

Local 20/20 Chaordic Design

Working Document
Produced by
The Design Team
At the
2007 Annual Retreat

Local 20/20 Chaordic Design

Table of Contents

Executive Overview	1
Purpose.....	2
Mission Statement.....	2
Value Statement	2
Principles.....	3
Common to chaordic organizations and relevant to Local 20/20	3
Specific to Local 20/20	3
Participants.....	4
Leadership.....	4
Participants.....	4
Community Network	4
Organizational Concepts	5
Operational Premises	5
Supporting Infrastructure	5
Structure	7
Legal agreements and their implications	7
Work remaining	7
Actions	8
Ideal process.....	8
Acceptable variances	8
Appendix.....	9
What Local 20/20 Offers to Community Network Partners	9
What Local 20/20 Requests from Community Network Partners	9
The Chaordic Design Process	10
Terminology.....	10
The Design Team.....	10

Executive Overview

A healthy cross section of Local 20/20 founders, active participants and newcomers made up a [design team](#) who participated in series of meetings during the spring of 2007 to co-create and hone the structure of Local 20/20. This document records the results of many interesting discussions and is intended to provide a working framework to guide our efforts as we move forward.

Using Dee Hock's "[Chaordic Design Process](#)", the team reviewed and refined definitions for Local 20/20's Purpose, Principles, Participants, Organizational Concepts, Structure and Actions. This is an iterative process that allows us to move forward using the design outlined in this document while understanding that these definitions can be refined as the organization evolves. Some additional work has already been identified and is called out in the details outlined in the remainder of this document. Other refinements will make their need evident as we exercise the various elements of this design.

The founding premise of Local 20/20 has not changed - we are still a citizen-based organization dedicated to exploring opportunities in our local community to promote economic self-reliance, environmental stewardship, and community well-being. What has changed is the addition of an adaptive framework that should free us to focus on the work that brought us together rather than the processes that were begging for definition.

It is by design that some large questions remain open. For instance, some ask if we are an organization, a network, a think tank or a clearing house. The answer at this time is "yes, and then some." Just like we need to have the flexibility to define local as appropriate for a given focus or action; we need to have operational flexibility to utilize resources and processes that are appropriate to the task at hand. Locking in to any one existing structure would unnecessarily lock out too many opportunities.

We did attempt to answer many other questions that have surfaced, some repeatedly, over our first year. Such as: What does 'member' mean? What affiliations does Local 20/20 have with others and who decides what those affiliations mean? What constitutes a Local 20/20 project vs. a partnership? What does partnership mean and how is that different from sponsorship? Do all actions have to stem from an Action Group or can Actions be independent from a group? Are individuals authorized to act or speak on behalf of Local 20/20 without some vetting process? How can we better model a new paradigm for operating flat, inclusive and transparent organizations?

The following pages are our first attempt to outline an organizational design that answers these and other questions. It is now your turn to walk through this process by reading what we have come up with and then let us know if there are other questions yet to be answered or if new questions are raised. To facilitate this dialog, this design will be discussed and put into action at our next monthly meeting on June 1, 2007.

We hope to see you there!
Your Local 20/20 Chaordic Design Team

Purpose

A clear, commonly understood statement of that which identifies and binds the community together as worthy of pursuit

The one community (commonality) encompassing many.

Mission Statement

Working together towards local sustainability - integrating community, ecology and economy through action and education

Value Statement

Initial outline requiring some refinement

Focus – 20/20 is zeroed in on making sustainable living real and vibrant, and, at the core, strengthening community – our city and our county

People – a dedicated, passionate leadership group acting as guide and mentor to the organization and its activity – complemented with an extended group of over 200 volunteers and interested participants

Experience - extraordinary, on-the-ground, real-world experience – a balance of working and retired professionals, business people, scientists, and skilled workers – you name the skill, and we either have it or we know how to get it

