



NOVA ROMA REBORN

A discussion paper

BY

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CONTENTS	PAGE
INTRODUCTION	1
TEN YEARS ON – STRESSES AND STRAINS	3
STRUCTURES AND SAFEGUARDS	12
AN ECONOMY OF ACTIVITY	22
CURRENCY POINT (CP) SYSTEM	37
THE MACELLUM – SKILLS & ABILITIES MARKET	49
CONSORTIUMS AND CORPORATIONS	52
COLLEGIUM AND SODALITAS	57
COMMUNITY STRUCTURES	60
THE SENATE	76
MAGISTRATES	89
THE LATIN RIGHT – <i>IUS LATII</i>	94
ASSOCIATED GROUPS	97
LEGAL SYSTEM	100
A NEW ROLE FOR NOVA ROMA INC.	107
CONCLUSION	123

NOVA ROMA REBORN

INTRODUCTION

This discussion paper was written following the rather pointed debates over corporate compliance, which brought into sharp focus the incompatibility between the demands of the laws and legal principles of the modern world and the laws and legal principles of a Roman republic. This is not the only issue however that confronts Nova Roma, for there is a wider problem.

I think there is a universal understanding that something has to change, but exactly what that “something” is opinions differ widely on. One constant sense of common ground is that we need to somehow find the means to focus on areas of growth and creativity, rather than marking time locked in disputes over politics and legal issues. Politics and legal conundrums will always be with us, but we need balance.

When looking at the problems that face Nova Roma it seemed to me that the issue wasn't about the specifics of this law or that section of the Constitution, or who said what or did what to whom. Those are just the symptoms of a wider malaise.

I have concluded that we have a structural problem, and in organizations of any type the structure is vital, as it should provide a supportive framework that propels its members along a certain road, clearly marked and delineated. The precise direction, incline and size of the road may change, but there is an absolute necessity for the structure to provide the building blocks and material necessary to construct that road, and prevent it from straying too far from the predefined end point or into areas of danger.

In the ten years of Nova Roma's existence the structure hasn't evolved that way. We knew once, in a very vague way, where we wanted the road to go, for our Declaration speaks to that. Even over that there is much debate over the validity of the end point of a sovereign state, so there isn't unity of purpose over the final destination of our journey.

NOVA ROMA REBORN

A Roman road is straight, running from point A to point B, whereas by contrast the Nova Roman road only extends a short distance from our gates, and then it becomes a circular and muddy path, then a faint track, that has frequently detoured into the swamps of internecine conflict, and as travelers we never move away from the starting point, just plod around and around it, year after year.

This is the malaise we suffer from, rudderless and circular wandering that becomes frustrating and causes the focus to shift onto this rock or that boulder of illegality or unconstitutionality that occasionally drops onto the path. We spend hours, days, weeks, months, even years either trying to remove that obstacle or defend it, depending on one's viewpoint, but while we all know the path is circular we have not, yet, equipped ourselves with the tools to be able to redirect the road in a straight line towards a set goal.

In this discussion paper I do not offer an end point to the journey, but I do offer the building blocks, materials and tools necessary to construct the road that Nova Roma must at some point construct and step onto. If we do not, then we will remain locked in a cycle of circular plodding around our well trod and muddy little path, trapped in irrelevance and a descent into oblivion.

CN. IULIUS CAESAR

NOVA ROMA REBORN

TEN YEARS ON – STRESSES AND STRAINS

Nova Roma is over ten years old. It is a unique organization with tremendous potential. While progress has been made in some areas of its loosely defined goals it has also become heavily mired in internal issues.

The root of Nova Roma's problems are not corporate compliance, the status of the Religio, the Magna Mater Project, the provinces, the Constitution, poorly written laws, the trial system, or any other of the myriad of issues.

While these are significant they are not individually or collectively the cause of the failure to expand Nova Roma to its full potential. No one person, or group of people, in the past, present or even in the future are the root of the problem, but instead the problem lies in the very structure of Nova Roma.

The explosive elements

Think of this in terms of chemistry. Two elements exist, the corporate element and the republican element: Nova Roma Inc. and the Respublica. On their own they are benign, but when they are brought into contact with each other they become unstable, combustible, and even explosive. These are the same two elements that have been placed together in the same box labeled Nova Roma.

The various laws that regulate the operation of a non-profit society consistently conflict with the demands of a Respublica. The democratic ability to vote someone off the Board of Directors, to remove Officers of the corporation, exists at law. Wherever Nova Roma is incorporated there will be mechanisms for the members of that corporation to assert themselves in ways that are not compatible with a Respublica.

NOVA ROMA REBORN

Democratic rights to access macronational justice systems to right wrongs exist and cannot be denied, yet are not compatible with a Respublica. Oversight by state or national government departments is unavoidable, as are the rules and regulations they impose, but this oversight is not compatible with a Respublica. It is neither possible nor desirable to ignore the realities of the corporate requirements, yet to admit them destroys the concept of a Respublica.

The current struggles over corporate compliance have become so bitter because one side views the attempt to ignore or downplay the need for absolute adherence to the demands of state law as absolute folly, yet the other side views even talking about these issues as an unwholesome intrusion into the life of the Respublica. Not only are the two elements incompatible and ultimately explosive, so too are the adherents of compliance and Respublica.

Possible solutions

Some have mooted starting again. Others have mooted incorporating elsewhere. A few have advocated un-incorporating. More than a few people wish the whole issue would go away. Some feel that if one group left the problem would be solved. The group that some think should leave also interestingly think the solution is for the others to leave. None of these are necessary or the answer.

The solution is to remove the two elements from the box and place them into two separate boxes, insulated from each other, and then connect the two boxes together. The corporation will be connected to the Respublica, but each will be able to function on their own without coming into that explosive contact.

Imagine a corporation that is fully compliant with all regulations and laws and at the same time imagine a Respublica that is fully Roman and devoid of interference and unaffected by the requirements that affect the corporation. Imagine a steel rod welded between those two boxes, that effectively makes them one object comprised of two parts, each interdependent on the

NOVA ROMA REBORN

other's existence, but each unaffected by the differing requirements to make the other successful. A symbiotic relationship that is mutually beneficial, devoid of the conflicts over the needs of the corporation and the needs of the Respublica, yet at the same time each true to their inherent needs and both stronger by virtue of that, and by virtue of the strength and integrity of the other.

With the separation of the two components into distinct yet interdependent parts of the same object that is Nova Roma, the problems should be solved, one would imagine, however they will not be cured just by this very necessary alteration.

Low stakes

"There's a saying I remember from my master's program that the fights were so bitter among academics because the stakes were so low. It reminds me of NR."

Decius Iunius Palladius Invictus

There were never truer words spoken about Nova Roma, for the stakes are so low and what penalty do any of us pay for this abject inability to make Nova Roma a functional structure? The answer of course is nothing.

The stakes are low because we have nothing of value in the pot. What defines success in Nova Roma? Some may define individual success as being elected to a magistrate's position, most typically Consul because that will enable a person to, in theory, have the necessary clout to make things happen. What risks does one run by failing as Consul? Who defines failure? What investment is necessary to achieve this position? While the position of Consul is examined, the comparisons and analysis could equally apply to any magistrate, indeed any elected or un-elected position, in Nova Roma.

NOVA ROMA REBORN

In Ancient Rome the Consulship was the pinnacle of a struggle up the *cursus honorum*. This was a costly business, in terms of time, effort and money. By contrast in Nova Roma it costs nothing to stand for election, and if you have enough friends with sufficient influence and have been relatively uncontroversial your advancement to office could be said to be if not a foregone conclusion, highly likely. Within a relatively short space of time someone can propel themselves up the Nova Roman *cursus*.

A Roman Consul faced all sorts of challenges, wars, pestilence, famine, political unrest, and revolts, to name but a few. A thoroughly unpopular Consul might have a rough walk home from the Curia to his house. In the late republican period we read of the increasing levels of unrest, but social disorders had been common throughout Roman history. Being unpopular could be unpleasant for the individual concerned. For the Senate unrest could lead to a breakdown of the social order. Errant magistrates could quickly find a forum full of angry faces, and the Senate was frequently faced with only being able to push so far, before the people pushed back. The balance that Polybius extolled was clear, Magistrates, Senate and People. Each was a check to the other.

A comparative analysis on investments

Now contrast that with a Nova Roman Consul. Do citizens form at his front door? Does he try to sleep at night with the shouting of an angry mob baying for his blood? Does he fret, as did Cicero during the Cataline conspiracy about assassination? Of course he does not, for an unpopular Consul in Nova Roma simply has to walk away from the computer to escape any odium or unrest.

What investment is at stake if he ignores public opinion? What defines public opinion? The relatively few posters on all sides of debates in Nova Roma hardly constitute public opinion. A Consul could be forgiven for dismissing outrage as faux, manufactured for political reasons. A Consul could be forgiven for ignoring dissent for the system does nothing to require attention

NOVA ROMA REBORN

to be paid to it. The stakes are low because the system that is Nova Roma is designed, intentionally or unintentionally, that way. It makes relatively few demands.

So a Nova Roman Consul is insulated from the pressures that faced his Roman counterpart. The issues that are faced in Nova Roma are infinitesimally microscopic when set against those of a Roman Consul. There is of course simply no comparison, and therein lies the problem.

When the stakes for failure are low to non-existent and when the structure reinforces that absence of risk by an absence of a system that recreates the Polybian checks and balances between Magistrates, Senate and People, then the stage is set for the balance to tip, and due to our focus being on the Consuls as the main catalyst for activity in Nova Roma, the balance tips heavily towards their agenda.

It has to be acknowledged, from the position of one who has not held the office but has been Accensus to two Nova Roman Consuls, that regardless of who holds that office, it is far from an easy job. The Consuls too pay the price for the stakes being low. With nothing to lose opposition to a whole consular agenda can quickly materialize, because if the government of Nova Roma fails no one loses anything, in stark contrast to the failure of government in ancient Rome.

Now examine the contrast between the time, effort and money a Roman Consul expended and the value of those three factors as investments inside of Nova Roma. Consider if these three are essential investments, or optional.

Time:

Firstly examine the value of time. Is time not an investment? At face value yes, but time is an essential investment, for without it one could not experience Nova Roma. With no time invested one could not post or read posts, let alone hold office. There can be no doubt that some people invest more time than they should in Nova Roma. For some time is money, and time spent on Nova Roma is less time to make money. Equally some people feel robbed of

NOVA ROMA REBORN

their time when they have to concentrate on topics that don't inspire them and which hold little interest for them.

So time, while being both an investment and valuable, is not an investment that has proved effective as a commodity. Withholding time will not alter the balance, or cause it to return to a state of equilibrium. Investing time equally does not achieve that. Time is not a requirement to holding office, but it should be. How does one audit the time claimed as being available by a candidate for a magistrate's position? It is impossible. If a claim that if elected the candidate would have time available for the position is subsequently proved to be patently false, what repercussions are there? None, so logically time does not fulfill the criteria to be deemed an investment for the purposes of the Nova Roman model.

Effort:

Secondly examine the value of effort. What effort is required to stand for Consul in Nova Roma? Given the small nature of our central, or on-line, community and despite being scattered all over the world, most regular posters are well known. Making the decision to stand is a relatively effortless one, though no doubt some successful candidates have had cause to later regret that they hadn't expended more effort in the decision making process. There is no effort involved in putting one's name forward, a few keystrokes and the job is done. Depending on who backs a candidacy, there maybe a degree of effort involved in canvassing for support, but even a number of telephone calls and emails could hardly equate to an investment of effort, for this is not required. One can run and possibly be elected with no effort.

Therefore as long as some bare minimum of qualifications have been met, a candidacy will be accepted. From that point until the close of the ballot there is no actual expenditure of effort necessary, no obligation to do anything. In fact one could argue that if your backers have sufficient influence then doing anything could be unnecessary and possibly even counter productive. There is no party machinery that requires anyone to perform to a certain level, to make a set number of posts, to canvass the voters or to present an electoral program.

NOVA ROMA REBORN

After election is any effort required? As we have a collegiate magistracy system if a Consul has an active and involved colleague then there is no requirement to invest anything. A number of Consuls have operated essentially on their own, due to their colleague either being legitimately unavailable or simply vanishing for periods at a time. So logically since these Consuls who, for whatever reason, invested the bare minimum of effort still survived to the end of their term, and did not suffer any real penalty for that lack of effort, it cannot be said that effort is a requirement for the position.

Therefore effort as an investment is optional, not mandatory and its absence does not spell ruin or disaster for a consular candidate or for a Consul holding office.

Money:

Thirdly examine the value of money. Can money become the common denominator for this elusive investment that will cause the stakes to become higher? Can money alone invested in Nova Roma act as a rebalancing factor? Can money check the power of a magistrate? It can be proved that it cannot do any of these things, for firstly whether money is invested or not, there is no risk to that investment if a citizen does not participate or if as Consul he does not perform. Once money is donated then it has gone beyond the control of the citizen. No one will destroy that money, return it or send it elsewhere than the treasury. Whether he donates zero or a thousand dollars is irrelevant. It won't buy him anything in Nova Roma, it won't benefit or hinder him whether he donates or not. Nova Roma does not stand to lose his donation in the event of poor performance.

Secondly there is a practical problem with money being an investment, namely that some citizens are unwilling to make regular and substantial donations because they see nothing done with the money Nova Roma already possesses. On the other hand other citizens are unwilling to invest money because they see it by their definition being frittered away. Yet more citizens cannot invest money due to the financial pressures of life.

NOVA ROMA REBORN

Clearly money is not an investment for these purposes because firstly once donated it is gone and does nothing to further the goals of the citizen who donated to Nova Roma. Secondly donations are not required and in any case the vast majority of people give for altruistic reasons, not to receive anything other than at best a tax receipt, which they may or may not utilize.

Conclusion:

If time, effort and money are not mandatory investments for magistrate to perform their roles in Nova Roma and there is no effective way to enforce such investment, what is the alternative? One approach is to basically write off that year of office and wait it out until the next incumbent takes office and hope that he or she will perform better. This approach is predicated on the presumption that Nova Roman voters will eventually become more discerning in their selection of which candidate to vote for. That is an ideal; the reality however virtually assures that even if voters did become more adept at picking good candidates for magistrates positions not much would change, because the system does not demand any investment or evidence of previous successful commitment.

What if all the candidates available fit the same stereotype of being disengaged? What if there is nothing to clearly indicate, to voters who may know them by name but haven't had the opportunity to judge them face-to-face, that their platform is built on sand? How does one measure the worth of a candidate in Nova Roma? Is there an objective measure that one can use, which isn't based on endorsements, which if supportive are virtually always going to hype the supposed skills and abilities of a candidate? If the system doesn't demand time, if the system does not penalize a lack of time invested and lastly if it doesn't provide a means of tracking time invested, then time cannot be the factor. The same limitations are present regarding effort. Lastly given the disparity of earning power in a worldwide group, it is patently unfair to use money donated as a measurement. What other element can be used as an objective measurement?

NOVA ROMA REBORN

Nothing exists in the structure to fulfill this role. So the basis of the vast majority of our problems lies in the absence of any commodity that people want to possess, that people need to possess in order to advance inside Nova Roma. A commodity moreover that has to be worked for and which is not handed out for nothing and whose existence is a positive enhancement to Nova Roma. Once this commodity needs to be earned, the time that citizens allocate to Nova Roma will become even more valuable, far too valuable to spend on battles in the continual struggles that grip the community.

A golden age

This commodity would need to be built into the structure of Nova Roma, woven into its very fabric and upon which everything was dependent; a commodity moreover that all could have potential access to in order that a level playing field was created. The generation of this commodity would need to be linked to activity, and it should reward excellence.

In what follows it will be demonstrated how to achieve the structural integrity of creating linked but devolved entities of the Corporation and the Respublica and how to create this commodity and the system necessary to bind it into the body politic. It will also be shown how these two developments can lead to a resurgence of the idealism present when Nova Roma was founded, and how we can move towards professionalism and productivity in all aspects of community life.

The methodology outlined here will allow for a re-birth of Nova Roma, still intact with its history, but cast in a stronger metal than before, a metal that is flexible, durable and far stronger. In short this is an agenda for a move towards a golden age in our development.

NOVA ROMA REBORN

STRUCTURES AND SAFEGUARDS

Two parts of the same whole

The Corporation and the Respublica are clearly incompatible. Neither can develop as fully as they both need to under the current model of one shell containing two distinct and divergent parts. The demands of one side will always negatively impinge on the growth and development of the other.

Currently the corporate identity of Nova Roma Inc. is a non-profit one regulated by the laws of the State of Maine, USA. The regulations that have been at the center of recent disputes only apply to non-profit corporations. Private companies are freer to organize themselves however they wish.

The solution to this conundrum of competing values and demands is to separate the two elements, corporate and republican. The corporate side would remain as a non-profit corporation, still registered in Maine. A private corporation, also registered in Maine, would represent the republican element. The sole objective of creating this second entity is to free the Respublica from the requirements of meeting the demands of State laws and regulations, which if applied fully, instead of implied congruence, would effectively destroy the concept of a functional structure operating as a Roman republic.

Therein lies the problem, for to protect the corporation fully those laws and regulations have to be fully adhered to. The reluctance to push for greater compliance and settle for a nebulous congruence, whose validity may change from the interpretation of one official to another, is understandable. To go too far down that route would nullify a functioning Respublica, yet not to go down it is laden with risk as well.

NOVA ROMA REBORN

The non-profit corporation would continue to be called Nova Roma Inc. It would become fully compliant with State regulations and its internal structure would mirror that of traditional non-profit corporations. It would have an elected Board of Directors, elected officers, representation from across the spectrum of Nova Roma life. It would control the finances and all assets whether real, software or intellectual.

The Senate would form the private corporation. Its function would be to utilize all of the assets of Nova Roma, except finances, to provide for the members of Nova Roma Inc. a Roman republican environment. For ease of reference from now on this entity will be called Respublica Inc. The members of Nova Roma Inc. would continue to be considered citizens of Nova Roma. They would retain all the rights and privileges as before. Respublica Inc however would own the environment of the Respublica. This would be a virtual construct, using the loaned assets such as the Wiki, the Censorial tools etc., which Respublica Inc. would act as custodians of and be authorized to improve in all areas, excepting those which required financial expenditure.

By creating this separation of roles, what happens in the Respublica is the sole province of Respublica Inc. The latter will not be required to comply with non-profit stipulations and laws, because of its private nature. Therefore the development of a functioning Roman republic can begin in earnest, free from interference or action by State government and agencies. It should of course be noted that other requirements will still have to be complied with, such as filing returns for Respublica Inc. and abiding by federal and state criminal codes.

The biggest problem of non-profit corporate compliance intruding into the life of the Respublica will however be eradicated. As far as IRS tax filings are concerned, no payments will be made to Respublica Inc. Membership dues, formerly referred to as the tax, will become proper dues, mandatory and inescapable and paid to Nova Roma Inc.

There will be no visible representation of Respublica Inc. It will function behind the scenes. None of the tools such as the Wiki will carry any logos other than Nova Roma's. With no

NOVA ROMA REBORN

control over money, with no assets, the tax filings and corporate filings will be very straightforward and simple.

Respublica Inc. in its role of custodian of the Respublica environment would act, through the Senate, as the management company. In much the same way that owners of an office tower block hire a management company to tend to the needs of tenants, so too would Nova Roma Inc. create a legal contract between itself and Respublica Inc. to perform the same role on its behalf for the benefit of its members. The Senate would manage and care for the republican environment, overseeing its development and adherence to the historic model.

It is not appropriate to place any assets owned by a non-profit, purchased through the efforts of its members, under the ownership of a private company, which those members have no control over. Thus Respublica Inc. cannot own assets, just have them made available to utilize. Everything remains under the ownership and ultimately under the control of Nova Roma Inc.

Remember the analogy of the two boxes joined by the steel rod. The corporate structures of Nova Roma Inc. and Respublica Inc. are the boxes containing the corporate element and the republican element. The two still have to be joined together in a legal manner that facilitates and permits Respublica Inc. to act as the management company for Nova Roma Inc. That mechanism is in the form of a Service Contract, which is discussed further below.

Currently the Constitution serves a dual purpose of being part of the by-laws of a corporation and also the guardian of rights and privileges of a Respublica. Upon the separation of corporation and republic the Constitution can be eliminated as redundant. Respublica Inc. would have its own Articles of Incorporation, as would Nova Roma Inc. Since the Constitution has served a central role in Nova Roman life, exactly how would the Constitution be eliminated from the life of the Respublica? Where would the protections and expectations and other rights, formerly in the Constitution, be articulated? Citizens would need to see that their rights are protected and the organs of the Respublica, Senate, Comita, Collegium Pontificum would need to feel confident their interests have been protected, ideally in a far stronger manner than

NOVA ROMA REBORN

the Constitution has ever managed. The nature of the Constitution requires some examination in order to best determine how to extract its protections and where best to place them

The Nova Roman Constitution

The purpose of the Constitution is to protect the *Religio Publica*, protect the state and protect the people. It prescribes limits on powers, establishes rights, creates means of redress and outlines the structures of Nova Roma. The rationale is that there have to be barriers to deliberate attempts to subvert rights and roles and that while serving as part of the by-laws, this imbues the document with the necessary legal weight to serve a proctor of the *Religio*, the Senate and the People of Nova Roma.

