where there are sensitivities for that reason or there are outsiders or I don't know. I think in your environment, you need it less.

MARCIN JAKUBOWSKI: This is a much longer discussion. There's a whole discussion about the dynamics of working with staff, volunteers, and global community. I'm going in through deep waters here.

C. AUSTIN FITTS: Yes, volunteers take a lot of time. You need a lot of management time to manage them and there's very wide discrepancy with people who can plug and play in collaboration and people who can't and that's where you have to be careful. Because what happens is you're in a situation where I think the economics of time are very much as they were for me, and that is in a team of 20 people, one person who's not productive in that environment can destroy the whole team. And so you have very low tolerance for what's called bad dogs.

MARCIN JAKUBOWSKI: Or bad seeds, like the poison.

C. AUSTIN FITTS: So sometimes you run into problems because they're emotionally immature but sometimes they're just not skilled at collaboration or good at it. What you need is a screening process so people can't get in because the thing that will kill you is if you have 19



productive people and you keep letting that one person in, then the 19 will give up and go away.

MARCIN JAKUBOWSKI: You're talking about some relevant things. I'd like to have a longer discussion with you on this sometime, yes.

C. AUSTIN FITTS: You have my e-mail. Give me your e-mail address, again.

MARCIN JAKUBOWSKI: Marcin@OpenSourceEcology.org. What's your schedule like these days? Are you out in the world a lot these days?

C. AUSTIN FITTS: Here's what I do. I have three businesses. One is the *Solari Report*, one is Solari Investment Advisory Services, and one is Sea Lane Investment Advisory. My business model is as follows. I do the blog and a whole series of radio shows and online things for free and then the *Solari Report* is \$275.00 to \$360.00 a year, depending on whether you do it monthly or annually. Then Solari Investment Advisory Services is a fee-based service and then Sea Lane is a money management where I get a percent. And it's basically a business model where I'm trying to help people navigate.

My goal is to help them build and protect family health and wealth in this environment, in the world as it is, but do it in a way that moves us towards a decentralized economy. And my business model is to make the knowledge available basically for free. So anything I have, I want to be able to help people for free but then we have these different services where the more time of mine you get, then you pay. I'm trying to do the same thing you're doing but from the other side of the balance sheet.

MARCIN JAKUBOWSKI: When I saw that you were basically open sourcing financial workings, I was like, whoa, that's heavy duty. This is very refreshing for me to see that you're absolutely not coming from the way I see it this hacker open source world. You're in a different world but it seems like you're totally aligned ethically regarding the open source nature of the whole picture.

C. AUSTIN FITTS: Right. Well, what happened was what we were doing at



Hamilton in Washington in the '90s, I discovered the software tools and I said we can reinvent the world and not only that, we can develop decentralized capital formation by place. The problem right now that many places have is the debt model is very destructive of living things. So you have a win-lose relationship between living equity and financial equity and I said if we can convert to an equity based economy locally, then we could have a win-win economy. So I saw the software tools and I said you could get the learning metabolism within a place to a speed and level where we can go free and that's basically what your tools are doing. You're saying let's get the learning metabolism to the point where I can have a high standard of living with very little use of my time. You're trying to kick start the learning metabolism so I said the tools will do it and what I didn't understand was obviously that shifts power relationships.

MARCIN JAKUBOWSKI: So just to fill you in a little more, we're doing this Global Village Construction Set as an excuse but the bigger picture is the generalized method for open product development or open development of anything. So that tool set of how you accelerate that innovation radically and we could have some discussions on that, what would that look like in terms of implementation right now for us and hardware and just any system.

C. AUSTIN FITTS: Wow. Okay.

MARCIN JAKUBOWSKI: Is that a discussion you'd like to have?

C. AUSTIN FITTS: Listen, here's the discussion I'd like to have. How can I help you?

MARCIN JAKUBOWSKI: Wow.

C. AUSTIN FITTS: That's the discussion I'd like to have. I'm a Christian so I'll use Christian talk to say it. I feel like God has a purpose for our lives.

“We’re doing this Global Village Construction Set as an excuse but the bigger picture is the generalized method for open product development or open development of anything.”



God has a purpose for your life. You're living that purpose. I don't need to tell you what it is or how to do it. If I want to build a decentralized economy, what I need to do is use my tools as an investment banker, an investment advisor, to help entrepreneurs like you figure out the business money side and do what you do.

I would encourage you to do is to have a business model where you have multiple sources of revenue and they are individuals. So in other words, you are decentralized in your sources of revenues, and that's why I like the 1,000 true fans so much and what I would like to see you do is build 1,000 true fans and then the educational institution because I think those are very deep, long-lived things, and then add the endowment. It's a chicken and egg thing, which you do first or second, but you want to support yourself at retail, not wholesale. Does that make any sense?

MARCIN JAKUBOWSKI: At retail, not wholesale? Meaning we're charging real money for our experience or what do you mean by that?

C. AUSTIN FITTS: Individuals and many of them to support you.

MARCIN JAKUBOWSKI: Individuals and many of them.

C. AUSTIN FITTS: So you're not dependent on an institution that can just change its mind.

MARCIN JAKUBOWSKI: No, that is becoming very clear to me.

C. AUSTIN FITTS: And the way to have thousands of individual supporters is to provide a service and that's where the education can make an enormous amount because most humans need a human contact to learn. They can't just download open source plans and do it themselves. Some can but they need a social experience. We should have a whole conversation about morphogenetic fields, but they need to plug into the field and you need to create and build fields. So it's a longer road to build that individual support but it is what will be deep and politically enduring.



MARCIN JAKUBOWSKI: So going back when you hear me saying this year, we're going to develop our techniques further. 2014-15 is accelerated innovation to get the set finished by the end of that. That's a very ambitious goal. Do you think that's realistic or am I fooling myself?

C. AUSTIN FITTS: I don't know. I would need to know more and to have seen these things. The reason I said I would come through when I drive back is I would love to be around when you do a workshop or a design sprint and understand more because I don't have a picture in my mind. I think very mathematically, so when I talk about something like the question you just asked, I have a picture in my mind of the sources and uses of time. So I think in terms of money and time budgets and to understand something, I need to be able to simulate conceptually the time budget in my head and I don't understand enough to be able to do that for what you just asked.

MARCIN JAKUBOWSKI: Right. This is really good. If this were not too good to be true, I would want to visit you and just continue some of these discussions. This is a lot of relevant stuff for me. I don't know if we can spend more time before that. Well, I mean this is extremely exciting for me. I don't know how you feel.

C. AUSTIN FITTS: Well, here's the thing. I feel like you're going right at the heart of what I was going at in the '90s. Now I've had to back off and do what I can do that's economically viable. I can only do what's economically viable and but I feel like you're driving to that point so I get a deep satisfaction of at least I can help you do that. So I get some visceral joy out of that.

MARCIN JAKUBOWSKI: Yes, yes, and it's for us, so yes, you're working with the economics. We're redefining them and that's an exciting thing.

C. AUSTIN FITTS: They need to be redefined. Yes, they need to be redefined.

MARCIN JAKUBOWSKI: Absolutely. Okay, Catherine, thank you.

C. AUSTIN FITTS: And we're in cahoots.



MARCIN JAKUBOWSKI: Yes. Thank you for existing.

C. AUSTIN FITTS: Thank you for existing. Bye.

MARCIN JAKUBOWSKI: Okay, take care. Bye-bye.

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