

Capital Region Mesh Charter



Founding Statement

Capital Region Mesh was founded in Concord, New Hampshire in 2025 by a single person with a vision: that the communities of the Capital Region could build and own their own communications infrastructure, rooted in the principles of mutual aid and the practical power of decentralized technology.

Like many organizations that begin this way, Capital Region Mesh started as one person's project — a website, a presentation, a handful of curious neighbors. The founder held all administrative authority by necessity, not by preference. This charter is the formal expression of a commitment that has been present from the beginning: that Capital Region Mesh belongs to its community, not to any individual, and that the authority to shape it should be distributed as broadly and equitably as possible among the people who build and sustain it.

This charter is not a finished constitution. It is a shared starting point — a statement of who we are trying to be, held together by the people who have chosen to build this with us. The processes it describes — consensus decision making, shared leadership, working groups, delegated roles — are tools for building an organization that can outlast any one person's involvement and serve its community for as long as the community needs it.

Capital Region Mesh is a young organization, and this document will change as we grow, as we learn, and as the communities we serve teach us what they need. We invite every member who reads it to hold it lightly, contribute to it generously, and help us become the organization these communities deserve.

Introduction

Capital Region Mesh is a community organization dedicated to building and maintaining a decentralized, resilient communications network across Concord, New Hampshire and the surrounding towns of the Capital Region. We use open-source mesh networking technology to create communications infrastructure that is owned and operated by the community itself — not by corporations, not by governments, and not by any single individual.

We were founded on the principles of mutual aid: the idea that ordinary people, working together as equals, can build the things their communities need. We believe that access to communication is a foundational need, especially when conventional infrastructure fails — whether due to natural disaster, power outages, or the simple fact that commercial networks don't serve everyone equally. A community that can communicate is a community that can organize, support one another, and act.

Our network is built on the same values as the relationships within our organization: horizontal, participatory, and accountable to the people it serves. Decisions about the network are made by the people who build and use it. Leadership is shared. No one person speaks for the whole.

Capital Region Mesh is an open organization. We welcome anyone who shares a commitment to these values, regardless of technical background. You do not need to be an engineer to be a member — you need only be a neighbor.

Purpose and Scope

Capital Region Mesh exists to:

- Build and maintain a free, community-owned mesh communications network in the Capital Region of New Hampshire, using platforms such as Meshtastic, MeshCore, and other open-source tools.
- Educate and onboard community members in the use, maintenance, and expansion of mesh networking technology, with no prior technical experience required.
- Support mutual aid by ensuring that our network and our organization are prepared to serve community needs during emergencies, disruptions, and everyday life.
- Model the world we want by organizing ourselves according to the same principles we hope to see more broadly: shared decision-making, transparency, and care for one another.

Our geographic focus is the Capital Region of New Hampshire, centered on Concord and extending to surrounding towns. We seek to grow the network organically, node by node and neighbor by neighbor, as our membership and capacity allow.

Agreements

The following principles guide the commitments that individuals make when joining Capital Region Mesh. They describe not just how we organize ourselves, but the kind of community we are trying to build together.

1) Decisions Belong to Everyone

We believe that the people affected by a decision should have a voice in making it. Rather than concentrating authority in a few hands, we work to make decisions collectively, share responsibility for carrying them out, and support one another when things get hard.

2) Shared Leadership

We aim to create an organization where everyone can find a meaningful role. While people will naturally take on different responsibilities at different times, we work against the accumulation of permanent power by any individual or group. We value mutual respect and believe that good leadership means making room for others to lead.

3) Rooted in Community

We recognize that our work doesn't happen in isolation. Our network exists within real neighborhoods, with real neighbors. We try to make decisions that account for the broader relationships and environment we are part of — building something sustainable and useful to the community, not just functional.

4) Practicing What We Preach

We try to model, within our own organization, the kind of community we hope to help build. That means applying the same values of openness, cooperation, and shared responsibility to how we run our meetings, manage our tools, and treat one another — not just in our aspirations for the wider world.

5) Stronger Together

We believe that people with different backgrounds, skill levels, and perspectives make our work better. Technical expertise is welcome and valued, but it does not confer authority. We aim to create an organization where many ways of contributing are recognized and respected, and where no one is made to feel like an outsider.

6) Accountability and Repair

We each play a role in sustaining the health of the group. That means following through on commitments, being honest when we fall short, and approaching mistakes — our own and others' — with a focus on learning and repair rather than blame.

Membership

Summary

Capital Region Mesh welcomes anyone who wants to be part of building a community-owned communications network in the Capital Region. Membership is open to all, without restriction based on background or identity. The structure described below is not a hierarchy of value or importance — it is a practical framework for matching decision-making authority to demonstrated investment in the project and its community.

We use a system of concentric circles to describe levels of involvement. These circles reflect commitment and capacity, not rank. There is no ceiling on participation in any circle, and movement between circles — in either direction — is normal and expected as people's lives and availability change. Everyone in every circle is a valued part of Capital Region Mesh.