It has however proven consistently ineffective as a barrier as its protective walls seem to be frequently breached and it only succeeds in those most blatant cases where no credible re-interpretation of its sections is possible, and only then if enough opposition is raised to the action that it is claimed flouts a particular section.

Additionally the language used is far from clear, comprehensive or effective for the task intended. This creates situations where a genuine lack of comprehension as to meaning exists, while in other cases that level of doubt has been clearly exploited in order to find ways to circumvent sections found to be troublesome.

As with any by-law or law, it cannot survive and be relevant on its own for it is just words. It needs the support of the community if it is to have any validity. As a watchdog of Nova Roma it is singularly toothless and always it seems reactive. It can be, some argue, broken with impunity. Many wish it gone for a variety of reasons, not least of which it isn't Roman. This begs the question, under *Respublica Inc.* would the Constitution be necessary and could some other method protect the *Religio Publica*, the state and the people? To answer this it is necessary to examine in greater detail what the Constitution seeks to do.

NOVA ROMA REBORN

The structures and offices of a Roman republic are delineated in the Constitution and part of the intent is clearly to outline the limits of the structure, namely republican not imperial. The structures of the Religio Publica are outlined along with its various offices and duties, together with its supremacy. Likewise the Senate and Comitia are described. These high level descriptions established the skeleton for Nova Roma, and if the Constitution is to be replaced a way must be found to ensure that its role in creating an inviolate skeleton is duplicated, but also a goal must be to ensure that the replacement methodology is stronger, more impermeable to assault and subversion than its predecessor.

The rights of citizens have to be protected too. People contribute, in varying degrees, time and money to Nova Roma and in return they have a right to expect that the organization establish a code of conduct and standards of behaviour that it expects those that hold office to abide by. The fairly basic protections for citizens, guaranteed by the Constitution, need to be preserved and enhanced and strengthened by suitably dire means of redress.

As much as the Respublica owes a duty of protection to the citizenry, they too owe a duty to the Respublica to protect it, but that duty is predicated on two standards being met. Those are that firstly the Respublica actually does protect its citizens to the fullest extent possible within the area of its operations and secondly that the Respublica asks nothing illegal of its citizens or places them in jeopardy of civil liability or criminal prosecution under national or state laws.

That means that citizens have no duty to protect an organization that allows its own rules to be flouted. That also means that citizens are not required to place themselves in legal jeopardy, for it is the inherent duty of the organization to ensure that its mandate to protect its citizens is also met by not placing that liability either deliberately or negligently upon the shoulders of citizens. It is not responsible, productive, moral, or legally defensible to do so. The necessity for balance throughout the organization also extends to duties and obligations. Therefore the replacement methodology for the Constitution needs to include sanctions for both people and state, should one fail to meet its obligations while the other abides by its duty. The Senate as the Board of Directors of Respublica Inc would have an obligation placed on them in the

NOVA ROMA REBORN

Service Contract between Nova Roma Inc. and Respublica Inc. to maintain a specified level of service for the citizens.

The Service Contract

That level of service would be spelled out in the contract and would include specific obligations to maintain a republican structure, to ensure the supremacy of the *Religio Publica*, yet at the same time to protect the rights of other cults, to ensure that the offices of state were open to all in a non-discriminatory manner, that public opinion is heeded and due regard given to the ultimate supremacy of the people, that rights to privacy are preserved and protected and that private property, which is defined to include lists and corporations and consortiums etc., are also protected from appropriation by the state.

This is a sample, not an exhaustive list, but the respective elements concerning structure and rights contained in the Constitution will be expressed in the contract, together with a sliding scale of penalties for a failure on the part of the Senate to meet these contractual obligations.

The ultimate penalty would be the termination of the contract and cutting the Senate and magistrates off from access to the software tools necessary to administer the Respublica. The censorial database and tools, all software, lists, Wiki and CP would remain the property of Nova Roma Inc. Respublica Inc. comprised of the members of the Senate, would have an obligation to administer the Respublica, develop policy aimed at supporting the visions, goals and projects of Nova Roma Inc.

A failure to do that on a consistent basis or to ensure that actual or potential breaches of the obligations in the Service Contract were not addressed and fixed through restorative or preventative measures would be an abrogation of those obligations. Termination of the Service Contract would require a 2/3rds vote by the BoD of Nova Roma Inc. and a confirmation vote by the members of Nova Roma Inc. by a straight majority, based on one member one vote.

NOVA ROMA REBORN

The Nova Roman Board of Directors could thus by virtue of the terms of the Service Contract neutralize the Senate. Here again a Polybian balance is necessary, for if the objective is to create a functioning Respublica, then clearly having another Board of Directors being able to dismiss the Senate would be a complete negation of the principles of a Roman republic.

The Senate of antiquity could not be dismissed, and nor should the Nova Roman Senate. In the ultimate crisis, what instead would develop would be a strangulation of the Senate's ability to function and an eventual collapse of the system of government within the Respublica.

The Senate would have a choice, comply with the terms of the Service Contract or continue to be prevented from operating, with attendant catastrophic results. Then it would become a test of public opinion, through the one software tool that would remain functioning, the opinion polling routines. The people could register their opinion of the crisis and that result would either endorse the BoD of Nova Roma Inc. or the Senate, or neither.

So the Service Contract could accommodate those elements of the Constitution to which it is appropriate to bind the Senate to protecting at all costs, upon failure of being possibly relegated to irrelevance and administrative impotence. Resistance to Nova Roma Inc. would in all likelihood indeed be futile, but the principle of the independence of the Senate would be preserved. The decision whether to comply or not as the state ground to a halt would remain the preserve of the Senate, and thereby keep its fate firmly in its own hands.

Depending upon the level of intransigence of the Senate it may take time for it to reach that level of compliance. There is a possibility too that the opinion polling would reveal strong support amongst the people for the actions of the Senate in such a confrontation, something that the BoD of Nova Roma would do well to note and react accordingly to.

So if the Senate, as the BoD of Respublica Inc. is bound by obligations in the Service Contract, so too should the BoD of Nova Roma Inc. The latter needs dominion over the non-profit arm of the organization, developing projects, reviewing long term goals, working with groups that

NOVA ROMA REBORN

prefer to work with the non-profit corporation than the Respublica, while the latter needs dominion over the Respublica and life within it.

Both groups need to work towards the same goals, but the Senate has a right to expect the BoD of Nova Roma Inc. to support its decisions within the Respublica and assist in enforcing them, so long as they have met all their obligations under the Service Contract. Both the BoD of Nova Roma Inc. and the Senate as the BoD of Respublica Inc. need to be both self-supporting and yet mutually supportive in times of need.

A collegiate partnership is required, but ultimately Nova Roma Inc. would still be the owner of the assets and the people would still be citizens of Nova Roma, not of Respublica Inc. The difference under this model is that both Nova Roma Inc. and Respublica Inc. would recognize and respect the will of the people, for if in the event of a failure on the part of the BoD of Nova Roma Inc. to support the Senate, the court of public opinion swung behind the Senate this could lead to an emergency general meeting of Nova Roma Inc. and the dismissal of the BoD of Nova Roma Inc. by the will of the people.

Therefore the by-laws of Nova Roma Inc. must contain the ability for an emergency general meeting to be called. That means that if the Senate commands public support of a specified and substantive amount in the clause to call an emergency meeting, the BoD of Nova Roma Inc. can be called to account for a failure under the contract to support the Senate. The Service Contract must bind both Nova Roma Inc. and Respublica Inc. to its terms in perpetuity, unless its terms should be so egregiously broken that a termination clause is activated.

Thus the people are the link that also binds both the BoD of Nova Roma Inc. and the Senate together, in addition to the Service Contract, but through the mechanisms of the opinion polling software the voice of the people could always be heard. While no system is perfectly balanced, this one is far better balanced than the current system in Nova Roma Inc. In respect of the people, they too have obligations and these would be spelled out in the Nova Roman *mos maiorum*, an actual document.

NOVA ROMA REBORN

The Nova Roman *mos maiorum*

In one sense it could be considered presumptuous that Nova Roma would consider it's own *mos maiorum*, firstly having existed only for such a short span of time and secondly because much of what was done before and could be considered as custom, is in fact erroneous or in conflict with the Roman *mos maiorum*.

The fundamental problem is that if we ask people to follow the *mos maiorum* of the ancients that begs the questions what is it and where is it? There is no one comprehensive set of do's and don'ts, relevant to Nova Roma and drawn directly from the experiences of the ancient Romans.

The ancient *mos maiorum* was a hodge-podge of customs, rules and laws. Romans were weaned on this value code from birth.. It also changed, sometimes over the course of generations, sometimes as a result of an internally generated legitimate necessity to change to deal with emergent issues, and sometimes as the result of external, and maybe illegal, reasons. These changes were not neatly catalogued and indexed allowing for an evolving and accurate summation. Additionally the different interpretations of events or values results in a skewed and very fragmented account to even draw individual conclusions from.

The Nova Roman *mos maiorum* can be regarded not as a re-statement of *the mos maiorum* of the ancients, but as a Code of Conduct or Terms of Service for all those who participate in Respublica Inc. It would establish basic rules of participation, basic rules for the continuance of the structures of the Respublica. In the future elements of the ancient *mos maiorum* would continue to be added, so that the result would be a document that was a product of old and new. These could include principles, desirable customs, and essential elements of Romanitas. With regular research and updating this will morph from a simple code of conduct into an excellent guide for aspiring citizens, new citizens and a reminder to well-established citizens of what the Respublica expects from them. This will be a standard of behaviour to live one's Romanitas by and a common yardstick for all.

NOVA ROMA REBORN

New and existing citizens would regularly re-affirm their agreement to abide by the Nova Roman *mos maiorum* at Census time and upon election for example, and the consequences of a failure to do so could incur a censorial nota or ultimately denial of access to Respublica Inc. Under such circumstances this would not equate to expulsion from Nova Roma Inc. but the details of what would have had to be a serious infraction, or a series of continuing lesser infractions, would be reported to the Board of Directors of Nova Roma Inc. for consideration of what if any further action to take. The process for the denial of service would be regulated and following strict and clearly published guidelines and would still be subject to *provocatio*.

The Censors should have charge of the *mos maiorum* and be responsible for its revision and updating, and sponsor the necessary research for this purpose.

The new safeguards

An actual Constitution for the Respublica is therefore not necessary. Far better results, with far stronger enforcement tools and sanctions against Nova Roma Inc., the Senate and the people for a failure to meet the contracted obligations and terms of service can be achieved, than with a Constitution that consistently failed and was consistently failed in turn by those that should have protected and respected it. It was a valiant attempt, but ultimately its lack of enforcement tools and consequences was its undoing. That mistake will not be repeated.

Of particular relevance to current debates is the beneficial result of strengthening the internal enforcement tools, thus eliminating the need for citizens to seek external legal redress through the national courts.

NOVA ROMA REBORN

AN ECONOMY OF ACTIVITY

In order to create the missing incentive discussed earlier, a commodity that is universally accessible to all has to be created. The solution to this can be found in the current Century Point system. Century Points are awarded on a set scale for civic service in specified positions. The accumulation of these points is what propels a citizen through the voting centuries, with more points elevating one into the centuries with smaller numbers of voters. At the lower end of the scale a citizen's vote can be one of twenty for example. At the higher end it could be one of two. Therefore the more Century Points one acquires the more influence at times of voting one can exert. This is thoroughly Roman, and it also makes for sound common sense that the more one achieves the more one's influence grows.

The fundamental problem with this construct lies in the fact that earning Century Points is tied to achieving elected or non-elected office, which in turn as has been shown does not require any mandatory investment. Office can be gained by contacts and endorsements, but ultimately there is no objective measure to determine whether someone has truly worked for the Century Points.

The commodity that needs to be created is a system of points that are awarded on merit, and that reach into all aspects of the Respublica and which every one can have equal access to and an equal chance of earning. This is the Currency Point system and the purpose of re-designing the Century Point system to the Currency Point (CP) system is not to simulate an economy for its own sake, but to create an interlinked set of conditions that creates an incentive to engage in project work, to share skills and abilities with other citizens, and to add value and meaning to civil service. The resultant increase in purpose driven activity of a positive nature will enhance the appeal, growth and validity of Nova Roma.

The current Century Point system is lacking in incentives to excel or compete. It is part of human nature to take pride in one's accomplishments, but simply holding an elected office for 12 or 24 months, where at times elections are uncontested, and where there is an inherent

NOVA ROMA REBORN

bias in the system not to “rock the boat” does not necessarily merit the increase in influence that occurs as a citizen moves into the smaller centuries, and since Century Points are allocated for service regardless of performance or input, the result is an award of points for possibly doing very little. By contrast all the excellent work that many citizens do on their own accord is not credited under the current system, which is inherently unfair.

Under the Roman system wealth dictated the positioning in the centuries. In Nova Roma purpose driven effort should fill that role, for that surely is our wealth in an organization dedicated to restoration and reconstruction. If that is so, then who can deny that all effort should potentially be rewarded, not just the act of holding office, which does not necessarily imply that any competition for the position even existed, or that once in office any effort was actually expended.

Citizens primarily inspire the birth of many projects in Nova Roma, with few projects being purely generated by debates within the Senate. Granted that a number of these projects have been explored before, with varying degrees of success, but the paucity of policy making from the central policy making body has contributed to the stagnant nature of Nova Roma Inc. Taking ideas and projects in their infancy and blessing them with the senatorial seal of approval is not the same as generating those ideas from scratch.

There is the belief that little can be achieved in Nova Roma Inc. without the cooperation of influential individuals, preferably who command influence within the Senate, and if these people happen to be magistrates, so much the better. The Senate has become a microcosm of the Main List, where truncated forms of the same battles are fought out over agenda items, proposed and supported, if not originally devised, by the Consuls of the year.

This belief is not true for the initial stages of a project, where the synthesis of ideas and energy of citizens becomes a driving force, for awhile. Then often the project hits the brick walls of lack of money, human resources, external influence and contacts. Frequently at this point the project activity begins to slow, while support is canvassed. Time ticks by and there is little

NOVA ROMA REBORN

progress. Maybe lobbying is taking place, and maybe the life force of the project is just draining away. Before long nothing substantive is happening on the project.

So while the belief that projects need to be blessed by those with influence, the perceived movers and shakers in positions of authority, isn't true to a point, once those impediments are reached then their assistance is necessary to press forward, and that doesn't always happen. The project may not be considered viable by the Consuls, it may not be a top-priority for them, their agenda maybe full of their own projects, it maybe controversial with current or previous battles already fought over it or there maybe no intention to call the Senate due to absences and the time of year. Thus the project slips onto the back burner. The list, which is almost invariably created for it, sees the posts slow to a trickle and then posting dies completely. It may experience flashes of life, but if it follows the normal pattern it becomes another list people are subscribed to and eventually purge themselves from, one or two years later.

In about the third or fourth year since the start of the project, someone will post a brilliant idea in the forum that basically is the same concept. The response will be that this has been tried and has failed, or a project already exists or jaded silence from those who have already been around the loop of this idea and its now defunct list. Sometimes the whole project repeats itself, in its entirety and its almost inevitable and predictable result of another failure. If it doesn't repeat, then the citizen who had that inspirational flash retreats back into the shadows and may never bother to post again, discouraged by the negativity. This is a structural failure. Nova Roman projects rarely run along structured lines and with adequate planning, for the simple reason that not everyone is adept at this discipline.

There are a number of reasons for the failure of projects like this.

1. The lack of pre-commitment by the (nominal) policy-making forum, the Senate.
2. A lack of sponsors outside of the Consuls
3. Resource issues
4. A lack of incentive to participate and commit

NOVA ROMA REBORN

Not all projects end like this though. The coin project is an excellent example of how to succeed. Almost from the start the project members:

1. Ignored the few concerns over the project, focused on the support within the Senate they did have and pushed on.
2. Ignored the search for backers, and backed it themselves with their own energy.
3. Had the ability and commitment to invest their own money
4. Were dynamic, energetic and focused individuals.

Projects that have a minimum of those four components will stand a high probability of at least coming to fruition. Whether the project itself is a success depends on its nature, organization, fundamental premise and a degree of good fortune. Other projects may emulate the success of the coin project, but far more will not.

The Economy of Activity model will create the structures and technical tools for people who are dynamic, energetic and focused to either solely or as groups create opportunities for creative growth. By gathering together people with various skills either as partners or in an “employee” relationship, structures that will be termed consortiums and companies will be able to form, ready to bid for state contracts or pursue their own private ventures. CP will be flowing and providing further opportunities for more people. As with money, stagnant CP will be a sign that something is wrong, and provide a far better indicator to the Senate and *Ordo Equester* that corrective action of some form is required.

Consortiums will form quickly to take advantage of unexpected state contracts, or other projects or activity opportunities. Companies will take longer to establish both in terms of negotiating their creation, licensing required, yet have a legal identity within Respublica Inc. and their own CP balances.

This structural need not be just for commercial consortiums or companies. The same structures can be used for sodalities intent on raising CP to fund projects, land fund groups

NOVA ROMA REBORN

seeking to generate activity aimed at acquiring actual land or establishing a province by increasing citizen numbers through outreach work. The purpose of such a structure is to give a means of coordinated pooling of CP with controls over its distribution.

The structure itself serves the purpose of creating a framework and vessel for formalized ongoing cooperation and coordinated activity. If some people see a tangible investment and concrete structure they can commit to it more confidently than a simple Yahoo list or declaration. Something that grows or shrinks visibly, the CP balance, will focus the mind better than periods of silence on such a list that may or may not indicate inactivity and slow death of a project. A fluctuating CP balance is one, of many, tangible indicators of success or failure.

Granted many people will continue to donate their time and efforts for free, and that is so in any society, but by creating an incentive based environment others who wish to enter the cursus or play a pivotal role in the growth of the *Ordo Equester* or just simply succeed by their own definitions of success, can do so. Just as with money, CP only has one real value and that is the good that is done with it. Some people may simply hoard CP and the Senate will have to craft measures to ensure that excessive hoarding does not result in shrinkage of the EoA.

Other people may donate or loan some of their CP to assist others starting projects, for as the use of CP grows an internal market place based on effort and dedication will flourish. Offers of available skills for hire will be made for a negotiable or set rate of CP. The state will be able to offer contracts or projects for tender, with the most competitive bid winning. For example, a citizen bidding to complete research into the history of a particular colony for example, or for design of graphic art to assist in another project., where the bid would be to complete the work specified within the timelines set for X amount of CP.

Within the internal marketplace, the Macellum, people can advertise skills, rather than just products. This will operate only within Respublica Inc. Any products advertised for sale for money will be the domain of Nova Roma Inc. This does not preclude citizens offering goods for

NOVA ROMA REBORN

trade, in return for services, other goods or for CP. Respublica Inc. needs to encourage people with skills as well to advertise in the Macellum, with the objective of making it into a research tool for people who have a concept for a project, but not sufficient technical skills to take it from the conceptual design stage to the development stage.

An example of how this would work would be that Citizen X advertises that he has a professional level skill in web page design in the Macellum. Meanwhile Citizens Y and Z are putting together a consortium to bid on a state contract to design a web page for a new project. They have some skills in this area but need to involve someone else with greater ability. They contact Citizen X and he provides a quote. While he is skilled in the design side he doesn't have the aptitude that Y and Z do for crafting a competitive bid, nor the knowledge of the subject matter that must be researched and written. Citizen X may quote an amount of CP, based on the hours of work involved at his rate of CP per hour. On the other hand he may want to negotiate a percentage of the CP that the Senate has authorized to be paid upon completion.

Instead contrast the current situation in Nova Roma. If indeed a web site is needed there is no effective medium for someone to advertise his or her skills, other than the Main List where the post maybe overlooked or soon lost amidst a mass of other postings, especially if there is some controversy raging. . Citizens Y and Z may have lots of ideas but may not have the contacts or established reputation to convince the magistrate likely sponsoring the project that they are suitable of his or her trust. So the magistrate will turn to the same sub-set of established citizens known to be able to deliver on a project like this. Citizen X may very well never learn of the project, while Y and Z, bursting with ideals and enthusiasm watch despondently as that same sub-set of people are involved in an exciting project. In every sense this is a model that reeks of a form of unavoidable nepotism, fails to engage citizens and is trammled to the desires and dictates of the magistrate. It stunts the creative growth of X, Y and Z, doesn't provide networking opportunities for them to interact and easily identify the skills sets they each have.

NOVA ROMA REBORN

It has been suggested that part of the failure of Nova Roma to achieve its full potential can be attributed to the lack of local communities and physical events. Whilst it is true that the latter could encourage more interaction, it isn't an absolute given. In the aftermath of such events people return home, and to the Internet connections within Nova Roma. As to the former, who knows whether living, working and relaxing with other Nova Romans would be a positive enriching experience? It is assumed automatically it would be but we simply have no way of knowing if it would be so. This supposition adds unwarranted credence to the perception of the Internet connections we have built as somehow sub-standard, when in reality they are vital and underrated.

When the emphasis, the goals, the visions are almost wholly focused on those "real life" interactions, the Internet life of Nova Romans is neglected and often derided. The problem with that approach is that without the resources that a vibrant Internet community could generate both in terms of money and members, the viability of local communities developing into actual land based communities where a "commune" owns the land they collectively reside on is virtually non-existent.