Network – the collective group of 20/20 volunteers and activists is truly connected into our communal fabric - the city, county and pretty much the whole bio-region - this includes educators, government representatives, community and faith-based organizations, business leaders, the lightning rods that make things happen – in fact many of them are actually part of our organization

Incubator – 20/20 gives birth to creative ideas and actions; empowers and energizes ideas where critical mass, enthusiasm and, in fact, staffing, might not be otherwise realized; and supports others in shaping and bringing their actions into full fruition

Educator - 20/20 sponsors, organizes and delivers provocative, stimulating and essential educational events which advance sustainable living and strengthen community – many times these events themselves will be the seed to create initiatives and actions for and with our community

Principles

Clear, commonly understood statements of how Participants will conduct themselves in pursuit of Purpose.

Commitment to right relationship

Common to chaordic organizations and relevant to Local 20/20

- The organization is open to participant membership by any Individual or Institution subscribing to the Purpose and Principles in conducting the organization's activities.
In pursuit of Purpose, all participants shall:
- Have the right to self-organize at any time, on any scale or around any activity consistent with the Purpose and Principles.
- Vest authority in, perform functions at, and use resources at the smallest or most local part that includes all relevant and affected parties.
- Make deliberations and decisions through methods that reasonably represent all relevant and affected parties and are dominated by none.
- Freely and fully exchange information related to achieving the Purpose in accordance with the Principles.
- Resolve conflict creatively and cooperatively.
- Respect, protect and encourage individual, cultural and societal diversity.

Specific to Local 20/20

- Preserve integrity through balanced and credible expression
- Balance individual rights & collective needs
- Give consideration to a multiple bottom-line:
 - Economy, Ecology, Infrastructure, and Community
- Value long term solutions & sensible short term advocacy
 - Advocacy on political issues will be non-partisan in nature and should emphasize education on core aspects of the issue
- Consider issues as comprehensive & multi-dimensional
 - Not as simple & one-sided
- Invite participation to broaden and appreciate diversity
- Empower those with willingness, initiative and skill
- Exercise and demonstrate civil discourse & respectful open dialog
 - Listen to understand
 - Allow expression of divergent views
 - Bridge by reframing the issue to find common ground
- Express opinions to the public as your own unless intentionally representing Local 20/20 and adhering to our stated purpose and principles
- Allow the natural tensions that exist in any solution
- Attempt to anticipate unintentional consequences and prepare contingency plans
- Create a transparent organization ... from within and from without

Participants

The members of the community necessary to its effective initiation and continuance – all relevant and affected parties

The many communities participating in one

**Details to be added for each level through work of the Participants Task Force.
Current details can be found in the 'Roles Matrix' tab [online](#)*

Leadership

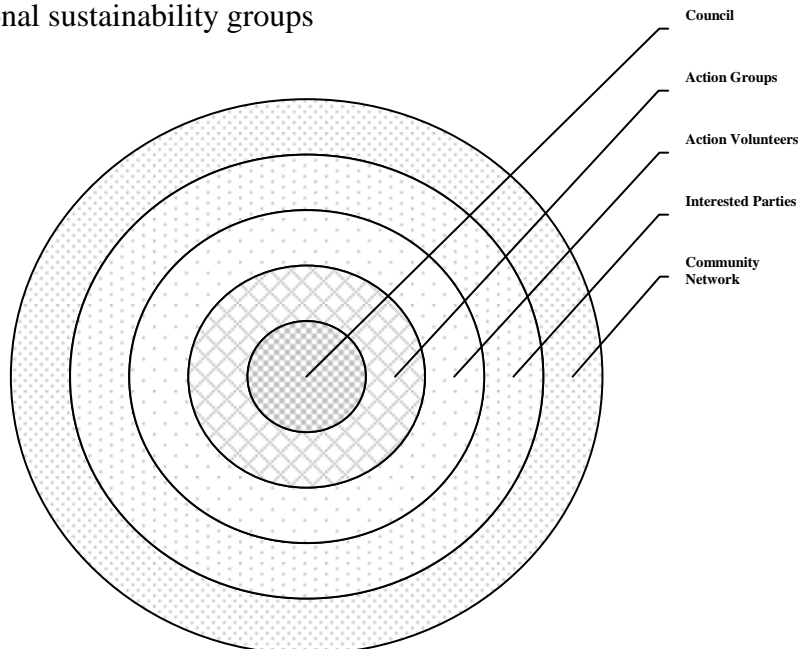
- The Council
 - A dedicated, passionate and self-identified group acting as guide and mentor to the organization and its activity
- Action Group Facilitators
- Action Glue-on