Circle Descriptions

Friends of Capital Region Mesh

The Friends circle is for anyone who has connected with Capital Region Mesh and wants to stay involved. This includes people who attend meetings, follow our work, or are exploring whether and how they want to participate. Friends are not yet formal members of the organization and do not vote in Council meetings, but they are welcome to attend, observe, and contribute to discussions.

There are no commitments expected of Friends. The Friends circle is a place to learn, ask questions, and find your footing. Entry requires agreement with Capital Region Mesh's founding principles and approval by current members. Friends of Capital Region Mesh need not live within the Capital Region — anyone who shares our values and wants to support our mission is welcome here.

Friends are encouraged but not required to engage with the technologies we use. The most important thing is showing up in whatever way works for you.

Members of Capital Region Mesh

The Members circle is for people who have demonstrated active investment in Capital Region Mesh's mission — not just attendance, but meaningful participation in the work of the organization. This might mean contributing to a working group, helping to deploy or maintain network nodes, assisting with outreach or events, or taking on organizational tasks.

Members are full members of Capital Region Mesh. They are counted for quorum and vote in Council meetings. They have access to organizational information and are encouraged to participate in one or more working groups.

Joining the Members circle requires either three months as a Friend or a demonstrated pattern of active contribution that the existing membership recognizes as equivalent. Given that Capital

Region Mesh is a young organization, the founding members and earliest participants are eligible for Member status without the full waiting period, in recognition of the commitment they have already shown. Entry is approved by consensus of current Members and Stewards.

During their first month as a Member, new members are paired with a longer-standing Member or Steward for orientation — covering organizational tools, workflows, and how we work together. This is not a probationary period; it is an onboarding.

Members are expected to maintain regular participation, but "regular" is understood to mean consistent engagement over time, not a fixed number of hours. Life happens, and capacity changes. What matters is sustained investment in the project.

Stewards of Capital Region Mesh

The Stewards circle is for members who have taken on a significant ongoing role in the administrative and organizational life of Capital Region Mesh — managing infrastructure, coordinating working groups, holding delegated roles, or carrying sustained responsibility for the health of the organization.

Stewards have access to sensitive organizational information, are expected to attend all Council meetings when possible, and are on rotation for administrative tasks. Entry requires six months as a Member, or demonstrated equivalent commitment, and is approved by consensus of Members and Stewards.

The Stewards circle is not a destination or a mark of seniority. It reflects a current level of capacity and commitment. Members may return to the Friends or Members circle at any time — for instance, if their availability changes or they want to step back from administrative responsibility — without any loss of standing or respect within the organization.

A Note on Circles and Contribution

No circle is more important to Capital Region Mesh than another. The network only works because people contribute in different ways at different times. A Friend who shows up consistently and helps a neighbor set up a node is doing exactly what this organization is for. A Steward who steps back to Member because their job got demanding is making a responsible and welcomed choice. The circles exist to make decision-making legible and fair — not to sort people by worth.

Meeting Events

Summary

Capital Region Mesh holds one monthly meeting, open to all. Rather than maintaining separate meeting bodies with independent schedules, Capital Region Mesh consolidates the work of community engagement, organizational administration, and strategic planning into a single session. This reflects our current size and stage of growth, and may evolve as the organization develops.

Each monthly meeting is structured in three main parts — the Community Assembly, the Member's Council, and the Working Session — followed by a Closing Circle that brings the full group back together before departing.

Community Assembly

The Community Assembly is the public-facing opening of each monthly meeting. It is open to everyone — members and non-members, local and remote participants — and is designed to be accessible regardless of technical background or level of involvement with the organization.

The Community Assembly typically takes the form of a presentation, working group update, demonstration, or facilitated discussion on a topic of broad community interest. It is an opportunity to share the work of Capital Region Mesh with the wider community, welcome new faces, and connect our technical mission to the people it serves.

No membership status is required to participate in the Community Assembly. Friends, Members, and Stewards all participate equally in this portion of the meeting.

Member's Council

The Member's Council follows the Community Assembly and is the organizational body of Capital Region Mesh. It is open to all attendees, but only Members and Stewards vote and participate fully in its decisions.

The Member's Council is the standing venue for working group reports, organizational updates, proposals, and any decisions that require Member input. It may also address member concerns, coordinate between working groups, and surface issues that need attention. Friends are welcome to observe and contribute to discussion during the Member's Council.

The Member's Council occupies the second slot of each monthly meeting. It should be run with a prepared agenda, circulated in advance where possible, so that Members can come prepared to participate.

Working Session

The Working Session is a freeform breakout at the end of each monthly meeting, following the Member's Council. Attendance is open to Members and Stewards of Capital Region Mesh who wish to engage in face-to-face work - within and/or across existing working groups.