Cheap land can be found still to this day, in all sorts of under developed or inhospitable regions. The goal has to be to create those communities within the centers of wealthy urban western lifestyle, for when it comes to the point of decision making, how many people would uproot themselves, pioneer style, along with families and young children, giving up jobs, social networks, amenities and a comfortable lifestyle, in order to travel to a remote and under developed region to live in tents, huts or prefabricated dwellings in straightened financial circumstances and with access to only a limited medical infrastructure and basic or home schooling? The answer clearly is only a few. It could be said that all it takes is a few, but the objective for Nova Roma must be to demonstrate that it can create these groups in the heart of existing modern society, not that it has to seek out near third world conditions in order to make these dreams reality.

NOVA ROMA REBORN

Nova Roma Inc. has to be concerned with its ability to project itself, as a functioning community comprised of modern, ordinary people who have managed to synthesize their Romanitas with their modern life. This is necessary in order that Nova Roma's goals for communities remain credible to the vast majority of people.

Its seems from posts on the Main List that amongst some people there exists a preference for a small size of population, just so long as it is dedicated, especially to the *Religio Publica*. "Quality over quantity" is the cry as tax revenues decline or remain stagnant. That is an excuse, and not a credible one at that, to feel comfortable about Nova Roma shrinking. Claims that the census returns on who is and who isn't active show a growth in activity is a misinterpretation based on the flawed definition of "active". If the activity level, even offset against the decreasing amount of people who pay tax, was holding its own, then the lists should be humming with projects, ideas and news from all these active but impoverished citizens. The facts do not bear this out.

Even if this activity was happening on local or provincial lists, where is the evidence for it? Where are the reports from governors announcing that a successful event was held? Yes there are some, but they are few. If the number of "active" citizens on the census returns were truly active, then the amount of events should be far greater and better supported. Responding to a census inquiry or occasionally posting maybe active as far as Nova Roma is concerned, but is that really active in the sense of the word that most people would understand it? How active is "active"? Does "active" really mean occasionally active?

Our success should be measured by a considerable growth in not only just citizens but tax paying citizens especially and a healthy bank balance, because without those two elements all the many wonderful, inspirational projects expire on various lists and are then some are recycled again, and remain locked in the in perpetual oblivion of the planning stage.

People maybe upset at this characterization of their efforts, and while those efforts are well meaning they are mere pin pricks into the barriers that surround Nova Roma. We need to be

NOVA ROMA REBORN

cutting through them with heavy-duty equipment, not conducting keyhole laser surgery on small sections of the barriers. There is no lack of ideas within Nova Roma, but there is a lack of opportunity to progress those ideas to fruition because the structure has no inherent mechanisms to support and encourage that.

If the Senate too generated ideas, projects and rendered them into state contracts, already officially approved, with clear guidelines as to what is required, citizens could confidently apply themselves to the project, knowing that the apparatus of the Respublica was behind the project and already supportive of it.

If the system was less dependant on the actions of the Consuls each year to define progress and milestones and if there was Senatorial vision, which outlasted a consular term and that vision progressed, citizens would see goals and vision being pursued from one year to the next, following a coherent plan.

If the system encouraged the growth of the Economy of Activity and didn't adopt an almost defensive posture to the growth of those ideas and allowed them free reign, as would be the case in a monetary economy based on free market principles, rather than the command economy principles that are applied to creativity on Nova Roma, where success in a medium to major project often requires the blessing of successive Consuls, then citizens would feel empowered and able to unleash a myriad of creative projects.

Just as in an actual economy, the generation of ideas and projects, and the transformation of those into a finished form ready to be applied are vital, as vital as it is for an economy that products are produced for sale. There is no guarantee that the product will sell, that it will be popular or that it will perform the task for which it was intended, but in order to create a healthy vibrant economy it is essential that people actually take the risk to develop and produce the products, and that the system is not subtly, but inherently, biased against creativity and independent development of product. So too in Nova Roma, the system must lend itself to and be supportive of a flourishing of ideas, activity and projects. In order to do this a change in the

NOVA ROMA REBORN

Senate's collective mindset is a prerequisite, with it becoming more assertive, involved and questioning regardless of the political allegiance, affiliation or leaning of Magistrates. The latter, especially the Consuls, must accept that they will not be the only source of creativity, and that while their role is important, it doesn't prescribe success or failure in Nova Roma as a whole. The overwhelming focus especially on consular activity has to cease, for the lens must become wide angled rather than narrowly focused on magistrates alone.

The importance of generating activity and stimulating it is that it is directly related to the perception citizens have of the worth of Nova Roma. A stagnant moribund Respublica, whose most significant yearly activities are elections and crisis management, is not a saleable product. Asking people to pay a voluntary tax to support this cycle of decay is simply not credible, and though citizens are encouraged to be supportive through paying that tax, which in most cases is amply affordable, the lack of response when offset against those who are supposedly active, is testament in itself to the loss of faith in Nova Roma as a credible functioning organization.

If citizens by contrast see ideas and projects encouraged, progress made and creativity supported and encouraged throughout the system, then of course they are more likely to contribute. That much is almost self-evident, so if that is the case why has this not happened? One reason would seem to be that the system in Nova Roma has precluded one very vital element in Ancient Rome's success, its merchant class, the *Ordo Equester*. In Nova Roman terms we only have scattered pockets of success in the business of creativity linked to fruition of projects.

The *Ordo Equester* of Nova Roma must become one of the powerhouses that drives Nova Roma, formed from those who through diligent pursuit of creativity, the birth of ideas, the sponsoring of projects and the investment of time and CP into the realization of vision, generate a steady stream of quality activity. It is not enough to turn the *Ordo Equester* into a nascent class of merchants, but instead it should become an order that includes those who

NOVA ROMA REBORN

have contributed a significant amount to Nova Roma.

We need to encourage and reward innovators and to give them the structure to work successfully within, casting off the shackles of central control, and set them free to work to the betterment of us all. The *Ordo Equester* needs to become the repository for those who have demonstrated proven success in driving projects from vision to reality, and been rewarded for that ongoing investment of energy and time. Membership should therefore require a CP balance greater than 2500.

In order to do that, we need also to harness, in productive and positive ways, the personal desire to succeed, to achieve. Currently the measure of this in Nova Roma is solely the offices held. There is nothing wrong or inherently bad about wanting to enter the *cursus*. It is very Roman, but wanting it for the sake of the title, the position, the influence alone, without counterbalancing that with the desire to give service is not laudable. The system encourages the pursuit of position for the sake of the position, without any expectations or demands to produce and succeed.

The principle that must be firmly followed throughout Nova Roma, in all aspects of its activity, and enforced by the structures it creates, is that if you give nothing, you get nothing. Absolutely nothing, not titles, positions or influence. Giving does not equate to monetary giving alone, and the system must accommodate the differing levels of disposable income. This requires that people are able to succeed and be measured in that success by something other than the dollars they might contribute. Effort, creativity, purpose driven successful activity must become the currency of Nova Roma and structures created to measure that, and an indicator implemented to represent it. The structure must require certain levels of that indicator to be possessed before a person can proceed onto the *cursus*. There has to be evidence of that effort and activity before people can candidate for office and influence policy. If you give nothing, you get nothing, hence the need to introduce in its entirety the proposed CP model.

NOVA ROMA REBORN

It is not enough to leave it to the chance of a ballot, to the people being perceptive enough to judge a candidate's worth. With the right endorsements from influential supporters someone just arrived and barely meeting the current very minimum standards could in theory be elected to a magistrate's position. An unbiased objective indicator is needed. CP will provide that, though that alone should not be the only criteria people use, but its factual and objective nature will identify a starting point for critical judgment of a candidate.

The catalytic nature of CP, including setting a prescribed level a prerequisite for office, will create the incentive and method by which people who want to enter the cursus have demonstrate their commitment level. As a community, society, Respublica, Nova Roma needs to demand more, and be unashamed in doing so. The welfare state mentality of handing out the old Century Points for simply not resigning a post, regardless of performance must cease. CP that replaces the Century Point system will have to be earned and its disbursement will be subject to productivity and quality of the product or service.

Newly elected magistrates may have to lobby the Senate before their election victory, to convince it that firstly they have some plans for their term of office, and that those plans merit a particular required level of CP stipend. If they fail to plan or lobby in advance the Senate might look unfavorably upon late requests after they assume office for an increase in the stipend it has already voted to next year's magistrates. As the Senate will have to budget its allocation of CP, it will have to prioritize projects, both its own, those of the candidates and those that have been developed or are being developed by citizens, for which Senate endorsement and extra support is sought.

This will mandate candidates to actually prepare an agenda for their term in advance; listing what projects they will seek Senate support on. It will require them to plan their ascent to the magistracy and certainly in the year of their election lay the groundwork by lobbying, debating and seeking Senatus Consulta in support of their projects, so that in the event of their victory the Senate has already had an opportunity to debate the viability of their plan, and quite

NOVA ROMA REBORN

possibly factored that in to the next year's stipend, in anticipation of their victory, or at least be well versed in its merits when a magistrate asks for an increase in their CP stipend.

Again the need for CP will enforce timely planning, value driven planning, consultation and discussion. No longer will magistrates, especially Consuls, be able to devise their plan as they proceed throughout the year. That simply is not acceptable and does not further the goal of long term planning by the Senate. Reactive knee jerks to one crisis or another can no longer be the measure of success. Such events will happen, they go with the office, and it is a normal expectation they be efficiently managed. It shall no longer be a mark of success that a Consul just managed to keep the wheel from falling off the Nova Roman cart. That is the very bare minimum of expectation that should be placed upon him or her.

Success will be initially defined by having planned in advance, liaising with key members of the *Ordo Equester* to advance projects that its members maybe developing, seeking support from them for the candidate's own projects, lobbying Senators, raising the ideas in debate in the Senate, seeking endorsement through *Senatus Consulta* for their ideas, going into the election with a clearly prepared plan, backed and supported already and seeking a mandate from the people to implement it as a magistrate. The final determinant of success will come in an analysis of the performance of that person as magistrate in taking the plan from theory to reality.

Some people may feel that we should nothing to restrict or deter citizens from standing for office, or impose any prerequisites in any area of Nova Roma. That simply isn't tenable. We have had ten years of low to zero structurally founded expectations being placed on citizens concerning performance either prior to, or during, office. Public opinion can be ignored, but processes that are established and enforced are harder to escape from. When you get something essentially for free it is never valued as much as something that you have had to work for.

NOVA ROMA REBORN

Equally some citizens knowing that magistrates have had to actually do relatively nothing to earn their place on the cursus afford them little to no respect. This is understandable, for respect is earned but elected office in Nova Roma is not earned. It is largely dependent on the endorsement and backing of previous magistrates, whose influence is still strong and respected.

The candidate maybe capable, or at least there maybe no immediate evidence of incompetence, but there is absolutely no way to objectively separate service on a cohorts and the requisite level of positions held and Century Points earned, from actual productive and effective work completed on time and to set standards. Who knows what work an individual was assigned, if any and what he or she produced and what the standard of that work was? Not your average citizen, and most likely only the magistrate assigning the task, and at best some of the cohorts members.

The combination of low to zero expectations and little to no respect handicaps magistrates even before they assume office. If the system encourages a welfare state mentality, imposes command economy style restrictions on creativity and generally does little to nothing in terms of planning and facilitating projects and ideas, then there can be no surprise that many feel that Nova Roma has only marked time for ten years.

It should be noted that no one magistrate, or succession of magistrates, is to blame for Nova Roma being mired in quicksand; it is purely a result of a failure of the structure and the processes attached to those structures, or more often the total lack of them. The only official function of the organs of the Nova Roman state structure seems to be to facilitate elections and the passage of laws, without any regard to what the purpose of Nova Roma is, or should be, where it is going and how it is going to get there. The concept that the people decide the direction is absolutely right, but the assumption that we should simply leave that direction to be determined by the individual whims and pet concerns of one set of consuls to another set, with no guarantee of continuity, viability or relevance to any central and long term goals is seriously flawed.

NOVA ROMA REBORN

The people have a right to decide if the policy presented is one they wish the Respublica to follow, but there first has to be a clearly discernable policy to base that judgment on and that policy must be concordant with Senatorial policy. The Senate must assume its traditional role as the body that crafts and sets official policy, goals, and fashions these around a continuous vision. It should act as advisors but also be prepared to be more than a rubber stamp for someone else's policies. It needs to develop a fully independent mindset of its own. That vision for the Senate will become part of the *mos maiorum* of the Respublica, and that too will compel magistrates to pay heed to it, to follow it, to support it and not to sacrifice pursuit of it in favour of their own agendas.

At the root of all these changes is an understanding and full acceptance of the principle that if you give nothing, you get nothing, and the implementation of the mechanisms, structures and policies necessary to create the Economy of Activity that will inexorably drive the Senate, the people of Nova Roma and their magistrates to generate a power house of value driven activity, in pursuit of clear plans that have timelines, objectives and lay the path to the fulfillment of the vision for Nova Roma.

NOVA ROMA REBORN

CURRENCY POINT (CP) SYSTEM

Respublica Inc. will not control actual monies. Nova Roma Inc. as the non-profit corporation will receive and disburse actual macronational funds.

Within Respublica Inc. (the Respublica) the Currency Point (CP) system will provide a means of rewarding effort, promote a sense of competition, encourage value driven elections, foster the growth of co-operation and require the Senate to make value driven decisions relating to the sponsorship of projects inside the Respublica.

The CP system of the Respublica differs radically from the Century Point system of Nova Roma Inc (NR). The NR system saw a set amount of points awarded, regardless of effort or success. This then related to the allocation of century number for each citizen.

The CP system of the Respublica will simulate the purpose of a currency system in so much that it is a measure of investment, the designation for that being CP. As knowledge, commitment and dedication to Nova Roma is our wealth then CP can be considered our currency. It is a system based on an investment of effort, so the amount of that a citizen invests in the Respublica can see a corresponding growth or stagnation in their CP balance. Each citizen and *ius Latii* will have a CP account, as will Respublica Inc. based companies.

There will be no automatic awarding of points. The Respublica will pay annual CP stipends to magistrates, from which they will be expected to cover the CP required by staff they appoint. A large cohorts will have to be funded from the stipend of a magistrate, or if that is exceeded his or her personal CP balance. Additionally the stipend will have to cover any projects that the Magistrate undertakes. The Senate will determine the amount of the stipends to be paid to these magistrates prior to election to select them being called. That stipend will be the only state contribution to projects that the magistrates wish to pursue while in office, unless they become state contracts and are put out to tender.

NOVA ROMA REBORN

The benchmark for the difference between the stipends of CP awarded to magistrates shall be that a higher magistrate shall receive a stipend 50% greater than the magistrate immediately lower, or that a lower magistrate shall receive a stipend 50% less than the immediate superior magistrate in the chain. The Senate shall set the stipends prior to the calling of annual elections in December. The Senate can deviate from the benchmark if it sees fit.

The Respublica Treasury will have a CP account for the payments to magistrates, awarding of contracts for projects, special donatives to reward effort. The Treasury will also have a record of the total amount of CP in circulation, but not have access to the personal CP accounts of citizens.

CP will be awarded also to a citizen in proportion to any donations he or she makes to NR at a conversion rate of 1 CP to \$1 USD. NR will not refund money for CP upon resignation or purchase CP points back from a citizen for money.

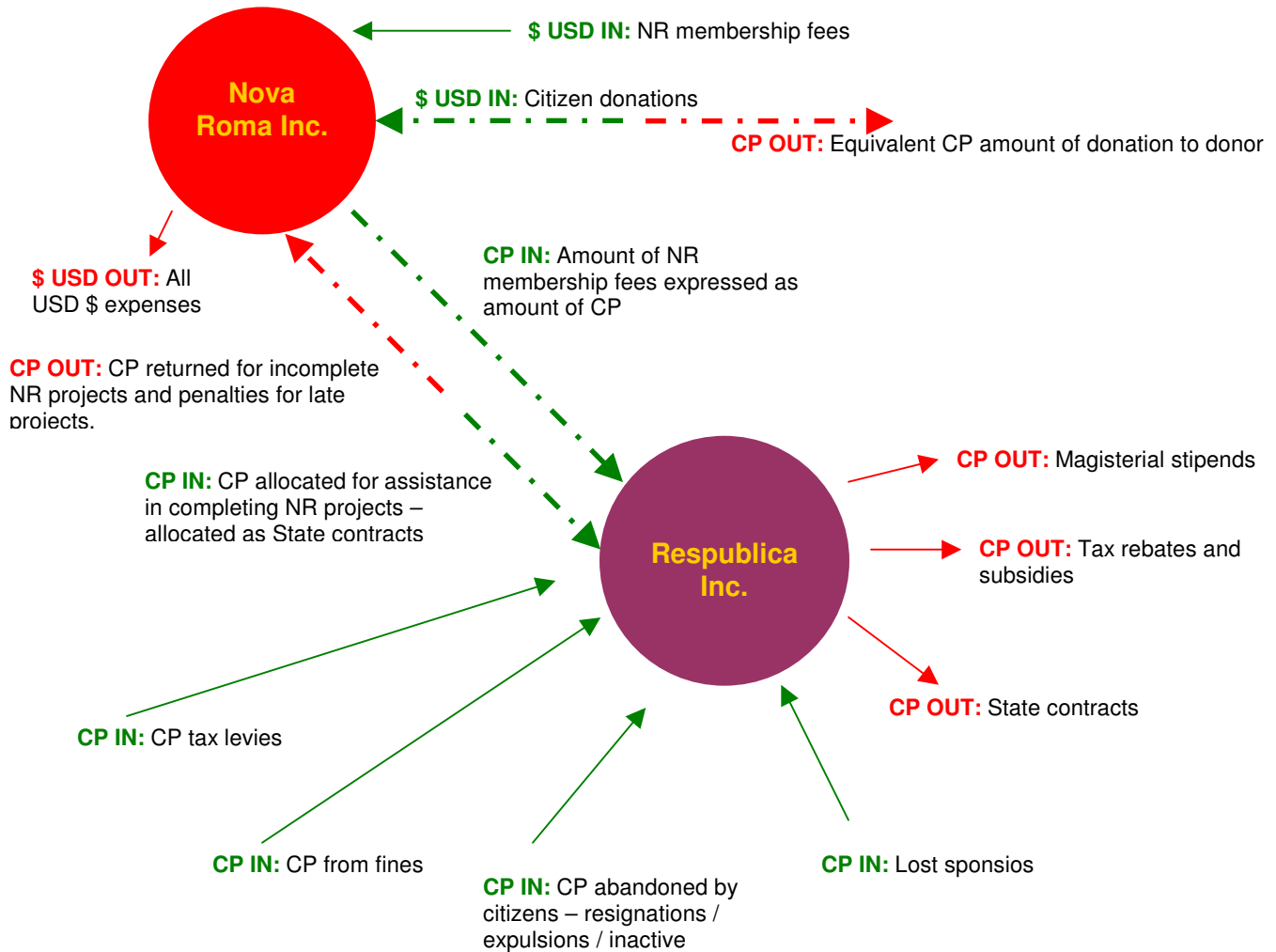
Upon resignation/expulsion from Nova Roma Inc. or, after a certain time following a period of inactivity following a census in the Respublica all CP amassed by that citizen shall be transferred to the Treasury, unless prior disposition has been made.

Where an elected position requires a minimum level of CP points as a *sponsio* to be eligible to stand for election, that *sponsio* is forfeited if the citizen fails to be elected to that position. Any *sponsio* lost due to an election defeat shall be transferred to the Treasury of Respublica Inc.

Treasury CP income will also be derived from a calculation based on any CP based tax revenues inside Respublica Inc. and an amount based on a formula that represents dollar income generated by NR for the preceding year converted to CP. Thus there is a direct correlation between the success of NR and the ability of the Treasury to disperse CP. If NR grows financially then the Respublica “economy” correspondingly grows.

NOVA ROMA REBORN

Overview of the main flows of CP



Flashpoints

Apathy is one significant problem that has continually plagued NR. Also there is an established trend for some to volunteer for positions, collect the CP points and do nothing, or next to nothing, in return.

NOVA ROMA REBORN

Resignations have also proved to be not only contentious but in many cases driven by impulse. There is no effective penalty that can be levied for the inevitable disruptions that flow from persons holding offices resigning on the spur of the moment.

Disciplinary issues could not be effectively resolved within Nova Roma because there is no effective enforcement method available. Attempts to invoke a penalty based on macronational currency will always be resisted. Effective penalties for the more severe infractions are limited to reduction to *capite censi* or exile. The whole concept of trials has become sullied and there is a general consensus other solutions are needed. Minor issues tend to be resolved by the blunt hammer of moderation, which is equally contentious due to the inherent belief that dissent is Roman and suppression of speech is un-Roman.

Elections recently have proved to be of little interest to the citizenry, with many positions going unfilled. Equally the number of candidates has been reduced by the lack of incentive to stand. There simply is nothing to tempt people into taking positions that by their nature will attract critical comment. People also stand for elections with little effort to advance a platform. The worst that happens is they lose. Elections don't have anything riding on them.

Projects with tremendous potential that don't die from apathy instead end up going in circles. There is a lack of focus and little incentive to see them pushed to fruition.

Dissent has no viable outlet. The magistrates control the means of communication as well as the legislative and policy processes. There is no effective sanction against a magistrate extending his powers, and abusing them. In ancient Rome a tumult would occur, leading to riots and a collapse of social order. In Nova Roma excessive dissent can be controlled through moderation. Recently citizens have looked to the macronational legal system for redress.