Participants

- Action Group Members
- Action Volunteers
- Interested Parties

Community Network

- Individuals who could be impacted by our goals and who may not be readily aligned with our stated purpose
- Local policy makers
- Local business community
- Local non-governmental agencies and organizations
- Local faith communities
- Local educational organizations
- Local media
- Regional sustainability groups



Organizational Concepts

Characterization of Participant relationships that all can trust to be just, equitable and effective in achieving the Purpose in accord with the Principles

Images of organization – patterns and scales of connection

Operational Premises

Evolving organic network; likened to a transparent, strong & effective spider web

- Provides a venue for participation
 - channel volunteers to identified actions
 - forum for long-range thinking
 - forum for local community connections
- Provides an incubator
 - give birth to and nurture creative ideas and actions
 - empower and energize ideas where critical mass, enthusiasm and, in fact, staffing, might not be otherwise realized
 - supports others in shaping and bringing their actions into full fruition
- Provides education
 - sponsors, organizes and delivers provocative, stimulating and essential educational events which advance sustainable living and strengthen community
 - many times these events will be the seed to create initiatives and actions for and with our community and will thus fuel the incubator
- Provides a flat, non-hierarchical structure open to co-creation
 - Evolve the organization through education and counsel rather than through command and control
 - Leadership is encouraged and nurtured
 - Keep all decisions and everything else as local as possible

Supporting Infrastructure

- Council
 - A dedicated, passionate and self-identified group acting as guide and mentor to the organization and its activity
- Website
 - Funded by donations from host: Olympus.net
 - Maintained by volunteers
 - Content submitted by Action Groups, Action Glue-ons, and Partners
- List Serves
 - Negotiate with Olympus Net for list serve
 - Current list serve not working for AOL or Earthlink subscribers
- Action Groups
 - Remain intact as interest upholds, although not all groups active at all times
 - Actions w/o specific group are also welcome and supported as long as volunteer commits to seeing the project through

- Partnerships
 - Reciprocal relationships established and nurtured throughout the community using guidelines set forth in the [Partnership Matrix](#)
- Meetings
 - Regularly scheduled (monthly) Local 20/20 meetings
 - General Format
 - Educational: Topical information to share with community
 - Business:
 - Council present and decisions discussed openly
 - Project updates delivered
 - New projects proposed
 - Background information submitted prior to meeting to expedite process
 - Schedule for remainder of 2007
 - First Friday of each month, starting June 1
 - Noon – 2:00 PM
 - Masonic Hall, Port Townsend
 - Special Events
 - As opportunity or need arises
 - Venue, time of day, etc. will vary depending on target audience
 - Functional Roles
 - Staffed by volunteers who commit to specific work for a specific period of time
 - Current Roles functioning
 - Information Technology
 - Communications Manager
 - Database and list serve management
 - Website Management
 - Content Development
 - Finance
 - Bookkeeping
 - 501c3 Liaison
 - Council Facilitator
 - Action Group Facilitators
 - Roles to be considered as needs increase
 - Publicity
 - Events Coordinator

Structure

Codification of Concept specifying rights, obligations and relationships of Participants, giving rise to the organization as a legal entity

Adapters needed to function in the existing organizational model.