Fraud or more accurately the suspicion of fraud limits the amount of money people are prepared to invest. Just the suspicion allied to incompetence in general administration matters

NOVA ROMA REBORN

and a lack of direction makes Nova Roma Inc. seem a poor choice for citizens' now limited funds.

The missing ingredients

Incentives and consequences, or carrot and stick, or put simply there is no mechanism to offer citizens a solid reason to invest time and money in Nova Roma, especially when there is considerable evidence of a lack of direction and a general level of disengagement from long term planning. While some citizens will remain totally committed regardless of the environment, more needs to be done to engage more people at all levels. CP provides an incentive as it oils the entire machinery and can be accessed and earned by all who commit time and effort in various projects, regardless of whether they hold office or not. Nova Roma needs to entice more people into activity outside of the political realm of affairs, and concentrate an increased level of attention and commitment to the creative non-political areas.

People like to compete. There is nothing unhealthy about this, nor the satisfaction of seeing a reward for efforts. With nothing to strive for that relates to the individual, other than electoral success that in reality is facilitated by factional identification, people invest little. There is no incentive. Using CP as a reward for work done, and done well, injects a purpose above that of "work for work's sake". The existence of CP doesn't preclude citizens from contributing with no expectation of reward, but it does regulate those who for whatever reason need a catalyst to participate. Those who seek personal achievement can pursue that in a manner that benefits all.

Impulse resignations have become a bane to Nova Roma. In emotionally charged moments people resign, subconsciously secure in the knowledge that they can return. In the meantime if they are office holders the system is thrown into a state of discord and disruption. Elections have to be held. Time is lost. Energy is pointlessly expended debating if the resignation was valid, who was responsible, what could have been done to prevent it and the manner in which

NOVA ROMA REBORN

resignations are accepted or not. If a citizen's accumulated balance of CP is confiscated upon resignation and absorbed by the Respublica treasury for the benefit of others, suddenly a significant consequence emerges. The ephemeral risk that people will think less of you is not a hard enough consequence to deter a person from resigning. Add to this a technical method of resigning through the citizen album entry, that flashes up a warning that all CP held are confiscated and that upon return the citizen would have to start from scratch, may give serious cause for pause. By all means let a citizen return to the Respublica, let his or her history of service remain intact, but let them have to work for their CP again.

Moderation and "crimes" have been an open sore to Nova Roma. The inherent urge of people to want to speak their mind has started to become labeled as causing disorder or dissent. The penal code elements of the legal system are highly controversial. Trials, or even the prospect of trials, have become showcases for perceived injustices, flawed application of the law, creation of offences and penalties, the need to assert authority over unruly elements, to preserve the perceived sovereignty of Nova Roma from recourse by citizens to macronational justice and the engine by which personal feuds can be settled.

The right of freedom of expression and the abhorrence of heavy-handed moderation and questionable decisions compete with the desire to maintain a standard of order, control and level of acceptable expression. For each action there is an opposite and incrementing level of reaction, until the system grinds to a halt as the latest issue over a post becomes the focal and all consuming topic of discussion and further moderations flow.

There is no effective means of enforcing a standard, assuming a clear one is actually set, other than silencing people, or worse. A simple, clear, fair and regulated process which could result in CP "fines" would be far more effective than impotent knee jerk reactions.

The electoral system would be regulated by the system requiring a minimum level of CP in order to be able to stand. The logic here is that in national elections there is a cost involved

NOVA ROMA REBORN

and also that there should be an expectation that a person has the necessary investment in Nova Roma. The latter will minimize the risk of abandonment of the position or resignation.

Requiring a candidate to lodge a *sponsio* before the candidacy could be accepted would approximate the cost and risk of failure in a Roman election. The levels would be set at an amount that someone who had invested time in Nova Roma and gained CP or who if brand new as a citizen had so impressed those with CP to loan or donate, was affordable yet if one lost there was an actual significant cost of CP. This would encourage responsible and committed candidates and make investment.

The system of CP payable as stipends would ensure that as it incremented a proper progression along the *cursus honorum*, a citizen would have the incentive to follow the route, as one position would finance the CP required in the next. Rather than laws on the *cursus*, CP incentives would propel citizens along the route, but not prevent a person from standing for an office out of synch with their place on the *cursus* ladder, but the cost and the risk would be greater.

Projects would go out to tender and as in ancient Rome the Censors, who under Respublica Inc. would not be glorified membership secretaries but actually fulfill their full and traditional roles, would regulate the process. Under this model for example Nova Roma Inc. decides to support an appeal to save a historic site. Research and writing to press, politicians and government departments to urge intervention is required. The project is passed to Respublica Inc. to provide the input of effort at a set rate of CP authorized by Nova Roma Inc. This amount would be based upon a previously agreed scale. Nova Roma Inc would create the requisite amount of CP and transfer it to Respublica Inc.

The Senate would debate the project and unless compelling reasons existed to reject the project emerged, authorize it as a “state” contract and pass it to the Censors. The project would be advertised, together with its goals, requirements, timelines and penalty clauses clearly specified. Citizens would be asked to bid on the contract by presenting a project

NOVA ROMA REBORN

proposal, either as individuals or a consortium. The most competitive and most likely successful bid would be awarded the contract. Any difference between the amount of CP Nova Roma allocated for the project and the successful bid cost would remain in the treasury of Respublica Inc. Payment of CP to the contractors would be made after completion of the project and approval of the Senate, based on an evaluation of whether the terms of the contract had been fulfilled. If someone delivers nothing, they get nothing.

The voice of the people could be heard, through a combination of technology and the CP system. A satisfaction poll would be constantly available through a citizen's album entry. If the percentage of dissatisfied citizens registering their opinions on pre-defined questions were greater than the content plus silent (those citizens not recording a view and thereby presumed content) the system would start to shut down aspects of government as the discontent rose.

The ability to hold elections would be restricted by the system, the ability of the state to receive inputs of CP into its treasury (an approximation of the consequences of social disorder on a financial system) and finally the complete lockdown of all state functions (approximating to a complete collapse of social order).

Since CP would be an essential ingredient to the functioning of the Respublica and since the service contract between Nova Roma Inc. and Respublica Inc. would specify that certain levels of social harmony and a functional state must be maintained, a refusal by the Senate to address the issues could lead to certain dire consequences.

The system would start depleting the personal CP balances of magistrates (approximating to destruction of property owned by those magistrates in a riotous and tumultuous phase of social disorder and discontent) if satisfaction did not increase. The depletion would occur at predefined and known levels of discontent, thus giving the incumbent magistrates ample warning unless the discontent was universal and sudden. With office thus comes risk. This personal risk would encourage action being taken to restore not only order, but also most importantly satisfaction.

NOVA ROMA REBORN

As the discontent climbed the personal CP balances of Senators would also be depleted, and then non-Senators with high levels of CP. The widening scale of the effects of discontent would cause pressure to be applied to the magistrates to solve the crisis. The “propertied” in terms of CP would be at risk, leading to an upswing in demands for a resolution to be reached. No more could discontent be ignored. Whilst a dictator could be appointed that would not implicitly cure the underlying social discontent, so order takes second place in the priority for magistrates and the Senate to an improvement in the satisfaction rating. The specific root causes of the unhappiness of citizens would finally have to be addressed and solved. CP lost in such phases of discontent would be destroyed. It would not revert back to the original holder, nor to the treasury to prevent collusion to recover it and as a villa in ancient Rome would burn and be lost in a riot, so too would CP be gone forever.

Citizens could through this satisfaction survey access the ability to highlight issues of discontent and with a predefined number of citizens with a set level of CP in support, require the system to initiate a tumultuous phase and gradual shut down of the state functions. If there was not a predefined level of support for such a move, as registered through the satisfaction survey, from the citizen body the attempt would fail. There must be checks and balances, and consequences for those committing to such an action. The state would have the option of taking disciplinary action to impose CP fines on those responsible and if necessary take further action. Acts of rebellion are serious matters and the consequences of a malicious attempt to disturb the peace, not founded in real concerns of the citizens, should face sanction.

So CP again becomes a factor in leveling consequences on magistrates, the senate and the more successful and influential in Respublica Inc. who fail to pay heed to the concerns of the people, while at the same time imposing sanctions on those that would needlessly disturb the peace. For both groups failure spells CP ruin and thus compels both action on one hand and circumspection on the other.

CP is not money and is simply an approximation of effort and investment in Respublica Inc. Nova Roma Inc. running finally on traditional non-profit lines with an elected Board of Directors

NOVA ROMA REBORN

(BoD), annual meetings and an injection of accountability would control all the assets. The funds, the domain name, the web pages, all would be democratically controlled and the funds especially subject to strict fiscal oversight and the members of Nova Roma Inc. could take direct action at Annual General meetings to impose sanctions on an errant BoD.

By contrast the Senate, which necessarily functions along Roman lines of conduct and structure, is not democratic and cannot be, nor should be. In order to instill people with confidence that the monies they donate are administered properly, the Respublica, not democratic and with limited enforcement methods and oversight if the Roman model is to fully develop, cannot have access to the assets. It is also in its legal foundation a private corporation, which makes it improper to have these funds pass under its control.

The CP system allows for a direct correlation between the revenue generated by Nova Roma Inc. without passing control to the Senate. Concerns over projects being fraudulent might still exist but since CP is a representation and not tied to actual funds, there can be no real loss. Public confidence in projects that solicit funds would thus increase because their oversight of financial matters would rest with the non-profit arm, Nova Roma Inc. that would be compelled to adhere to all macronational legal requirements.

Other benefits of CP

The Macellum would consist of internal services, or products, people wanted to trade for CP. Any products for generation of money would be handled by Nova Roma Inc. but there would be incentives for people to offer, if they so wished, assistance in designing web pages, teaching Latin, selling lariums for CP and other products. The existence of CP would provide the incentive for the creation of internal markets. The Senate could have the option of regulation of prices or allowing a free market system to develop.

NOVA ROMA REBORN

If the state became short of CP through mismanagement or unforeseen circumstances, it could offer investment loan opportunities to citizens, to loan the state CP in return for a specified rate of interest payable by a certain date. Conglomerates could form providing citizens with loans too, and thus an internal banking system based on Roman lines could develop. The practical advantage of this would be for citizens with lots of potential and little CP to have access to the necessary amount of CP to bid for projects, stand for office, buy and sell items or purchase services. The amount of cooperation between citizens would increase and a value driven “economy” of effort and energy develop.

The Senate would have the option to impose CP taxes if they so wished, mindful of course of the satisfaction survey. For each action there is a corresponding reaction, and a series of checks and balances exist to ensure that decision-making is prudent and acceptable. The option remains though if an internal market develops to consider a sales tax in times of need. The options with CP utilized in this manner are quite far reaching.

The centuries and CP

CP will still be used to determine rankings within the centuries, but under this system the placement result will be a more accurate reflection of work done. For those concerned with such matters, ensuring that they gain the appropriate remuneration of CP for work done will ensure they rise appropriately through the centuries.

Pulling it together

The proposed CP system is merely an extension of the existing one, applying it to an internal system of recognition, incentive, reward and responsibility. Nova Roma was essentially

NOVA ROMA REBORN

functioning on the lines of a an extreme welfare state, handing out rewards, honours and Century Points with no effective means of regulating a return for those.

Used as a catalyst and essential component of the entire state structure, CP will become an invaluable tool in addressing long-standing issues and flashpoints, while at the same time providing a necessary incentive to possess for those citizens determined to obtain positions of influence within Respublica Inc.

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THE MACELLUM – SKILLS & ABILITIES MARKET

The Macellum of Nova Roma Inc. attempts to recreate an actual marketplace, seeking advertisers from outside and inside Nova Roma. The Macellum of Respublica Inc. will need to be different, not least because Nova Roma Inc. will handle actual product for sale for actual money. All monetary funds and activities involving money will be the domain of the non-profit corporation. This will require a separate advertising area.

Respublica Inc. though equally needs a marketplace, principally to advertise services wanted and services needed, and the Macellum would be adapted to serve this purpose. This doesn't preclude actual products being offered as well. The rate of remuneration for services and product offered or desired would be a value in CP, be it an hourly rate or fixed amount.

The Macellum would be open to citizens and *ius Latii*. The purpose is to facilitate a circulation of skills and abilities that citizens have or need. It could offer a product; for example a lararium, for sale for a set amount of CP. It could also offer to barter this for another object, or in return for a service, such as graphic design. The intent would be to create an internal marketplace for the Respublica, whose primary goal would be the furtherance of projects that are being planned or are underway.

The Macellum would continue to be located on the Wiki. There would be no need for any actual transactions to be conducted, and it can be thought of principally as a message board. This should be a free service, as the aim is to facilitate the Economy of Activity, and the advertisements could be a few lines long, or more comprehensive entries with or without graphics. The WikiMagisters would establish guidelines for this.

Someone wanting to purchase that service or product offered could then contact the citizen offering it through his or her Album Civium entry, via email or any IM listed. Actual negotiations and transfers of CP would occur outside of the Macellum through the tools provide to manage CP transfers.

NOVA ROMA REBORN

The Curule Aediles would not oversee the Macellum, but instead by the WikiMagisters would, but the Curule Aediles would continue to investigate complaints regarding the validity of the services offered and received. Trade dispute arbitration would still be within their mandate.

In furtherance of that mandate users of the Macellum would have to accept the Curule Aediles as arbitrators, and that would be a condition of posting a service or product and of acting on that advertisement. In the event of a dispute the Curule Aediles, subject to any further regulations on the matter, would stage a simple and quick investigation into the matter, requiring a statement of complaint and a rebuttal, if the issue was denied, and then they would make a decision. The Curule Aediles would have the right to levy a fine of CP against the party they found at fault.

The Senate and magistrates, looking to identify areas of need for skills, would also utilize the Macellum, which would become a snap shot of the labour market. Citizens with skills and the time available would be encouraged to post. Clearly though if someone knew that they were going to have little time for months to come, they should remove their advertisement. An appeal for those with the missing skills could then be posted.

The membership application for Nova Roma should be amended to include a series of check boxes, that the *ius Latii* can fill in identifying not only what skills they have, such as graphic design, web page design, Wiki skills, etc. but also an approximation of the time they are willing to commit to Nova Roma per week. Most people are able to identify at least a week ahead. The person will when they fill this section in consent to their available skills being made available to magistrates and senators, for the purposes of research and contact on matters of state contracts. Additionally consent should be obtained to include those details in the Wiki in the Macellum for private as opposed to state contracts.

The objective is that in the event of a state contract being imperiled by a shortage of skills, this information could be trawled for persons with the missing skills. The Censors should be able to provide that information if requested by authorized persons. The objective is that this will assist

NOVA ROMA REBORN

in planning projects. Therefore those who are *ius Latii* can, if they consent to inclusion in the Macellum and release of details in matters of state contracts, find themselves quickly contacted for assistance. There is nothing more rewarding for someone who is eager to participate in Nova Roman life being quickly contacted for help and pitching into a project. This would not shorten their time as *ius Latii* or take them outside of their city division any faster, but they would become quickly part of the Economy of Activity. Nova Roma must become better at identifying skills and a willingness to participate and the Macellum will assist in this.

NOVA ROMA REBORN

CONSORTIUM AND CORPORATION

In pursuit of assisting the Economy of Activity two types of commercial and mercantile structures will exist in Respublica Inc. a consortium (*societas*) and a corporation (*universitas*). There will be significant differences between the two both in structure and use. Citizens, new and established alike, will benefit from the options available, but nothing precludes citizens choosing to operate outside of these structures. Certain benefits will be available in terms of redress and CP, but making these optional just increases the range of options for projects to be pursued to a successful conclusion.

So a project involving a number of people could take the form of a loose, unstructured and self-defining group or a consortium or a corporation. The advantage of the corporation is that CP that was dedicated to the venture could be pooled in a central balance controlled by nominated people or by all. The consortium would not have that advantage regarding CP, which if held would have to be held by a nominated individual. The unstructured model would have no contractual basis, and the lack of any documentation would make arbitration of issues harder. The three options provide a good range of choice as to which best suits the needs of those participating.

The corporation will require a registration process and a modest fee, the purpose of which is to ensure that the process of incorporation is not an ill-thought out decision and that the citizens can feel confident that due diligence has been performed by Respublica Inc. into the intent, seriousness and stability of the venture.

The purpose of a consortium will be to quickly take advantage of circumstances. For example concerning for example the release of state contracts, where the Censors advertise an interesting project for tender and a group of citizens with the requisite skill sets wishing to bid for it would form a consortium. This consortium would outline the division of the CP between them, any required division of labour and other conditions relating to the internal management

NOVA ROMA REBORN

of the group and its purpose. A consortium requiring no regulation and approval process is able to form quicker to react to emergent opportunities than a corporation.

A consortium will not be required to register its formation, continued existence or termination with Respublica Inc. It is a private almost unregulated structure that participants enter into at their own risk on terms outlined in any foundation documents. A template for a foundation document would be available, along with a small PDF package on the do's and don'ts of project partnerships. The only regulation is that it shall be formed only for a purpose that can be defined as being concerned with mercantile or commercial or land or charitable matters. It has no independent legal status, organization or legal rights. It shall specify the shares of investment and risk each participant holds, and all profits and losses will be divided up according to the terms in any foundation document. All participants and those involved with a consortium must of course do their own due diligence.

The purpose of a corporation shall likely be longer term than a consortium, to pursue for example a land development project.

A new corporation will be required to register with the Censor, who will establish:

- 1) If the participants are registered as Nova Roman citizens.
- 2) If each participant is a tax payer in good standing
- 3) If each participant is known to be of good character, through references
- 4) If they belong to either the Collina or Palatina divisions
- 5) If a participant is a Senator that the purpose of the company falls within the scope of an allowed business activity for Senators if the purpose of the company is concerned with mercantile or commercial or land or charitable matters.
- 6) The Censors will disqualify any participant found to be unsuitable under any of the clauses from 1 to 5,
- 7) The Censors shall refuse registration of the corporation if its purpose does not fall within that stated at 5.

NOVA ROMA REBORN

- 8) The Censors will then register the corporation with the approved participants. As a result of this registration the corporation will be deemed to have the following rights:
- a. Right to acquire, hold and dispose of CP, unless prevented by law
 - b. Right to enter into contractual agreements
 - c. Right to pursue actions at law
 - d. Right to its own internal structures, positions and rules
 - e. Right of representation, to select who shall speak for it
 - f. Right of limited liability for the participants

An existing corporation wishing to add new participants will be required to register those names with the Censor, who will establish the state of conditions 1 to 5 above, and if the participants are found to be unsuitable disqualify them from registration, but otherwise shall add them to the list of participants in that corporation.

As with individual citizens, all corporations will be subject to censorial scrutiny during a census year, to establish conditions 1 to 5 above, to take action under 6 if necessary, to de-register the corporation and divide its funds up according to the provision of its foundation documentation, or should the corporation be found still to be in good standing to enter onto their records that it has been assessed and approved again.

A corporation must necessarily require stricter regulation than a consortium due to the limited liability of action available against the participants for investors and those that it contracts with. Without the state prying into the actual CP balance of participants, an infringement of privacy, the imposition of a requirement to be a member of one of the city divisions requiring a higher CP balance imposes a limiting factor on the ability of corporations without sufficient funding and backing being created. Citizens who have achieved more thereby risk more if the venture fails and contractors and investors with the corporation can feel more confident in the strength of the corporation. Ultimately *caveat emptor* must still guide them, for there is no inherent or implied state guarantee through the registration and approval process.

NOVA ROMA REBORN

Both consortiums and corporations can be formed without any specific enabling legislation, so long as their purpose is concerned with mercantile or commercial or land or charitable matters. Matters of religion are excluded, the appropriate structure for that being a sodalitas.

In practice the consortium model would be optimal for a group of citizens wanting to bid on a project that involved a short to medium term expenditure of time and effort, but where the participants didn't have considerable experience already of working together. The foundation documents would specify roles, responsibilities and division of liabilities and rewards. The corporation model would be ideal for a longer-term objective, for example the foundation of a *municipum*, which would involve considerable planning, publicity, website work, Wiki entries to name but a few activities. People wishing to support it could donate CP or the corporation could seek a loan on CP. The structure would allow for maximum development.

Projects can fail or never even commence because of a lack of structure, the existence of which can in turn keep them on track. Disorganization in the project structure leads to a lack of focus on goals and objectives. Providing the mechanisms for the productive use and investment of CP in projects provides an extra incentive, for sometimes projects need to function on something other than goodwill alone.

It is critical that projects are conceptualized, structured, circulated, organized, achievable and successful. If Nova Roma Inc. generates a project idea and it is passed wholly or partly to Respublica Inc. to execute, then the existence of the two formal templates of consortium and corporation will assist in increasing the chances of success. Roles and responsibilities have to be clearly laid out and these template structures will by necessity result in better planning. Requiring participants who bid for and contract to perform a project to invest time in return for CP, and to invest CP itself is necessary to lessen the chances of abandonment. If there is no risk and no incentive, projects will most likely if not fail outright just die a slow lingering death.

Where Nova Roma Inc. enters into a project with external partners, which given the division between the traditional non-profit and Respublica structures may occur more often, with other

NOVA ROMA REBORN

non-profits feeling more comfortable interacting with a non-profit corporation, it is equally essential that projects are pursued with professionalism and focus. Simply building on the immediate enthusiasm of the moment to create a list, sign up members, generate a lot of initial ideas and then watch as the energy declines in proportion to the lack of progress will no longer be either acceptable or viable.

Good project management is enhanced by sound structures, following a disciplined model. Teaching project management skills continually would be a task beyond the current limited resources of time, money and members for Nova Roma Inc. Devolving some of those responsibilities into the structured models of the consortium and corporation will encourage consistency, provide incentive and through the delivery of successful completed projects enhance Nova Roma Inc's reputation with external partners.

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COLLEGIUM AND SODALITAS

In Respublica Inc. a *collegium* will be a structure reserved for non-commercial bodies with a unique individual legal identity. A *collegium* will require specific enabling legislation to be passed authorizing its formation. A *sodalitas* will be a structure that relates to a group formed for the purpose of maintaining a religious cult. There will be two basic distinctions, state sponsored and private *collegia*.

State collegia

These can be subdivided into the following areas of activity:

Religious

The most obvious examples of these would be the *Collegium Pontificum* and the *Collegium Augurum*.

Trade and professional guilds

The purpose of these *collegia* will be to pool knowledge on particular areas of interest, be it web-design, the Wiki, graphic design, the law and similar matters. In order to assist in evaluating the abilities of citizens advertising skills in the Macellum, membership of a guild related to that advertised field of proclaimed proficiency will give an indication of reliability if, and only if, that guild establishes an evaluation process for membership and gains a reputation for proficiency in its area.

Government and Administration

Examples of groups that would fit within this scope would be *scribae*, *accensi*, and *lictores*. It would not include associations of a political nature, or ones espousing a political faction.

NOVA ROMA REBORN

Historical, literary, linguistic, cultural guilds

The *Sodalitas Militarium* would become a collegium.

Private collegia

Within Respublica Inc. these can be *collegia*, founded for example to include members of a particular city division, the objectives of which could be purely social.

Another example would be to support a particular cause outside of Respublica Inc., such as an on-going archaeological preservation project.

A further example could be *collegia compitalicia* formed in actual local groups around crossroads.

Internal organization of collegia

Each *collegia* would have a specified structure. The enabling legislation may specify elements of, or all of that structure for state *collegia*. Private *collegia* should present a proposed structure and the appropriate nature of that will be one of the factors used to decide on the desirability of creating the enabling legislation to found the *collegium*. There must be at least three citizens in good standing who sponsor the application for the creation of a *collegium*.

Sodalities

These would be purely religious in nature, the purpose of which would be the maintenance of a specific cult.

NOVA ROMA REBORN

CP accounts

Each *collegium* and *sodalitas* would have access to its own CP account and the officers of the *collegium* or *sodalitas* would in turn have access to that too, in an identical technical system to that for corporations.

CP could only be used for the purpose specified in the enabling legislation, and a breach of this could lead to dissolution of the *collegium* or *sodalitas* and other penalties placed upon the officers.

NOVA ROMA REBORN

COMMUNITY STRUCTURES

Respublica Inc. will encourage the formation of substantive local communities, situated within the boundaries of an existing macronational settlement, and the creation of provinces that have the validity of numbers behind them.

The current Nova Roman model of the provinces has a number of inherent flaws. Some provinces are simply too vast to be credible, yet the membership of Nova Roma in those areas is too scattered to subdivide the provinces and retain viable levels of membership within them. Even in the more successful provinces the distances between pockets of membership is too great to allow for regular and sustained contact and activities.

The bar has to be set higher. Creating provinces out of entire macronational regions and countries with pitifully small levels of membership is both pretentious and when examined critically by prospective members, self-defeating because the expectation of a provincial structure is that it should be filled with activity and members, not silent and barren.

The Senate would only authorize Under Respublica Inc. provinces when certain minimum conditions existed, and unlike currently those conditions would be stringent and high. Set the bar low and little is achieved. Set it high along with incentives for success and if nothing else what groups that do exist will not carry the taint of being far more grandiose a structure than their size deserves.

The balance also has to be found between trying to encourage the foundation of local communities and the ongoing and continuing need to use the Internet as a means of outreach to gain new members for Nova Roma Inc. and just as importantly to involve those not fortunate enough to have access to a nearby local community. There will be those who travel a lot or who are simply not comfortable yet with involving themselves in a local community even should it exist.

NOVA ROMA REBORN

The objective should be maximum inclusiveness at whatever level each citizen is able or comfortable with. All have a potential part to play in building Respublica Inc. and furthering the goals of Nova Roma Inc. and it would be hubris to start demeaning the potential of a citizen simply because they are not involved locally interacting face to face with others.

Therefore the model for community life in Respublica Inc. must also include, in addition to local communities, a structure for social interaction within the confines of the Internet. Without an actual physical central base, the Internet offers an approximation to the role Rome played as its provinces and territories grew. The city was the glue that bound it all together. So too with the Internet, for it will be our “virtual city” through its presence and exposure on the Internet that continues its outreach, attracting new members for Nova Roma Inc. As local communities spring up, the social structure on the Internet will provide a common identity to all disparate groups, a point of identification, in corporate terms a “brand” that all identify with, and the mechanism for central direction and coordinated purpose.

Under the Nova Roman model there is no clearly defined social structure. The centuries and tribes exist but there is no inherent bonding that takes place through membership of a tribe. Century membership changes according to Century Point status, so it is too transitory to form a social network.

Various Yahoo lists provide some points of common reference, and of course the Main List is too large, though social bonding does occur as people identify others sharing common views, leading to private or group political interaction. Given the inherent combative nature of Nova Roman politics the social networks that evolve this way inevitably become focused on political issues of the day.

Nova Roma fails to provide a social structure for the Internet that allows for purely social networking to thrive. The various Sodalities provide a degree of this in theory, but many of those lists are silent or at best sporadic in their interchanges of ideas and conversation.

NOVA ROMA REBORN

The provinces have their own lists, again some more active than others, but this is not a form of bonding that extends further than a sub-group of all citizens. Additionally if people are not active in their provinces they may frequent the central lists, such as the Main List even if only to “lurk”, rather than the provincial lists.

There also exists inside Nova Roma Inc. a very unhealthy divide between provinces in the “Old” and “New” World. There are undeniable trends of generalization that lead some European citizens to view their North American brethren collectively as tainted with the flaws that many Europeans ascribe to the macronational state and general population of the USA.

Equally some North Americans tend to view European citizens as being tight fisted with their money, demanding, resentful that Nova Roma Inc. was born and is registered in the USA and constantly working to either move Nova Roma Inc. outside for the USA or to separate into a fragmented series of independent groups, possibly at best loosely connected through an emasculated Nova Roma.

Any social structure that is created on the Internet needs to ensure these divisions are not reinforced and indeed that the structure lends itself to breaking barriers down. Many of these misconceptions on both sides are heightened by political discord, so the focus on the Economy of Activity will create greater opportunities for people to interact on positive ventures.

The city divisions

The social model for Respublica Inc. therefore will include divisions that people are assigned to, regardless of where they reside macronationally, and in addition to any local communities they belong to. Membership of those divisions will be based on the balance of CP that a citizen has accrued. Citizens will be allowed to move up the divisions, so long as their CP balance meets the minimum required level of their desired division, and can move down the divisions at

NOVA ROMA REBORN

will. There is no cost of CP involved for this movement. The album entry for each citizen will record the division they are assigned to.

This method is an approximation to areas of residency in Ancient Rome, which of course in part was dictated by economic standing. As a common measure CP is the fairest and most historic factor for determining social division placement within Respublica Inc. as it is representative of the effort and commitment that people have invested. The mobility factor allows people to move to different social networking groups, should they choose to do so. No one is compelled to move out of a division just because the balance of their CP enables them to be upwardly mobile.

The divisions will have their own lists, membership of which shall be restricted to those assigned to that division and Senators who will have the same restricted level of access that they do currently to other official Nova Roman lists.

There will be four main divisions that the active citizenry is divided between according to the CP qualifications. These four divisions will be under the supervision of the Curule and Plebian Aediles.

Each division can form if they so wish *collegia compitalicia* in order to provide social gathering points or lists. Again this will be voluntary and likely depend on a significant growth in population within each division.

At this stage there is no need for a further administrative sub-division, though should the population of a division expand drastically beyond an administratively manageable task for one Aedile, a division into vici with *magistri vicorum* elected would be both historic and appropriate.

NOVA ROMA REBORN

The four divisions are:

- I Suburana:** 1 – 500 CP
- II Esquilina:** 501 – 1500 CP
- III Collina:** 1501 – 3500 CP
- IV Palatina:** 3501 + CP

Mandatory moves downwards between divisions will only occur during a census year. That will allow citizens whose CP balance has fallen below the required range ample time to recover that amount through the various methods for gaining CP, service, projects, donations etc. This also allows for the formation of stable social networks. The Aediles will have access to a list of all citizens in their division, in order post-census to be able to audit their lists and remove citizens no longer eligible and to send invites to their list for citizens who have moved downwards.

Three other divisions, again based on the old city areas, will also exist:

Aventinus: Ius Latii (Latin Right)

Campus Martius: Socii (Friends and Allies)

Trans Tiberim: Peregrini (Visitors)

Divisions I and II shall be the responsibility of the Plebian Aediles. The Plebian Aedile recording the largest amount of votes during their election shall be responsible for the Esquilina division. In the case of a tie, the oldest Plebian Aedile shall have this responsibility.

NOVA ROMA REBORN

Divisions III and Division IV shall be the responsibility of the Curule Aediles. The Curule Aedile recording the largest amount of votes during their election shall be responsible for the Palatina division. In the case of a tie, the oldest Curule Aedile shall have this responsibility.

The Aventinus shall be the responsibility of the Praetor Urbanus who will assist the *ius Latii* in the becoming familiar with the customs and laws of Respublica Inc.

The Campus Martius shall be the responsibility of the Praetor Peregrinus. There may well be those who wish to join and support Nova Roma Inc. but who do not wish to engage in the life of the respublica. Following the principle of inclusivity a list will be provided where they can interact with each other and those citizens who choose to associate with that list.

The Trans Tiberim shall be the responsibility of the most recently elected Censor. Citizens who have fallen inactive, or disappeared post census, will also be assigned to this division. The Censor will ensure that citizens becoming active again are appropriately assigned from the Trans Tiberim to their correct division. Visitors will be welcomed and Nova Roma's mission explained and questions answered.

One of the advantages of making the list for visitors the Trans Tiberim is that the rather raucous debates which may take prospective citizens by surprise and shock some, without being mentored to expect this level of political and at times religious "heat", leading to a reluctance to join Nova Roma. The Censor can maintain a level of control and moderation that would not be legal towards, or acceptable to, citizens, *ius Latii* and *socii*.

The Forum shall be the responsibility of the Praefectus Urbi. This list is similar to the old Main List and its topics would be unrestricted, an area of general communication with no strictures on what is on-topic or off-topic. Magistrates however would be required to use the Rostra list for discussions on their actual or proposed program, or upon issues of concern. Normal Yahoo ToS would of course still apply. It would only be open to *ius Latii* and citizens.

NOVA ROMA REBORN

The Rostra shall also be the responsibility of the Praefectus Urbi. Magistrates wishing to open a topic for debate on this list will be able to schedule times and dates, using the list calendar. The magistrate will be able to indicate times when he wishes to reserve the rostra and/or be available to respond quickly to posts. A brief description of the topic he will address will be useful for subscribers. The Praefectus Urbi will ensure that broadcast announcements and the calendar are properly updated, so that those on the list can pick topics they wish to participate in. If a magistrate wishes to use the rostra without scheduling and there is no current debate in progress, he or she may do so, though his potential audience may take longer to become aware of the topic and post their responses. It would only be open to citizens.

Duties of the Aediles

The Aedile responsible for each division will promote the various state contracts for projects that the Censors put out for tender, encourage and assist in the members of their division bidding for those, formulate projects within the division, foster business opportunities within the internal market of Respublica Inc., and generally oversee the creation of social, cultural and business networking opportunities.

The Aedile will act as the owner of the list, and enrol the assistance of citizens on the list to act as moderators. Ideally those citizens should be both active on the list and drawn from the top 25% of the CP range for their division. This would aim to ensure that committed citizens with influence in their division are enrolled in a role that can be challenging and require common sense and sensitivity under certain difficult circumstances.

Local communities

The issue of the provinces has plagued Nova Roma virtually since their inception. There simply are not enough citizens to make any of our provinces credible. In fact it seems like

NOVA ROMA REBORN

arrant hubris to appoint governors, by whatever title they may be designated, to vast swathes of territory virtually bereft of even a scattering of citizens.

Of course the provinces could be subdivided and either more governors appointed or an increased number of provinces left with no governor. Ultimately we still have the same number of citizens however we divide them up. One provincial slice of the cake may have six citizens in and another zero, why a third may have 30. All told the numbers, even the 30, do not resonate as a province. The bar has to be set higher, much higher. Provincial status is something to be earned after a realistic and established numbers of citizens are present in an area of close proximity.

One of the long-standing objectives of a number of citizens is to establish a center of local population where citizens can live and work together. Regardless of whether anyone would in reality uproot in order to live with fellow Nova Romans is irrelevant. The key is not for people to move, a costly and far reaching decision unlikely to be made by many, but rather to encourage the growth of groups around active citizens. We lessen the chance of that happening by rewarding an area of the citizenry with a grant of provincial status, when they probably total less than the members of their local chess club.

It is perfectly historic to have scattered pockets of Romanitas in areas without provincial status. What would be more historic is if those scattered groups started to grow locally and expand. One merchant built a hut that attracted trade that attracted other merchants who built a camp that expanded until a true settlement was eventually established. So too now, these small isolated pockets need to be encouraged to grow. That is commonly accepted. The question has been how.

In many ways since local conditions differ and we are dealing with individual citizens with varying strengths and weaknesses in recruiting, there can be no absolute prescriptive model. What can be done though is to establish incentives and remove impediments. The current provincial system is an impediment because it fosters complacency. If provincial status

NOVA ROMA REBORN

becomes a real target and goal to aim for it may encourage people to strive that little bit harder.

As for an incentive, a suitable reward of CP, the possibility of a reduction in the Nova Roma Inc. membership dues, and a reduction or elimination of CP taxation if it is in force if a certain level of population is reached. Additionally provincial governors, if appointed, would sit on the Nova Roma Inc. Board of Directors (BoD) and this would give the local community a direct channel to the decision making there, and effective representation. State contracts for various Nova Roman projects could also be bid upon effectively, not only proving a group with a good opportunity for concerted cooperative action, but again for CP as an added bonus.

These need to continue to be encouraged, but by setting the minimum required levels of population far higher we give people real targets to aim for, rather than the minimal levels that are required now for say *oppidum* status.

Oppidum and larger communities are self-governing; in that they elect their own magistrates, yet remain subject to the oversight of a governor. These magistrates in turn promote a coordinated approach to Nova Roman project, regularly poll the citizens in their community group to determine issues of concern and represent them to their governor.

Citizens in these self-governing local groups would continue to have the right of appeal to the city praetors, urbanus and peregrinus, where conflicts exist that they feel cannot be resolved within the community group, *oppidum* etc. or where the dispute involves other citizens not resident in their local community. Additionally of course they could appeal to the city praetors concerning the actions of the governor of their province.

Cultural associations

The question of local incorporated cultural associations arises. Clearly there is a desire for them, and practical local benefits, but they tend to have been established, even though they

NOVA ROMA REBORN

had the Nova Roman Senate endorsement, as a means of establishing an identity that could perform outreach free from any connection with Nova Roma Inc.

This led to the suspicion that they were, or could potentially become, a focal point for the effective elimination of the host Nova Roman province, usually through abandonment or neglect of the latter in favour of the association events. The potential benefits of these local become masked for many by this suspicion of the motivations of their organizers and the disdain or embarrassment some of the latter have for being identified as Nova Romans. So exactly how can these groups be established for mutual benefit?

The problem with the Nova Roma Inc. model was that there was no clear process for handling the connection to a legally separate entity located outside the same jurisdiction as Maine and the USA. Additionally the authority of the Senate within the setting of a Respublica wasn't defined for dealing with issues or concerns. The solution seems to have been to want to avoid points of conflict or issue if possible simply because the Senate had no means to enforce its will and often just seemed to collectively choose not to ask difficult questions or generally rock the boat, due to a justified concern that too much interference might precipitate a defection of most of the province's citizens.

As the target population level for provincial status is proposed as much higher than currently it is quite likely that citizens may wish to form such a cultural association. In the proposed model the relationship between that Association and Nova Roma Inc / Respublica Inc. could take the following forms:

1. **An understanding between Nova Roma Inc. and the Association**, unconcerned with Respublica Inc. for the mutual benefit of both groups, as per the arrangements that Pomerium makes in Italy for Nova Roman members on events and trips to various sites. This understanding could take one of the following forms:

NOVA ROMA REBORN

- a. **Formal** – through a Memorandum of Understanding where the benefits and obligations are detailed for both organizations, such as associate membership. This would be negotiated by both Boards of Directors (BoDs)
- b. **Semi-formal** – where members of each group associate on an individual level with the other group as friends of the respective other group rather than a form of associate membership. Additionally both BoDs would establish this within the context of a resolution of mutual cooperation.
- c. **Informal** – a casual exchange of information between members of both groups, occasional joint projects and activities. This would develop naturally without any formal accords.

2. **An understanding between Respublica Inc. and the Association**, which as a pre-requisite requires option 1.a above to be in place. The Senate would negotiate an agreement that granted members of the Association *socii* status.

There maybe members of an Association who in their own right are members of Nova Roma. The various options above would cater not so much to them, but to members of the Association who had no exposure to Nova Roma but wanted to learn more, rather than commit to citizenship.

This model for the Cultural Associations could be extended to other groups that Nova Roma wanted to forge links with, reenactment groups, other cultural classical groups not associated with Nova Roma, archaeological preservation societies, and many more. The various levels of links above allow for Nova Roma Inc. to negotiate the most appropriate form with the other group. The partner group may not feel it necessary or appropriate to link to Respublica Inc. Some serious academic groups maybe put off by what erroneously is perceived as role-playing. They may feel only comfortable linking with Nova Roma Inc., cast in the image of a traditional non-profit corporation, without the trappings of a Respublica directly associated with it in the titles of its officers, or descriptions of its committees and working groups, or Roman names.

NOVA ROMA REBORN

Provinces where there is cross-pollination between the officers of the Association and local communities, with existing Cultural Associations, or local groups seeking to establish one, should establish a relationship under the above model, regardless of previous agreements. Motivation and purpose change over time and for new Associations need to establish the limits of such a relationship so roles and responsibilities are clear.

So even if a small community of 40 citizens living in a town, but without provincial status, wanted to form a Cultural Association, then they could. In the past it has seemed as if Associations existed to attract members in their own right as an alternative to Nova Roma. Under this model the Association would be an initial stopgap measure to provide a formal structure in the vicinity with a link to Nova Roma Inc. The incentive to do more and formal province would be representation on the Nova Roma Inc. BoD through the governor. These Associations should become accepted and valued within the Nova Roman structure.

The exact relationship between the BoD of the Association and the Provincial structure could be:

- A) **Formal**, where the Governor of the province automatically held a similar position within the Association. The Association would then fulfill locally the same role as Nova Roma Inc. does in relation to Respublica Inc. A Memorandum of Understanding with Nova Roma Inc. would achieve this and one with the Province would outline limits of the relationship
- B) **Informal**, where a member of the BoD of the Association, other than its chairperson, may be governor. A Memorandum of Understanding with the Province would outline the relationship.
- C) **Indirect**, where a member of the Association may be governor.

NOVA ROMA REBORN

Types of Local Community structures

Vicus:	5 – 49	citizens
Castrum:	50 – 249	citizens
Oppidum:	250 – 499	citizens *
Municipum:	500 – 999	citizens *
Colonia:	1000 +	citizens *

Provincia: Requires at least one *oppidum* and a minimum population within the boundaries of the provincia of 375 tax paying citizens for the province to be deemed active and a governor appointed.

“ * “ = Self-governing

Concerning the nature of the structures

Should these conditions be met, it is mandatory that a governor be appointed. The goal is to promote and recognize the establishment of a centralized, active and substantial number of citizens within the close proximity of a single settlement, rather than simply reward an area for scattered membership that may have become citizens more due to the presence and exposure of Nova Roma Inc. on the Internet than the efforts and activities of citizens local to that area.

Drawing on historic parallels a Roman presence within an area could be scattered and fragmented, but the establishment of an *oppidum* would indicate a deliberate extension of

NOVA ROMA REBORN

centralized Roman influence. The goal is to create strong and sizeable local groups situated within the same geographical area, allowing for significant local events to be held.

The above groups must be centered within the geographical and administrative borders of a modern settlement (village, town, city etc.). Citizens must be residents of that settlement.

Projects and Associations

Nova Roma Inc. could enter into joint projects with such Associations directly, without reference to Respublica Inc. This would be appropriate in situations where the Association and the vast majority of its members and its BoD were not involved in Respublica Inc. Here the BoD of Nova Roma Inc. could assist a local Association with raising money to finance preservation of an archaeological site, generate letters of support, seek intervention in support of that goal through its networking across the world and become a focal and key player in public awareness campaigns over classical but mainly Roman heritage.

Projects could also involve a tripartite approach of Nova Roma Inc. handling the international awareness and support activity, where a non-profit approach in traditional form is necessary, Respublica Inc. undertaking to provide the boots on the ground in support of a financial appeal, where people donate not to Respublica Inc. but either to Nova Roma Inc. for forwarding to the third parties concerned, such as a preservation appeal, or direct to such an appeal or direct to the Association.