Legal agreements and their implications

- Non-profit options
 - Remain under current 501c3 Umbrella or seek another if this one does not work
 - Must adhere to bylaws of the umbrella organization
 - Seek our own 501c3
 - Must formalize leadership structure (officers) and create by-laws
- Bank account without 501c3
 - Individual needs to take on responsibility and implied obligations to establish a Sole Proprietorship business license and do tax reporting.

Work remaining

- Task force established to
 - Investigate funding strategies
 - Determine 501c3 strategy
 - We have about 3 months with existing 501c3 umbrella before they will know if we are good long-term fit
 - Look for other umbrella 501c3 in interim in case we want to keep this route
 - Begin 501c3 process now if we want to remain independent and need this classification to plug into the existing paradigm

Actions

Activities, products and services through which Participants pursue the organization's Purpose and create value
Life, work, and service

Ideal process

- Utilize this repeatable yet adaptable process
- Conduct a baseline inventory (also known as Mapping)
- What else is already being done in this area?
 - Who are the potential partners?
 - Where/how could Local 20/20 add value?
- Define the measurable indicators
 - Are any already available from existing sources?
- Set targets
- Define how the indicators will be measured over time
- Develop a Local Action (or “Sustainability”) Plan
- Implement the Action/Sustainability Plan
- Monitor and verify results; (feedback loop) and if needed, revise Action/Sustainability Plan as indicated
- Communicate progress
- Utilize the website, meetings and/or other infrastructure visible to the network and broader community

Acceptable variances

- Where the ideal is too cumbersome for either the scope of the project or time limitations
 - Communication is still critical
 - Post work on the website
 - Share progress and findings at monthly meetings

Appendix

What Local 20/20 Offers to Community Network Partners

Sponsorship

- Event Promotion
 - Email Blast
 - WSU Community Calendar
 - Links from www.l2020.org
- Volunteers w/ skills
- Volunteers general
- Logo - Community Recognition
- Educational Venue
- Community Discussion Venue
- Limited Funding

Partnership (above +)

- Glue-on (aka Liaison)
- Page(s) on www.l2020.org
- Other Promotion
- Limited Recruiting
- Incubator
- Cross-lens perspective
- Repeatable models

What Local 20/20 Requests from Community Network Partners

Sponsorship

- Shared Email List(s)
- Links to www.l2020.org
- L2020 Logo inclusion on promotion
- Uphold L2020 Principles

L2020 Actions (above +)

- One Monthly Meeting or Special Event Sponsorship
- Updates at public meetings

Partners (above +)

- Advertising donations
 - Website Links
 - Website Page
 - Event Email Blast

See [details](#) of how this matrix is applied to various network participants on our website.
[Return to Organizational Concepts](#)

The Chaordic Design Process

Our process and presentation were gratefully derived from:

http://www.chaordic.org/six_lens_overview.html

See the [presentation](#) used during the first session on our website: www.L2020.org

Caution: following above link will download and open a 2MB power point (.ppt) file

Terminology

CHAORD (kay-ord) *Any organism, organization or system that is: Self-organizing, Self-governing, Adaptive, Nonlinear and Complex*

Living systems thrive in a narrow band between chaos and order ...

Chaordic: *characterized by the fundamental organizing principles of nature and evolution.*

Purpose: A clear, commonly understood statement of that which identifies and binds the community together as worthy of pursuit.

Principles: Clear, commonly understood statements of how Participants will conduct themselves in pursuit of Purpose.

Participants: The members of the community necessary to its effective initiation and continuance – all relevant and affected parties.

Organizational Concept: Characterization of Participant relationships that all can trust to be just, equitable and effective in achieving the Purpose in accord with the Principles.

Structure: Codification of Concept specifying rights, obligations and relationships of Participants, giving possibility for the organization to form a legal entity.

Actions: Activities, products and services through which Participants pursue the organization's Purpose and create value.

[Return to overview](#)

The Design Team

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[Return to Overview](#)