Transferring money from Nova Roma Inc. should of course be in compliance with State laws. During the negotiation stage concerning such a project Nova Roma Inc. would have to do due diligence to assure itself the Association was credible and able to disperse funds received, whether from Nova Roma Inc. or as a result of its efforts and preference maybe given to dispersing to a third party appeal.

NOVA ROMA REBORN

On the issue of CP and Associations, on a project arranged not on the tripartite model, but just between Nova Roma Inc. and the Association, CP can be allocated to Associations so long as they have a corporate identity within Respublica Inc. That could be done according to processes outlined in the initial Memorandum of Understanding between Nova Roma Inc. and the Associations or in subsequent Memorandums of Understanding or the project negotiations, which may or may not require a Memorandum of Understanding.

Dynamic cycle of activity

The objectives of local communities is of course to spread Romanitas, generate new members for Nova Roma Inc., increase dollar revenue, and provide incentives to generate engagement and activity within Respublica Inc. as well as to engage in public outreach and contribution to meaningful projects.

A dynamic cycle of events and interaction will be promoted. Nova Roma Inc. has currently been unable to create a structure that feels both comfortable in such activity and relationships with Associations, seizes on their capacity to work for, rather than against, the interests of Nova Roma Inc and provide tangible proof to its members that Nova Roma Inc. has the ability to function both on the Internet and locally.

The common belief that has emerged is that it is an “all or nothing” approach, that local communities are the only valid direction for Nova Roma Inc. This rather puritan approach doesn’t see either the need or the benefit of the Internet, and that is due primarily to a structural failure to link both realms of activity together in the symbiotic relationship that is necessary and desirable. One will feed the other and vice versa.

A command economy style approach to activity and understandings/partnerships is bound to fail, for Nova Roma is not the primary work activity for people. Therefore the time available and attention necessary to micromanage activity and creativeness is simply an unattainable goal.

NOVA ROMA REBORN

Within the confines of this being a volunteer organization, Nova Roma Inc. has to create the mechanisms and structure to encourage and support the formation of links in the dynamic cycle, while at the same time building into the structure and system quality control mechanisms for ensuring this activity is value driven.

The move to state contracts within Respublica Inc and a bidding process will in itself encourage a healthy competitive edge, and at the same time placing projects firmly in the hands of individuals, consortiums / corporate groups based and operated within Respublica Inc., will help to maximize the creative potential free from unnecessary oversight, control and interference.

Magisterial oversight is a potential barrier to that creativity. Romans were also skilled in extending trade. In antiquity Rome was far removed from its outposts flung far and wide over the known world. Communication methods have of course improved to the point that almost instantly we can communicate around the globe. We have to place trust in our members and not overwhelm and extinguish through well meaning central meddling in that creativity which can feed back in a positive way to the center.

That is why it is necessary to create a structure that allows for this devolution and freedom of operation. If the central structure does not trust its members, then they in turn will not trust the center. The symbiotic relationship between local and central structures is the key to promoting that dynamic cycle of activity.

NOVA ROMA REBORN

THE SENATE

Under the current model for Nova Roma Inc. the Senate wears two hats, both as Senate and as the Board of Directors of Nova Roma Inc. Respublica Inc. would of course have a legal status, as a private incorporation. The Senate would serve as the BoD and vice versa.

The Senate would be responsible for ensuring that the *mos maiorum*, was maintained, protected, promoted, expanded and remained valid to the clauses in the Service Contract, which set forth the objectives and purpose of Respublica Inc.

Under Respublica Inc. the Senate would finally have its position firmly established. Under a non-profit structure the Senate doubling as the BoD was theoretically answerable to the members of Nova Roma, by virtue of the laws of the State of Maine. As a private corporation providing a service to the members of Nova Roma Inc. it would not be answerable directly through those mechanisms.

There is a mechanism however where Nova Roma Inc. and its members could make the Senate answerable, even if it did not want to be. If the Senate went so far off the rails and outside the scope of the Service Contract, violating the *mos maiorum* and the internal laws of Respublica Inc. the BoD or members of Nova Roma Inc. could by virtue of the clauses in that document, terminate the contract. As the BoD of Nova Roma Inc. would be a cross section of the members and various interest groups, it would require concerted and near unanimous support. This would be a weapon of last resort, but one that Senate should ever remain mindful of.

This would be the equivalent to the civil wars or tumultuous social riots of Ancient Rome, though bloodless and legal. The comparison is valid though. The people would ultimately be supreme if the Senate broke the balance that Polybius espoused. So long as the Senate acts

NOVA ROMA REBORN

within the accepted framework of the *mos maiorum* and moreover acts responsibly in the best interests of Nova Roma Inc. and its members, not only will it survive but also it finally will have the structure to operate within and fulfill its traditional role.

Though Respublica Inc. exists to ensure that the objective and goal of Nova Roma Inc. by providing the means through which people can explore and develop their Romanitas, it also has independence whilst acting responsibly. For example, the Senate would not simply blindly accept projects from Nova Roma Inc. It could well have specific knowledge the BoD of Nova Roma Inc. had either ignored or not been privy to. One could also conceive of projects that inadvertently would cause a breakdown in the social order inside Respublica Inc. A freedom to say “no” is essential, but again this must be based in reason and driven by a sense of right and duty. Should the Senate attempt to undermine the objectives of Nova Roma Inc. they would be in breach of the Service Contract and subject to sanction through Nova Roma Inc. severing that contract.

In such a case the Senate would not be disbanded, as that too would violate the historic status of the Senate, but since Nova Roma Inc. would control all assets, which would include the CP balances, the various software tools, censorial databases, pressure could be levied that way by shutting down the structures and methods of government. The Senate as an independent BoD would thus be required to negotiate if life in the Respublica was to function and flourish.

Again the model of balance as outlined by Polybius is preserved, through the balance and division of power and responsibility between Nova Roma Inc. and Respublica Inc. Creating a system that allows the Senate to function in its historic manner, with its attendant rights, is only possible if no automatic “kill switch” exists. With such a device the Senate is no longer the Senate and the entire structure of a Respublica unravels. Thus Nova Roma Inc. would have to exert its authority by a denial of service tools, until the Senate decided to negotiate.

NOVA ROMA REBORN

Entry into the Senate

A) **Automatic once elected praetor, consul or censor** after the foundation of Respublica Inc.

Or

B) **Automatic if:**

- i) Possesses a minimum of 2100 CP
- ii) Elected Quaestor after the date of the founding of Respublica Inc.
- iii) Recorded the largest number of votes in his/her election or in the case of a tie, was the oldest of the candidates tied for 1st place.
- iv) 5 or more years have elapsed since his/her term of office as Quaestor ended.
- v) The Senate has not reached its maximum allowed size.
- vi) No valid censorial objection exists

Or

C) **Automatic by a lump sum donation to Nova Roma Inc.** paid in money, equal to 4800 CP regardless of CP already held, and previously elected Quaestor after the date of the founding of Respublica Inc, so long as no valid censorial objection exists.

Or

D) **Selected on merit by the Censors**, but must possess a minimum of 4800 CP and previously been elected Quaestor.

The rationale of (A) is that the Senate simply cannot accommodate large injections of members and that the sole automatic entry point for those not already elected should be the point of election to the higher magistracies. It should be noted that the higher CP balance

NOVA ROMA REBORN

required would preclude in most cases jumping straight to praetor or above as a candidate. There maybe a strong case for including the path of the cursus in the Nova Roman mos maiorum, rather than legislating and thus make it contrary to custom and leave the matter to the voters, even if a candidate possesses enough CP to make a run for praetor or above. Making it socially unacceptable is probably more effective in the long run than making it illegal.

The entry point at (B) allows for the candidate that polled the highest number of votes in his/her election as Quaestor but for whatever reason did not progress along the cursus to another entry point in the Senate, yet has amassed the requisite minimum number of CP points to enter the Senate.

The donation at (C) to Nova Roma Inc. of a substantial amount of money linked to the requirement to have been previously elected Quaestor should be rewarded. If someone is willing to make that level of commitment they deserve to have a say in policy.

The entry at (D) is a continuation of current policy but imposes on them a minimum requirement of CP and office held. That ensures that the Censors make their selection from established citizens already embarked on the cursus.

Continued Senate membership conditions

- A) Taxpayer as of 1st January each year, for previous calendar year's tax period.
- B) Minimum donation in previous year to Nova Roma Inc. of \$100 USD (unless exempt *) as of 1st January each year, with 10% discount for each year of full service in the Senate.
- C) Minimum balance of 4800 CP as of 1st January each year

NOVA ROMA REBORN

Restrictions on the activities of Senators

With the reforming of the *Ordo Equester* and the move to create a social order that is the catalyst for activity through the formation of Respublica Inc. based consortiums and corporations, it will be both necessary and historic to impose traditional restrictions on the involvement of Senators in the business of that “economy of activity”.

Senators will not be permitted engage in any mercantile / commercial activity or bid for state contracts, which would be inappropriate for those engaged in the authorization of those contracts.

The only permitted activity for Senators will be the involvement in consortiums or corporations that have as their sole purpose the foundation of a local community, the acquisition or development of actual land or religious / charitable objectives.

Policy creation

In order to assist in creating an Economy Of Activity, through its role as a policy forum, the Senate needs to embark on a series of procedural, structural and philosophical changes.

The first fundamental shift should come within the Senate. As a policy-making forum, it lacks energy. It could be seen with some justification as being only a rubber stamp for the plans of each year’s Consuls. The Senate could be said to have some inherent views on various topics, usually the ones most bitterly fought over in the past as a result of memories being longer for the more controversial issues. The problem is the Senate doesn’t think as a policy body, a synergy of views and ideas focused together to produce policy, and a policy that is the opinion and view of the Senate as opposed to that of the Consuls.

NOVA ROMA REBORN

That absence of a collective will, collective policy objectives and the division into roughly three factions, one being a more neutral and as such a “floating” group of Senators whose opinions vary according to topic, ensures that the transitory objectives of each year’s consuls take precedence. There is no Senatorial memory that kicks in to bring the Consuls of the year into focus on policy that the Senate as a whole deems good for Nova Roma Inc. Instead each year the same rubber-stamping of reactive policy to deal with an emergent real or perceived crisis or the goals and ambitions of the Consuls is what occupies the majority of sessions.

Projects, whether the concept of a Senator or brought in for discussion from ideas generated by citizens infrequently happens. The very structure of the Senate agenda militates against this, for it is set by the Consuls and announced to the Senate. The sessions are not structured to make it easy for Senators to raise issues, if only to bring them to the notice of the Senate. Outside of sessions discussion can be free ranging, but again since the Consuls set the agenda based on their own goals and ambitions for the year, or to deal with the latest crisis, Certain simple changes and a commitment within the Senate to ensure those changes become Senate custom and are adhered to by Consuls in the future, can start to create the necessary changes.

Firstly, the restriction on Praetors being able to summon the Senate only in the absence of the Consuls needs to be removed. Likewise the Tribunes should be more active in this respect. The Senatus princeps should have this ability too. If there is perceived area of policy making that the Senate should consider then that must be a priority. The Senate needs to assert itself and take more initiative. That does not mean a reduction in the role of the Consuls, for regardless of who summoned the Senate if the either or both of the Consuls were present they would preside, but rather an increased role for the Senate as a whole, which is sorely lacking and much needed.

Secondly, the Senate needs to establish goals and objectives, over a medium to long term. It needs to establish what medium and long term actually means in a general sense. Short term clearly is one year. Is medium term within five years and long term ten years? The nature of

NOVA ROMA REBORN

this rough guide will change depending on the issue, but unless the Senate determines what it wants to see happen in Respublica Inc. life will continue as it did before, year to year with occasional lurches in short term direction depending on the views of successive Consuls.

Thirdly, having established those goals the Senate cannot just sit back content. Instead it has to ensure that while the goals of each successive year's Consuls are debated and discussed on their own merit, that the Consuls are required to take action to further these long term goals, as are other magistrates of each year. That means the Senate must issue a *Senatus Consultum* as a directive to the Consuls to pursue policies. The Consuls need to be a part of this process and to tailor their own agendas to include and dovetail with Senatorial goals. In an ideal year the resultant policy decisions would be a synthesis of the two, but the Senate has to have the determination to enforce its will concerning its goals. That will require senior members of the Senate to identify with the Senate on these issues, rather than the Consuls of the year if a conflict of interest and direction occurs.

Factions of one sort or another will always be present in the Senate, be they formal, informal, permanent or temporary, but there has to be an acceptance that there will be issues that transcend those divides. Occasionally such a unity of purpose has been displayed in the Nova Roman Senate, but these are the exceptions that prove the rule that this is a rare occurrence.

Fourthly, the Senate has to translate its goals into projects. These will be the state contracts that are offered to tender. They should specify the goal, methods, limitations and restrictions, timelines, penalties for failing to perform and lastly of course an incentive has to be attached to it, the CP to be awarded. The contract will specify stages of payment and any qualifiers for those stages to be considered complete. The timing of payment, whether in lump sum or installments will also be specified. Once formulated should be passed to the Censors to allocate according to the terms of what the Senate has decided the winning bid should include.

Fifthly, the Senate will need to determine, prior to the start of a new year, the stipend of CP that will be allocated to the magistrates for the next year that qualify for it. This is the amount

NOVA ROMA REBORN

that for example each Consul will have for the year. Out of that amount all expenses will have to be met. Scribes and assistants allocated an amount of CP for their work; projects that the Consuls have undertaken themselves equally allocated CP to disperse to those involved; and other sundry expenses. At the end of each year each magistrate will render an accounting on how that CP has been expended. This is to ensure that it is used strictly for state business. The pre-determination of the stipend doesn't prevent a magistrate from requesting an extra amount of CP, but the expectation will be that they should be able to demonstrate the absolute need for it. The Senate would not be obligated to provide it.

Sixthly, the Senate will determine prior to start of a new year, whether CP donatives will be paid to those magistrates personally at the end of their term of office and if so the amount. They may establish conditions on those donatives. There will be no automatic CP payment to magistrates, just as in Ancient Republican Rome magistrates were not paid a salary. Donatives are only an option for the Senate and will depend on the amount of CP in the treasury. They can be thought of as a form of civic award for an outstanding year. Magistrates are not obliged to accept donatives, anymore that the Senate is obliged to offer them, and they should not be expected or regular awards, but purely merit based with high minimum standards to be achieved before someone is even considered for one.

Magistrates will be expected to have participated in the Economy of Activity prior to setting out on the cursus, thus meeting the minimum CP qualifications for standing for election and being able to fund any extra project activity they desire out of their own CP balance. Magistracies will no longer be seen as a position that nets Century Points, regardless of performance, but as positions of service which if anything might eat into one's own CP balance if one desires to do more than the stipend allocation of CP allows. Service as a magistrate will require careful planning and acquisition in advance of enough CP to make one's year exceptional, and that will be by way of previous service. Naturally if already a Senator the usual restrictions will apply in respect of what CP earning activities they can engage in.

NOVA ROMA REBORN

Seventhly, the Senate will have to manage certain aspects of the EoA. Just as with a currency, the Senate will have to monitor the amount of CP in circulation, establish a budget of state CP expenditure, in times of shortage of state CP consider ways of generating more, be it through forms of taxation or licensing, raising loans from the citizens by issuing a CP investment bond with either a simple or compound interest attached to the repayment at either a fixed or variable rate, review state contracts and shrink the number up for tender, to name but a few methods.

Just as in Nova Roma Inc. the Senate had to budget, so too will it in Respublica Inc. The added dimension here is that the budget will not just be a simple matter of predicting expenditure and revenue, but will also have to manage the basic principles of an economy, albeit one that revolves around activity, creativity, projects and goals. The principles that apply to sound money management will also apply to sound CP management and the Senate will have to exercise the required amount of control without stifling activity or over stimulating the EoA.

Eighthly, A by-product of these tasks will be that the Senate will become focused more on long term planning, selecting appropriate goals, generating creative projects and managing and directing activity than on petty squabbles over minor and transitory issues. Consuls will find a more assertive Senate, aware of the obligations placed on it and the incentives for success and the price of failure, and will in turn find the Senate placing higher expectations on them to facilitate those goals and objectives of the Senate during their year in office, in addition to their own plans for their term. The role of the *princeps senatus* will be an influential one, speaking for the Senate and reminding the Consuls of their obligations.

Within the Senate that Polybian balance will be established, requiring Senate and Consuls to work hand in hand, the former exercising its authority through *senatus consultum* and the latter through their role as the presiding magistrates with their *imperium* and independent role behind them. Neither Senate nor Consuls will be the servants of the other, but ideally partners. Consuls can of course steer their own course, seeking a mandate from the people in spite of

NOVA ROMA REBORN

the Senate's disapproval or its contrary direction, always mindful though that the Senate controls the purse strings on CP.

A series of constant checks and balances will operate in this relationship. The people too will expect the Senate to manage the EoA with probity, for if they get it badly wrong and the projects diminish and opportunities for CP generation shrink, along with confidence in the Senate, so too will the satisfaction surveys decline, with all the consequences that entails for the Senate and indeed the whole of Respublica Inc. For the Senate to operate properly there have to be consequences as well as incentives, and they have to be sufficiently unpleasant that once the warning flags of shrinking public confidence appear, that the Senate focuses its attention on the positive and meaningful matter of managing the EoA effectively. This will focus the mind of the Senate on productive matters rather than internecine bickering over trivialities, or from burying its collective head in the sand.

Ninthly, the Senate will have to work closely with the BoD of Nova Roma Inc. over project requests. Nova Roma Inc. will generate project ideas, some being expanded upon in that environment and never being passed to Respublica Inc. because either they are more appropriate to be handled by the non-profit corporation or because Respublica Inc. has a surfeit of outstanding projects it is working on.

Additionally the Senate will need to have information concerning membership dues in Nova Roma Inc., which members are no longer paying the Respublica Inc. rate and whose citizenship in Respublica Inc. would therefore be compromised, as well as indicators of trends in growth or decline in dues, since there would be a direct correlation between the receipts received for those and CP created for Respublica Inc. Regular updates on project status would have to flow between the two corporations. All these expectations on both corporations would be outlined in the Service Contract.

NOVA ROMA REBORN

Provinces of Activity

Traditionally the Consuls were assigned actual geographical provinces. Even under the Nova Roma Inc. model this simply isn't practicable or desirable. Imposing someone who doesn't speak the language of that province or who isn't resident there upon a local community across the Internet would have been disastrous.

Within Respublica Inc. the emphasis for the Consuls will be on central coordination of policy, as determined by the vision, goals and projects of Nova Roma, specific senatorial policies as outlined in *senatus consulta* and their own individual or collegiate agenda for their year in office.

In pursuit of the goal of establishing the voice of the Senate that extends further than one consular year and maybe divergent from consular aims and goals, but vital in creating a stable policy environment, each Consul will be assigned a Province of Activity (PoA). Following tradition, these will be voted upon prior to their election. This will require forward planning by the Senate and an estimation of what areas will be critical to Nova Roma Inc. and the Respublica in the coming year.

The Senate will establish a PoA list and then amend it as required, to meet the changing environment and needs of the Respublica. Theoretical examples could be development of a Nova Roman on-line teaching center, development of a land fund, improvement in outreach. These would be areas of activity that would have long-term implications and the work of which may span several consular terms. Through this mechanism the Senate can be assured that if nothing else the focus of the Consuls will have to include areas that it has deemed necessary for the growth and success of Nova Roma Inc. and the Respublica.

When assigning a PoA the Senate will outline any specific goals that need to be achieved by the Consul during his or her term, together with any attendant timelines and measurements for success. Setting clear expectations in advance and publishing them will assist the candidates

NOVA ROMA REBORN

for Consul to craft a relevant electoral policy. Citizens can see what the Senate has deemed necessary and judge that against the various electoral platforms. This will improve the decision making process and create for greater transparency and continuity.

Looking to the future, the Senate could assign some of these provinces, should the list grow too large for the Consuls or emergent issues arise that need specific focus to proconsuls, praetors and propraeors, drawn from its ranks.

Taxation strategies

The Senate could institute taxation measures within Respublica Inc. when it is necessary to simulate activity. Equally in times of need for the treasury when state contracts have not yet been completed and Nova Roma Inc. has thus not credited the treasury with the requisite amount of CP, taxation could replenish the coffers, though a form of state bond to purchase for a set rate of return would probably be a more prudent option, given the ability of the citizens to affect a crisis through a groundswell of negative opinion polling. The Senate could elect for a CP balance tax, a service tax, and other similar taxation measures.

Where project activity has slowed to almost nothing and CP movement is stagnant the imposition of a state tax that depletes balances would necessitate activity to recommence, in order to generate the CP necessary to make up any shortfall. Obviously the Senate would have to strike a correct balance between initiating a measure that became deeply unpopular and removing sufficient CP to provide the catalyst necessary for citizens to need to become involved in projects. Clearly over taxing people could result not only in unpopularity, and risk if it escalates a shut down of the CP system through the automated escalating levels of system restrictions, but also what could amount to a strike where nothing gets down, similar to a secession of not just the plebs, but in this case the taxpaying base.

NOVA ROMA REBORN

Consideration would have to be given as to whether such taxation methods were selective, focused on a particular class of taxpayer, or type of CP earned activity, or general in application. Equally the Senate could subsequently, in times of an over abundance of CP in the treasury, pass a proportion of that back into circulation through CP tax refunds. None of these decisions are necessarily complex, and involve a very basic economic model, but the same disciplines and principles that apply to a wider macronational economy also have relevance to the CP system.

The method for the collection of CP tax revenues would be automatic and anonymous. The taxation algorithm would require a manual input by an authorized user of the percentage rate of taxation. Other inputs could include the class of citizen applied to or the area of activity. Then the algorithm would execute any required deductions from CP accounts. Automating the process reduces the risk of errors – assuming the algorithm is functional and the inputs correct and doesn't require manual effort or work.

NOVA ROMA REBORN

MAGISTRATES

Consuls

The Consuls would identify a program of consular activity that is in accord with the Nova Roman *mos maiorum* and advances the vision, goals and projects of Nova Roma.

With the Senate taking a more active role in policy and project creation the Consuls would have to link their program to implementing the will of the senate as expressed in any relevant *senatus consulta*.

The major change in the functions of the Consuls will be in the area of their Province of Activity. Prior to their election the Senate will determine from the list of general areas of activity what the focus for the Consuls will be during their year of office. The Senate will take into account the projects that Nova Roma Inc. has asked it to participate in and the current health and state of the Respublica. The provinces will be voted upon and the Senate can elect to decide which Consul, senior or junior, gets which province in advance, or they can require them to be allocated by lot.

Censors

In addition to their existing duties the Censors would be responsible for the allocation by bidding process of the state contracts for projects approved by the Senate as deserving of state CP to be paid. The bid should take into account all the normal issues, such as the experience of the applicants, the CP cost quoted by them. This will be a collegiate responsibility.

NOVA ROMA REBORN

All bids for state contracts must involve CP charged at a realistic and market rate, as determined by the Censors. That will preclude exorbitant amounts and inordinately small or zero sums. The flow of CP and its effects cannot be undermined at the state level by outrageously small or large quotes. In determining what is or isn't appropriate as a bid quote Censors will take into account any CP controls imposed by the Senate.

The existing duty concerning safeguarding public morals will be extended to include conduct contrary to the *mos maiorum* of Nova Roma.

The administration of the Trans Tiberim list will be the primary responsibility of the most recently elected Censor, but in times of absence his colleague will assume that role.

Praetors

The two Praetors would be designated as Praetor Urbanus and the other as Praetor Peregrinus. These roles become meaningful under the structure of citizenship and the creation of the *ius Latii*. The candidate who polled the largest number of centuries will be designated Praetor Urbanus, or in the case of a tie the oldest of the two winning candidates.

Both praetors will be responsible for the arbitration of non-commercial disputes and infractions of the *leges*. The Praetor Urbanus will be responsible for disputes between citizens, while the Praetor Peregrinus will handle disputes between a citizen(s) and non-citizen(s), or between non-citizens. This is regardless of whether the dispute occurred on the list to which each praetor is assigned or not.

Each praetor will administer a list, the Praetor Urbanus will be responsible for the Aventinus list, while the Praetor Peregrinus will handle the Campus Martius list.

NOVA ROMA REBORN

Curule Aediles

The Curule Aediles will identify a program of aedilician activity that is in accord with the Nova Roman *mos maiorum* and advances the vision, goals and projects of Nova Roma.

They will be responsible for administration of the Palatina list (the one who polled the largest number of tribes or in the case of a tie the oldest Curule Aedile) and the Collina list. The latter would be the province of the other Curule Aedile.

Both Curule Aediles will be responsible for the arbitration of commercial disputes, the supervision of the Macellum and Conventus co-ordination and planning, as well as any other assigned aedilician projects or responsibilities. Unlike their plebeian colleagues they will not receive state CP to stage the games, and it will be their responsibility to fund the games.

Plebeian Aediles

The two Plebeian Aediles will identify a program of aedilician activity that is in accord with the Nova Roman *mos maiorum* and advances the vision, goals and projects of Nova Roma.

They will be responsible for administration of the Esquilina list (the one who polled the largest number of tribes or in the case of a tie the oldest Plebeian Aedile) and the Suburana list. The latter would be the province of the other Plebeian Aedile.

The Plebeian Aediles will receive a stipend of state CP to stage their assigned games.

NOVA ROMA REBORN

Quaestors

The number of Quaestors would be cut from eight to four, with two Quaestors continuing to be assigned to the Consuls. Their function would be to supervise the disbursement and accounting of CP from the consular stipend. They would also assist their respective Consuls in the administration of their Province of Activity.

Two remaining Quaestors will supervise the treasury and the disbursement and receipt of CP. They will also audit the previous year's Consuls' accounting records for the use and disbursement of their CP stipend at the expiry of their term of office, as well as audit the accounts of their predecessors when they commence their own term of office as Quaestors.

Praefectus Urbi

This is a new office, but an un-elected one. He or she will be appointed annually by the Consuls, and will serve until the expiration of the Consuls own term. Only those Senators who are *consulars* may hold this position.

The duties of the Praefectus Urbi will be the administration of the Forum list, the Rostra list and the Nova Roma Announce list. The purpose here is to place the administration of the main general communication forums into the care of someone other than the current curule magistrates, who will have considerably more duties than under the Nova Roma Inc. model.

Tribunes

There would be no change to the office of tribunes.

NOVA ROMA REBORN

CP balance and *sponsio* required to candidate for office

Censor (Requires a balance of 5400 CP and a *sponsio* of 270 CP)

Consul (Requires a balance of 3600 CP and a *sponsio* of 180 CP)

Praetor (Requires a balance of 2400 CP and a *sponsio* of 120 CP)

Tribunus Plebis: (No balance or *sponsio* required)

Aedilis Curulis (Requires a balance of 1200 CP and a *sponsio* of 60 CP)

Aedilis Plebis (Requires a balance of 1000 CP and a *sponsio* of 50 CP)

Quaestor (Requires a balance of 600 CP and *sponsio* of 30 CP)

Vigintisexviri (Requires a balance of 400 CP and *sponsio* of 20 CP)

The *sponsio* is set at 5% of the balance for all positions

NOVA ROMA REBORN

THE LATIN RIGHT – *IUS LATII*

The status of provisional citizen was introduced in order to ensure that spur of the moment applications for citizenship were reduced and that the time and effort incurred by the censorial cohorts in administering the “lost” citizens of Nova Roma was reduced. This has worked well in that respect. Nova Roma needs new members but it also needs members who are going to stay. A further change is needed too.

The principle of if you give nothing, you get nothing needs to be introduced to citizenship applications along with making citizenship especially valued. This means that rather than just serving an obligatory time in a virtual limbo of status, future applicants for citizenship will be granted the Latin right status, *ius Latii*. This will enable them to possess a CP account and start the process of assimilating into the life of the Respublica.

Their city division list, the Aventinus, would be overseen by the Praetor urbanus. The reason for moving the responsibility from the Censors is that the *ius Latii* are no longer provisional citizens, but hold limited rights within the Respublica, and that with administering state contracts for projects the Censors will move into a more traditional role.

Additionally the choice of the Aventinus is symbolic as it falls outside of the four traditional republican divisions of the city. The *ius Latii* are part of the city, but not completely, in the same vein as the choice of the Campus Martius for peregrini, because it lay outside of the pomerium. The Praetor urbanus would instruct the *ius Latii* in the customs and laws of Respublica Inc.

The *ius Latii* would have to prove themselves, not by waiting a period of time and passing a rudimentary test, but by becoming involved in the life of the Respublica. They will be able to advertise in the Macellum, to participate in projects and generally demonstrate their suitability for citizenship. If you give nothing, you get nothing and for those who are content with a minimal level of activity, while their status of *ius Latii* will never be removed so long as they comply with the conditions of that right, they will never progress to citizenship.

NOVA ROMA REBORN

The *ius Latii* who wish to progress to citizenship would have to present references from citizens who have interacted with them and who are in good standing themselves, not subject to a censorial nota, and forward those to the Praetor urbanus, whose endorsement will be required. The Praetor will consider conduct on the Aventinus list, the nature of the references and the degree of involvement in the life of the Respublica. There will be no automatic right to citizenship and equally there will be no minimum or maximum period at which point citizenship is granted. However if one of the *ius Latii* is refused endorsement a certain number of times by the same Praetor, there should be a right of appeal to the Censors, who would review the facts of their application and could register them regardless of praetorial objections.

The specific rights of *ius Latii* are:

1. *Commercium*:

- a. The right to participate in the designated lists of Respublica Inc.
- b. The right to participate in organizations that are associated with Nova Roma Inc. through a formal Memorandum of Understanding and which have been accorded and accepted *ius Latii* status for all their members. This participation would be for the purpose of project work.
- c. The right to be participants in consortiums and corporations.
- d. The right to advertise in the Macellum
- e. The rights to have a CP account and to earn and disperse CP.
- f. The right to enter into binding contracts, subject to arbitration by the Curule Aediles in the event of disputes, with other *ius Latii*, where the contracts concern projects and ventures within Respublica Inc.

2. *Conubium*:

The right to register a *familia* within Respublica Inc. with another person(s) who are *ius Latii*, subject to any relevant laws of Nova Roma.

NOVA ROMA REBORN

3. *Ius migrationis*:

- a. The right to obtain full membership of any organization at 1.(b) with specific benefits as outlined in the Memorandum of Understanding between Nova Roma Inc. and the organization.
- b. The right to maintain full membership of any organization at 1.(b) by payment of a group membership rate, based on a rate negotiated in the Memorandum of Understanding.

The purpose of the rights outlined is to facilitate involvement in Respublica Inc. yet still leave incentives to work towards. Additionally through joining a network of associated groups, *ius Latii* can demonstrate their commitment to Nova Roma Inc. in concrete and practical terms, by participating in joint projects with the members of those associated groups as well as projects inside Respublica Inc.

The goal is to produce a citizenship process that is worked towards and earned, rather than being virtually automatic, yet at the same time engage the *ius Latii* as potential new citizen in the life of Respublica Inc. and keep the initial enthusiasm and interest alive and flourishing.

NOVA ROMA REBORN

ASSOCIATED GROUPS

The Respublica Inc. model encourages the formation of local cultural associations that enter into agreements with Nova Roma Inc. These may or may not have sprung up from the efforts of existing citizens. In addition to those groups Nova Roma Inc. will strive to enter into partnerships with other classical and Roman centric groups. The Associated groups fill the same role as those groups of people in antiquity held the position of Friends and Allies of the Roman people.

The key to this lies in providing choice to those classical and Roman centric groups, as well as a familiar set of structural models to choose from. Some groups will be more comfortable with the non-profit side of Nova Roma Inc., cooperating on committees and working groups. Other such groups may favour co-operation and involvement in Respublica Inc.

For example, groups that are founded on academic lines may prefer to be involved in joint projects or initiatives with Nova Roma Inc. rather than Respublica Inc. Nova Roma has certainly had a spotty record, to put it mildly, concerning its appeal to such groups.

The stresses and strains of a rudderless organization in planning terms, with no firm long term goals, planning or objectives produced the years of factional focus, and groups having their emphasis on academic research and linguistic and cultural objectives had no common point of reference with Nova Roma. Additionally the very sharp and pointed levels of disagreement on the Main List would have heightened the perception of a total disparity of goals and objectives between any prospective academic, linguistic or cultural partner group and Nova Roma Inc.

The first objective of partnering with other groups will be to establish a renewed willingness of Nova Roma Inc. to be part of a wider community, which it can now do without compromising its identity as a Respublica, following splitting into two corporations. The unique Roman republican aspect of the community can be preserved intact, whilst allowing for a long hoped

NOVA ROMA REBORN

for expansion of the interactive involvement of Nova Roma Inc. in a series of agreements for mutual benefit.

The second objective is to move Nova Roma after it re-establishes its credentials as a willing and serious participant in the wider Roman centric community, to a position of pre-eminence amongst those groups. Nova Roma has the potential to assume a central and coordinating role, but what it currently lacks is credibility, a plan and the structural changes necessary to achieve that goal.

The mutual benefit in the first objective would come through increasing the exposure of a revitalized Nova Roma to future, former or once prospective members. The partnering group would gain access to a world wide, albeit currently small, organization that can mobilize behind projects and initiatives, which for the partner group would otherwise remain only in the planning stage. As Nova Roman local communities grow, they will begin to interact at a local level with these groups, participating in joint events.

These is not a new concept and has been the goal of many people within Nova Roma for a long time, but there were various practical hurdles to overcome as well as creating a structure that allows for an effective partnering model to be developed. Cross-pollination of ideas and members can have a practical series of vehicles to drive them, be it the *ius Latii* or consortiums and corporations. Pre-planning the use of these to facilitate agreements will make the interaction between far smoother and purpose driven.

While these agreements will be struck between Nova Roma Inc. and the respective groups, there will be effects upon Respublica Inc as it will be necessary to smoothly and warmly welcome the members of such groups into civic activities and projects. The latter will be ambassadors of their groups, just as Nova Roman members participating in those groups will be Ambassadors for Nova Roma. Providing a specific home list will allow these groups to network not only with Nova Romans, but other *socii*, in a controlled and calm atmosphere.

NOVA ROMA REBORN

Associated groups will have to decide on what level of access their members would like and what those groups feel it should be, to either just Nova Roma Inc. and its project work, or to that and Respublica Inc. The dual identity of Nova Roma will allow meaningful and lasting partnerships to be forged. It should be noted that nothing would preclude members of Nova Roma Inc. joining those associated groups in their own right, or vice versa, but the agreements could reach an arrangement where for a set fee membership extends to both organizations. Equally the officers, board members or equivalent should have the right of full citizenship in Nova Roma, subject to the normal requirements. That would include the right to participate in Respublica Inc. This right would by-pass the normal requirement to start first as *ius Latii*.

Clearly there are many possibilities for enhancing the interaction Nova Roma has with the Roman centric community, the difference between the past and now being that the structures will exist to ensure that these partnerships work to the mutual benefit of all parties, and remove the risk that they simply become exclusive alternatives and thereby become viewed as detrimental to the goals of Nova Roma Inc. as was the case in the past. Equally it must be again stressed that Nova Roma needs to earn that degree of cooperation and emerge from a self-imposed exile.

NOVA ROMA REBORN

LEGAL SYSTEM

The Nova Roman legal system has been the subject of a number of controversies, both over the scope of its reach, the quality of its law, the nature of the Constitution and the impartiality of its administration. While the various positions on those issues don't need to be re-stated, clearly changes have to be made to ensure the system is not only effective, appropriate, impartial and balanced, but also that it is seen to be those things in order to increase the confidence in it.

The current trial process would be replaced with the following processes for disputes between citizens.

Trade or commercial disputes

The only process open to two or more citizens who have a dispute relating to this area is through a hearing by a Curule Aedile. If the case is found to be substantiated the respondent(s) will incur a penalty. If the case is found to be unsubstantiated the petitioner(s) will incur a penalty. As all parties to the dispute are at potential risk of penalties, the Curule Aedile will offer all parties the opportunity for a judgment involving reduced penalties in return for a surrender of the right to provocatio. A party not agreeing to this will incur the full range of penalties if the matter is not found in their favour. By imposing a dual risk the objective is to discourage frivolous and petty complaints and encourage resolution amongst the parties. The Curule Aediles will not engage in arbitration outside of this model, in order to encourage self-sufficiency and mature resolution to disputes.

The issue would have to involve a situation where:

- 1) A payment of CP was made by the petitioner(s) to the respondent(s)

NOVA ROMA REBORN

or

2) A payment of CP should have been made by the respondent(s) to the petitioner(s) but was not

and

3) A service or product was expected in return for the CP

and

4) That service, product or payment was

a. Never provided

or

b. Found to be defective

c. or

d. Did not meet promises made in any advertisement within Respublica Inc.

or

e. Did not meet the terms of any contract or agreement made between the petitioner(s) and respondent(s) concerning this matter

The Curule Aedile hearing the matter would require the petitioner and respondent to each submit a statement of facts together with any supporting statements or documents. Once these are received the Curule Aedile will share them with the petitioner(s) or respondent(s). One rebuttal statement of facts will be allowed from the petitioner(s) and respondent(s).

The Curule Aedile will decide if the complaint is substantiated or unsubstantiated based on the information provided.

If the party found against agreed to the reduced penalty mode he or she will be required to either repay any CP received or due, plus up to 10% of the CP received or due as compensation, plus 5% of the CP received or due as a penalty fee to the treasury.

NOVA ROMA REBORN

If the party found against did not agree to the reduced penalty mode he or she will be required to either repay any CP received or due, plus up to 50% of the CP received or due as compensation, plus up to 25% of the CP received or due as a penalty fee to the treasury.

Infractions of the laws

Respublica Inc. will not concern itself with non-trade related complaints between citizens or between citizens and non-citizens unless they relate to allegations involving:

- 1) Electronic harassment
- 2) Abuse of office
- 3) Unauthorized use or appropriation of CP
- 4) Electoral malpractice

Clearly Respublica Inc. needs to demonstrate that it is proactive in preventing harassment within the confines of its official lists. As a deterrent to the decisions of magistrates that largely cannot be challenged by the populace, unless public opinion is sufficient to cause a shutdown of system tools, there needs to be a remedy for abuse of office once that magistrate steps down. CP is a commodity and a valuable one in its own right and public confidence in the CP system is vital to the health of Respublica Inc. therefore it is necessary to provide a framework for dealing with unauthorized use of it. Lastly of course electoral malpractice needs to be defined to cover those persons who are alleged to have engaged in this, but not been elected thereby allowing

The only process open to two or more citizens who have a dispute relating to this area is through a hearing by the relevant Praetor, the choice of which will depending on whether they are all citizens or if the dispute is between citizen(s) and non-citizen(s). If the case is found to be substantiated the respondent(s) will incur a penalty. If the case is found to be unsubstantiated the petitioner(s) will incur a penalty. As all parties to the complaint are at

NOVA ROMA REBORN

potential risk of penalties, the Praetor will offer all parties the opportunity for a judgment involving reduced penalties in return for a surrender of the right to provocatio. A party not agreeing to this will incur the full range of penalties if the matter is not found in their favour.

The Praetor hearing the matter would require the petitioner and respondent to each submit a statement of facts together with any supporting statements or documents. Once these are received the Praetor will share them with the petitioner(s) or respondent(s). Rebuttal statement of facts will be allowed from the petitioner(s) and respondent(s). The length of the hearing will be no more than 72 hours. The petitioner(s) and respondent(s) will have all facts prepared prior to the commencement of the hearing time and date, as previously notified by the Praetor. They will submit all documents that they wish within 24 hours of the start of the hearing. They would have up to 48 hours from the start of the hearing to submit any rebuttal statements. After that the Praetor will decide if the complaint is substantiated or unsubstantiated based on the information provided and deliver his or her finding no later than 72 hours from the start of the hearing.

If the party found against agreed to the reduced penalty mode and the matter involves electronic harassment or abuse of office each party found against will be:

1. Required to pay up to 100 CP as compensation to the person(s) found in favour of.
and / or
2. Be subject to a suspension of access to Respublica Inc. for a period of up to 30 days
and in addition to the above
3. Pay a penalty fee of up to 50 CP to the treasury.

If the party found against did not agree to the reduced penalty mode and the matter involves electronic harassment or abuse of office each party found against will be:

1. Required to pay up to 300 CP as compensation to the person(s) found in favour of.
and / or
2. Be subject to a suspension of access to Respublica Inc. for a period of up to 90 days

NOVA ROMA REBORN

and in addition to the above

3. Pay a penalty fee of up to 150 CP to the treasury.

If the party found against agreed to the reduced penalty mode and the matter involves unauthorized use or appropriation of CP or electoral malpractice each party found against will be:

1. Required to repay the full amount of CP concerned to the person(s) found in favour of.
and
2. Pay up to 15% of the CP concerned as compensation to the person(s) found in favour of, or if the amount of CP is not known or is not involved then compensation of up to 100 CP.
and / or
3. Be subject to a suspension of access to Respublica Inc. for a period of up to 30 days
and in addition to the above
4. Pay a penalty fee of up to 10% of the CP concerned to the treasury, or if the amount of CP is not known or is not involved then a penalty fee of up to 50 CP

If the party found against did not agree to the reduced penalty mode and the matter involves unauthorized use or appropriation of CP or electoral malpractice each party found against will be:

1. Required to repay the full amount of CP concerned to the person(s) found in favour of.
and
2. Pay up to 50% of the CP concerned as compensation to the person(s) found in favour of, or if the amount of CP is not known or is not involved then compensation of up to 300 CP
and / or
3. Be subject to a suspension of access to Respublica Inc. for a period of up to 90 days
and in addition to the above
4. Pay a penalty fee of up to 25% of the CP concerned to the treasury, or if the amount of CP is not known or is not involved then a penalty fee of up to 150 CP

NOVA ROMA REBORN

Behavioral issues

These will occur on lists. If they are unofficial lists, the moderation tools available through Yahoo are more than adequate.

On official lists of Respublica Inc. the following model would deal with any emergent behaviour deemed unacceptable. The behavior should be clearly specified, whether by reference to Yahoo ToS or additions to that. Ignorance of the law is no defense, but ignorance of laws that are invisible, fluid or highly confusing should be a defense. Unacceptable behavior will therefore be clearly identified and shall also include breaches of the Nova Roman mos maiorum.

1. **First occurrence** – a warning
2. **Second occurrence** within the same message thread or if on a different thread within 72 hours – moderation for up to 72 hours.
3. **Third occurrence** after a resumption of normal posting rights (after 2) within 30 days of that resumption – up to 50 CP fine and up to 30 days withdrawal of all posting rights and thereafter moderation for up to 30 days.
4. **Fourth occurrence** after a resumption of normal posting rights (after 3) within 90 days of that resumption – up to 150 CP fine and up to 90 days withdrawal of all posting rights and thereafter moderation for up to 90 days
5. **All subsequent occurrences** up to 500 CP fine and suspension of access to Respublica Inc for up to 90 days

In all cases of this model the party found against will be required to pay any CP ordered by the relevant magistrate within 72 hours. Failure to do so will result in an automatic and ongoing suspension of access to Respublica Inc. until payment in full is made.

NOVA ROMA REBORN

Access to Respublica Inc. is defined as access to all official lists, suspension of all voting rights, Suspension of the right to sit in the Senate if applicable. Magistrates are exempt from any action for the duration of their term of office.

The limitation on access to these processes as a petitioner shall be 90 days from the date of the action subject of the complaint, or in the case of a magistrate holding office at the time of the date of the action subject of the complaint, 90 days from the end of that term of office held, or if the magistrate is then immediately elected to a consecutive term of another office 90 days from the end of that subsequent term. Should a magistrate's term end, or resign from the original term of office during which the action subject of the complaint occurred, and then be elected to another position under 90 days, the respondent shall only have the balance of the 90 days within which to access these processes once the magistrate's subsequent term of office ends.

In all the above models, provocatio would still apply.

NOVA ROMA REBORN

A NEW ROLE FOR NOVA ROMA INC.

The new role for the non-profit corporation, Nova Roma Inc. will be to provide a democratic and representative structure, with the ability to hold and control the management and disbursement of actual monetary finances. It owns all the assets, from official WebPages, the domain name and the Wiki, to the intellectual property such as the laws. The bank account is in its name, as well as the PayPal account and all other sundry accounts, whether of a financial, utility or research nature, together with all monies. It will be in full and complete compliance with all required state and federal laws. Its structure will be that of a traditional non-profit corporation, with recognizable titles for its officers.

It will act as an outreach group into the Roman centric world, negotiating with other similar groups, not all of which would wish to participate in the Respublica. It will be the primary point of contact with the world of academia, bringing to such contact the familiar comfort of a non-profit structure. This is designed to make academics more comfortable with such contact. It has to be recognized that if Nova Roma is to make inroads into academia it has to present a professional image and a modern one. Under the current model this is simply not possible. The reality of life is that we need them far more than they need us; therefore we have to have a structure that plays by the rules and customs of other traditional classical research groups.

Fundraising and advertising will be more credible when a familiar corporate structure is the outreach arm. Larger advertisers need to see a group that not only has a profitable market to tap into, but one that appears stable and credible, one that they feel comfortable associating their brand with. Understanding that the comfort zone of others may very well not extend to an organization that at the only point of contact is structured on the ancient Roman republic is sound business sense.

The non-profit corporation can be thought of as the ambassador of the Respublica to the modern world. It should become both a conduit for external knowledge and funds, as well as a research and project generator. By contrast the Respublica will be seen as the end user of the

NOVA ROMA REBORN

efforts and research of the non-profit corporation, the area where Romanitas is lived and developed.

Nova Roma Inc. will handle all the fundraising and collection of membership dues, formerly known as the “tax”.

Various classes of membership would need to be established, namely:

1. Full (Citizen)
2. Intermediate (Ius Latii)
3. Associate (Socii)
4. Corporate

Full membership should no longer be sold cheaply, for under this model there will be purpose and direction clearly visible, long term plans, structured projects and research. The Respublica will become a hive of value driven Economy of Activity. Achieving office will be something that is a clear and uncontestable milestone, undertaken not for any other reason but service to the Respublica and the vision and goals of Nova Roma. It should be priced at a realistic rate, higher than our current level. Only with full membership will come the right to vote in elections inside Nova Roma Inc. and Respublica Inc. At this stage of membership a Roman name must be adopted.

The intermediate level will be for those who have made the determination that they wish to achieve citizenship and are working towards that goal, or for those whose time constraints dictate that they have some free time available, but not on a consistent enough basis to work on projects and thus gain the necessary level of involvement to make the jump to full citizenship. The membership fee should be 75% of the full membership. At this level of membership a Roman name must be adopted. This membership level is the mandatory entry point for all prospective citizens, unless the Senate specifically by *senatus consultum* votes to

NOVA ROMA REBORN

grant citizenship immediately to one or more persons without having to be *ius Latii* first. This would be a rare occasion.

The associate member will typically be members of other groups who through a Memorandum of Understanding hold a limited level of involvement in the Respublica. Additionally new members may wish to move to this level, having originally just joined the Trans Tiberim list and pursued the Wiki. Those who are still unsure about whether to commit to eventually joining as a full citizen would be best suited to start at this level and join in the life of the Campus Martius list. The membership fee should be 50% of the full membership. At this level of membership it is optional whether to take a Roman name.

The corporate membership will be for those who wish to participate only in the non-profit side of the organization, for instance academics who still have not developed the required comfort zone to be involved with the Respublica or those who laud the vision and goals, but who still feel the Respublica is a superficial construct. The membership fee should be 25% of the full membership. No Roman name will be adopted.

By presenting an improved range of structured membership options the likelihood of increased contributions of time and money likewise improves. Nova Roma Inc. must retain its inclusive nature, seeking to bring people into Nova Roma and the Respublica, but also it must offer a support and learning network where potential full members can absorb the vision, goals and *mos maiorum* of Nova Roma. The City Division lists will achieve this level of mentorship.

Nova Roma Inc. will also handle donations, fundraising and authorize CP generation for Respublica Inc. Regardless of where Nova Roma is incorporated there will be regulations regarding the use of money it raises, how it should be raised and disbursed. Trying to massage the structure of a Roman republic and more importantly Roman office and voting structures into a non-profit corporation and achieve full compliance rather than an attempt at congruence will always depend on the good will of the government official reviewing the structure to deem congruence equals compliance, which is not a given end result. Achieving

NOVA ROMA REBORN

congruence means trying to make the case in any investigation that what exists in the structure is the equivalent of what national laws and regulations demand.

It is also equally important to place the assets and funds of Nova Roma within a democratic structure, thereby reducing the appearance of oligarchic control and increasing the confidence levels of members to donate more money and recommend Nova Roma as an organization that has strong fiscal controls, a strong compliance model and is a democratically responsive and responsible organization with strong fraud and malpractice prevention measures in place. This is far more achievable and credible if the structure is a traditional non-profit corporation model.

In trying to achieve congruence rather than simple compliance with the regulations and laws governing non-profit corporations, barriers will always be faced because the structure and governance of a Roman republic simply does not lend itself to fit neatly into the requirements of a standard non-profit corporation. Too many compromises have to be made, and either the corporate side will lose and state regulations and laws will have to be ignored to preserve the Roman structure, or the ideal of a Respublica is eroded and compromised. It simply is not possible for Nova Roma to have its cake and eat it and be both fully compliant with national laws and be a fully functioning and historic Respublica, so long as one attempts to achieve this within one structure.

Therefore it becomes both necessary and desirable to have the Respublica run outside of the requirements of a non-profit group, so that the stringent legal demands of state laws do not intrude upon the workings of the Respublica. That in turn means that to achieve a Polybian balance it is necessary to remove the assets and funds from the control of Respublica Inc. and place them firmly in the hands of an elected Board Of Directors, subject to annual general meetings and a clear duty to answer to the membership.

NOVA ROMA REBORN

The Board of Directors

The seats on the Board of Directors (BoD) are comprised of ones that are:

1. Elected by a sub-set of the membership
2. Elected by all members
3. Ex-officio voting
4. Ex-officio non-voting

The sub-sets would have a pre-determined number of seats allocated to them and this number would be set in the by-laws. Only full citizen members of Nova Roma will be able to vote either in the sub-set electoral processes or general meetings of the membership.

The sub-set of the members would be:

1. Official cults +
2. Priestly colleges +
3. Official sodalities +
4. The Senate – non-voting members+
5. Local Communities + #

" * " = election by the members on proportional vote basis

" + " = election within that group/body on one member one vote

“ # “ The governor of a province shall have a seat on the BoD for the duration of his appointment, as a full voting member. When a governor is appointed he/she will represent the members of Nova Roma Inc. resident within his/her assigned province. This full voting seat is guaranteed and in addition to the percentage of seats allocated to local groups, but local groups within that province will no longer be eligible to select a BoD member once a governor

NOVA ROMA REBORN

is in place. A non-governor candidate for these seats must be a member of a Local Community, as defined within the Respublica.

A minimum level for a local community to be able to vote should be at *oppidum* level. If more *oppidia* exist than seats allocated to the local communities then until such time as that number is increased by a change in the by-laws, only the *oppidia* with the largest number of members equal to the seats available can hold elections. Therefore if 5 seats are available and 10 *oppidia* exist, the five largest *oppidia* will hold elections to select a representative each.

The members would elect a pre-determined number of the Board of Directors from amongst the general membership using a proportional vote system. Any full member in good standing would be eligible to stand for election.

The ex-officio voting members would be the persons appointed by the Board of Directors as the CFO, CIO and CCO. Neither of these three can be Senators as they must retain the ability to vote. The ex-officio non-voting members of the BoD would be:

1. The most recently elected Censor
2. The junior Consul
3. The Praetor Peregrinus
4. The Junior Curule Aedile
5. The junior Plebeian Aedile.
6. The Praetor Urbi
7. One tribune, selected by a vote amongst his or her colleagues.

The above would lose their seats automatically at the expiration of their term of office, except for the most recently elected Censor who would lose his or her seat after their first year in office. If they already held a seat on the BoD prior to their election as a magistrate they would automatically lose that BoD seat. The CFO, CIO and CCO cannot stand for election to the BoD

NOVA ROMA REBORN

to represent a sub-set. Holding those positions would automatically disqualify them from standing for election to another seat on the BoD.

No member of the Board of Directors of Respublica Inc. (the Senate) could sit on the Board of Directors of Nova Roma Inc. as a full voting member. This prevents any conflict of interest allegations and ensures a separation between the decision-making in respect to the finances and the CP system. Any sub-set that elects a Senator to represent them does so in the full knowledge that their representative on the BoD will have the right to attend and speak, but not to vote. An additional benefit is that this ensures that the BoD of Nova Roma Inc. is comprised of a spread of members, rather than a dominant clique of Senators.

The role of the Board of Directors

The Board of Directors would have eight core goals:

The first objective is to provide a cross section of the population with direct representation on the BoD and a direct say in the vision, goals, policies and projects of Nova Roma Inc. It seeks to promote an inclusive, rather than narrow and exclusive model that builds upon a series of medium and long-term goals directly linked to achieving the vision of Nova Roma.

The second objective is also to work with the Senate, through its elected non-voting presence on the BoD and the ex-officio non-voting magistrates, to ensure that projects and policies that are crafted within the non-profit side are synchronous with the Respublica side.

The third objective is to advance outreach and research, both separately and as linked policies, reaching out into communities, educational institutions, the classical and Roman centric world, promoting the vision of Nova Roma and the combined work both within the working groups of the non-profit, and the work within the Respublica. To encourage into the appropriate level of involvement and/or membership, groups and individuals who can

NOVA ROMA REBORN

contribute to the growth of relevant knowledge inside Nova Roma Inc. that can further solidify the position of the non-profit corporation as a serious and dedicated entity, and to see a flow of knowledge also into the Respublica, to build upon its example of living Romanitas in action.

One of the mechanisms the BoD will achieve this by is establishing standing sub-committees and ad-hoc working groups, onto which it can co-opt members of the BoD, members of any of the four levels of members of Nova Roma Inc., or outside participants, whether from those groups with which Memorandums of Understanding exist or not, or individuals unconnected with such groups but considered expert in their areas and willing to assist. The non-profit side can easily accommodate such a diverse group, without any of the conflicts or compromises that would exist under the current model for Nova Roma Inc.

The fourth objective for the BoD is to craft a series of contacts, both formal and informal with classical and Roman centric groups, to forge new alliances, to draw new strength and ideas into the Nova Roman world, which can either be accommodated within the non-profit side, the Respublica side, or both, without any compromises upon either corporate compliance or the principles as expressed in the mos maiorum, the service contract and the laws of Respublica Inc.

The fifth objective is to create projects that are directly related to the goals of Nova Roma Inc. and which increase the finances and membership of Nova Roma, expand the number of local communities and enhance the reputation of Nova Roma Inc. within the academic and classical community.

The sixth objective is to work with the Senate in acquiring skills sets, software and other tools, and a growing knowledge base that lead to the development of in-house training in a variety of disciplines, to the mutual benefit of the membership and the organization.

The seventh objective is to develop a Nova Roma Inc. brand that, through the successful pursuit of increased contacts with other classical and Roman centric groups, dynamic activity

NOVA ROMA REBORN

as expressed through the Economy of Activity, positive and friendly cooperation and formal Memorandum of Understanding, stands for excellence, professionalism and dedication. Once established this brand should be protected vigorously, both from unauthorized use and from internal decay and a slide back into previous poor performance. The Nova Roma brand should be used to advance its vision and goals, in a manner that doesn't compromise its hallmark of quality.

The eighth objective is to act as the ultimate external brake and intervention tool over the Senate. Nova Roma Inc. entrusts its members to the Senate, so that it can in turn provide through competent and non-discriminatory policies, a stable, fair, enjoyable and rewarding experience living one's Romanitas in a structure based on the Roman republic. Should the Senate ignore its obligations as set out in the Service Contract and establish a repressive environment that frustrates the trust that has been reposed in it, and acts contrary to the vision and goals of Nova Roma Inc., then the BoD of Nova Roma Inc. would be obligated to take corrective action at an appropriate level to convince the Senate to return to those core values and goals.

The Officers and Directors

Elected Officers (required to stand for re-election each year):

Officer	Portfolio
Chief Executive Officer (CEO)	Leadership
Chief Staff Officer (CSO)	Administration
Chief Operating Officer (COO)	Projects

NOVA ROMA REBORN

Chief Membership Officer (CMO) Membership

Ex-officio Officers (hold their position until dismissed by the BoD):

Officer	Portfolio
Chief Compliance Officer (CCO)	Corporate Compliance *
Chief Financial Officer (CFO)	Finance *
Chief Information Officer (CIO)	Technology *

** Appointed by the BoD*

The members will elect the Officers from the Directors. Any elections for Directors will be held first, then those who are already Officers, or other Directors standing for election as Officers will be voted upon. Votes for officers are cast on the basis of one member one vote. An officer who is also a Director and whose term of office as a Director has finished will have to first successfully seek re-election as a Director, before they can stand again for an Officer position.

All Officers and the role of Director should have a job description written for them outlining the scope of the position, knowledge required, level of creativity and responsibility levels. These should be openly available so candidates for the BoD understand what is required of them as an Officer or Director.

NOVA ROMA REBORN

Directors:

Each director would be elected for a three-year term. One third of the total Board seats would be elected each year. The Board will comprise a maximum of forty positions, with the following allocations of seats:

1. Official cults	3
2. Priestly colleges	6
3. Official sodalities	3
4. The Senate	3
5. Local Communities	6
6. The members	9
7. Ex-officio voting	3
8. Magistrates	7
Total	40

So in year one of creating the unique corporate identities of Nova Roma Inc. and Respublica Inc. there will be 10 positions available for election and 10 per year from that point on. The ex-officio positions are appointments and the incumbents continue to serve until dismissed by the Board of Directors.

Thus in year one the BoD would look like this:

1. Official cults	1
2. Priestly colleges	2
3. Official sodalities	1
4. The Senate	1
5. Local Communities	2

NOVA ROMA REBORN

6. The members	3
7. Ex-officio voting	3
8. Magistrates	7
Total	20

In year two like this:

1. Official cults	2
2. Priestly colleges	4
3. Official sodalities	2
4. The Senate	2
5. Local Communities	4
6. The members	6
7. Ex-officio voting	3
8. Magistrates	7
Total	30

In year three like this:

1. Official cults	3
2. Priestly colleges	6
3. Official sodalities	3
4. The Senate	3
5. Local Communities	6
6. The members	9
7. Ex-officio voting	3
8. Magistrates	7
Total	40

NOVA ROMA REBORN

In addition to the above there are the Magistrates of the Respublica who attend and can debate, but not vote. These total another 7. The people, as represented by the members and local communities would have 15 seats. The Senate seats have no voting power, so the remainder of the sub-set seats equals 15. Until such time as a Local Community of Oppidum size exists to claim a seat, the allocation for Local Communities will be assigned to the members. So in year one the members would have 5 seats to elect to (including the 2 that they are holding until at least one *oppidum* exists).

In the elections for year four all those Directors who were elected in year one will have completed their term and thus 10 seats will be up for election (excluding the 3 ex-officio voting ones).

All sub-set elections for BoD seats will be conducted prior to the date of the Annual General Meeting.

Knowledge retention and succession planning

In the first year after the division of the corporation, the CEO will, after consultation with the BoD at the first meeting of the year, assign 2 Directors to work with each other officer and 1 Director to work with the CEO, who should be one of the magistrates. These will work together under the coordination of their Officer as a portfolio team. From 13 available directors, 7 will be magistrates. 6 non-magistrate Directors should be assigned to the other officers, plus 6 magistrates. At the end of year one using this model each of the officers (apart from the CEO) will still have one of their two assigned directors working with them.

In year two the CEO should assign another 6 non-magistrate Directors to the other officers, plus 6 magistrate Directors, taking the last magistrate to work with the CEO.

NOVA ROMA REBORN

In year three the CEO should repeat the process a third time, assigning another 6 non-magistrate Directors to the other officers, plus 6 magistrate Directors, taking the last magistrate to work with the CEO. Thus at the end of the year each officer will have at least 3 Directors working with him or her with experience in the portfolio, 2 of which will not be up for re-election for year four.

In year four the Directors elected in year one will have finished their term of office. Therefore some may not wish to be re-elected or may have been defeated in the elections. Gaps in experience may have been created, however each officer apart from the CEO will have at least 2 out of 4 directors who have experience in the portfolio.

The objective of staggering the elections of Directors is to ensure that the BOD doesn't suffer a significant and crippling reduction in performance, which it would have done if the entire board served for 3 years together. This way corporate and BoD knowledge is preserved and only lost gradually and is constantly replaced. There are always seasoned veterans on the BoD to assist in knowledge transfer and succession planning. If the Officer for a portfolio wishes to step down from the position or the Board, he or she should identify as early as possible potential replacements and ensure that knowledge is shared between all the portfolio team.

The CEO should ensure that the following magistrates are assigned to the specified portfolios. This is to ensure increased coordination between the BoD and the Senate, placing related positions together as much as possible.

Magistrate		Officer
Censor	–	COO
Consul	–	CEO

NOVA ROMA REBORN

Praetor – CCO

Curule Aedile – CFO

Plebeian Aedile – CIO

Tribune – CMO

Praetor Urbi – CSO

Examples of portfolio work of the BoD

Leadership - (CEO)

Sets performance measures for all Officers; conducts performance assessments at the end of each year with other Officers; prepares / updates vision statement and mission statement; sets times and dates for Board meetings; reviews minutes of Board meetings.

Administration - (CSO)

Responsible for crafting Standard Operating Procedures for all areas of activity for Nova Roma Inc; coordinates inter dependent activity of other portfolios; organizes annual and special general meetings; organizes Board meetings – contacts Officers and Directors for updates, prepares agenda, keeps minutes.

NOVA ROMA REBORN

Projects - (COO)

Establish specific projects; determine level of involvement of Nova Roma Inc. and Respublica Inc; sets project deadlines, reporting dates, measurements; liaises with other officers to take ideas and craft into projects.

Membership - (CMO)

Establishes membership recruitment policies and strategies; contacts members due and overdue for paying dues; establishes target areas for recruitment; updates membership records on ongoing basis; enters details of new members into membership records and depending on membership level passes details to Censors for Roman naming.

Corporate Compliance - (CCO)

Responsible for ensuring Nova Roma Inc. in full compliance with all legal requirements - state and federal as well as international, all IRS requirements; promotes ethical standards of behavior; prepares training packages in risk assessment.

Finance - (CFO)

Prepares budget including allocations for portfolio expenditure, establishes forecasts, audits Senatorial use of CP, maintains bank and PayPal accounts, recommends investment strategies, identifies financial areas of strength and weakness.

Technology - (CIO)

Responsible for all software owned / operated by Nova Roma Inc; works with Wiki team; identifies software issues and prepares recommendations for corrective action; develops new software and hardware proposals.

NOVA ROMA REBORN

CONCLUSION

Many of the changes proposed here can be implemented relatively quickly. Development of the software tools and preparing the Service Contract and *mos maiorum* should be done with care, but not prevarication. A conversion formula also needs to be prepared for converting Century Points to Currency Points, and the establishment of a guide for CP costing concerning paid officials and projects. None of this is especially onerous or difficult.

If these changes are not made Nova Roma will not collapse immediately, but based on the path it has set itself over ten years of existence, neither will it flourish but most certainly will continue its slow and steady decline.

Many believe something has to change and a new way found. I believe these proposals preserve the best of what we have, changes what should be changed and introduces structural changes that are historic in their basis and conception, yet practical and aimed at the rebirth of a great ideal that is Nova Roma.