While the Working Session is underway, the main meeting space remains open. Friends and Members who are not participating in the breakout are encouraged to use the time to connect with one another, explore the technologies we use, welcome newcomers, or simply enjoy the company of their fellow community members. No one is expected to join the breakout, and choosing not to is not a signal of lesser commitment.

Decisions or actions originating within the Working Session are surfaced to the broader group during the Closing Circle.

Closing Circle

Each monthly meeting ends with a Closing Circle that reunites the full group — whether or not they participated in the Working Session breakout. The Closing Circle is brief, typically ten to fifteen minutes, and serves as the shared ending of the meeting for everyone present.

The Closing Circle is a space for brief announcements, appreciations, and reflections. It might include a round of thanks to presenters or hosts, a reminder of upcoming events or actions, or simply an open moment for anyone who wants to share something before the group disperses. It is informal by design. There is no agenda and no decisions are made during the Closing Circle.

The purpose of the Closing Circle is practical as much as it is symbolic. It ensures that information shared in the Working Session breakout reaches the full room before people leave. It gives newcomers a moment to ask final questions or make connections. And it reinforces that Capital Region Mesh is, at its core, a community — one that begins and ends its gatherings together, regardless of the different roles people play within it.

Meeting Frequency and Format

Monthly meetings are the primary regular gathering of Capital Region Mesh. This cadence reflects our current size, geographic spread, and organizational capacity. Additional meetings — whether of the full membership, a working group, or a subset of Members— may be called as needed by consensus.

Between monthly meetings, the work of Capital Region Mesh happens primarily within working groups and through our online platforms. Members and Stewards are encouraged to stay engaged between meetings through these channels.

Meeting Structure

Preparation

Each monthly meeting is run from a prepared agenda. The Facilitator is responsible for preparing the agenda ahead of the meeting, ideally in consultation with anyone who has proposed items for discussion. The agenda should be circulated to members in advance where possible, so that members can come prepared and suggest additions.

At the start of the meeting, the Facilitator presents the agenda and asks whether anything needs to be added or adjusted. If there are more items than time allows, the group decides together what to carry forward to the next meeting or handle through other channels between meetings. Each agenda item should have a time allocation. The standard agenda template for a Capital Region Mesh monthly meeting is as follows:

Date:	Note-Taker:	Time-Keeper:	Meeting Facilitator:	Attendees:

Topic	Time	Facilitator or Presenter
Arrivals and Check-In Go-Around	10 min.	
Agenda Review	5 min.	
Community Assembly	45 min.	
Break	10 min.	
Member's Council	60 min.	
Transition	5 min.	
Working Session	30 min.	
Closing Circle	15 min.	

Roles

Three roles are assigned at the beginning of each meeting: Facilitator, Note-Taker, and Time-Keeper. These roles rotate among Members and Stewards so that everyone has the opportunity to develop these skills and so that no individual accumulates disproportionate influence over how meetings are run. When a member is new to one of these roles, they should be given guidance and support from a more experienced member so that they can have a satisfying experience of serving the group. These roles last only for the duration of a single meeting and are recallable by member consensus if necessary.

The **Facilitator** is responsible for preparing the meeting agenda in consultation with anyone who has proposed items for discussion. Before the meeting, the Facilitator should think through how much time each agenda item needs, whether new people are expected to attend, and how to orient the group to any decision-making processes that will be used. During the meeting, the Facilitator moderates discussion without leading it — keeping the meeting on track, ensuring the consensus process is followed, and maintaining a participatory and welcoming atmosphere.

Facilitators do not inject their own opinions into discussions and should not direct discussion toward a particular outcome. The Facilitator keeps the speaking queue and ensures that it is filled in the order requests are made, giving priority to voices that have not yet spoken.

The Facilitator is also responsible for the opening and closing of the meeting — the check-in go-around at the start and the Closing Circle at the end. Meetings should start and end on time.

The **Note-Taker** keeps a written record of discussions, decisions, and action items during the meeting. Notes should capture what was decided and who agreed to do what, not a verbatim transcript of everything said. A running task list, updated as the meeting progresses, is encouraged — this gives members a clear reference between meetings and a starting point for the following meeting's updates. Notes are stored in a secure location accessible to Members and Stewards, or discarded after their purpose has been served. Anything a participant does not want recorded should be omitted at their request. The Note-Taker shares a summary of decisions and action items with the full membership following each meeting.

The **Time-Keeper** tracks the time allocated to each agenda item and gives the group a gentle signal when time is running short. The Time-Keeper helps the group stay on track without cutting off important discussion — if a conversation needs more time than allocated, the Time-Keeper flags this to the Facilitator, who works with the group to decide whether to extend the item or carry it to the next meeting.

Meeting Order

The standard order of each monthly meeting is as follows. Time allocations are a guide rather than a rule — the Facilitator and Time-Keeper work together to keep the meeting on track while allowing important discussions the time they need.

1. Arrivals and Check-In Go-Around (10 min). The meeting opens with a brief go-round check-in. This is an opportunity for everyone present to arrive together, introduce themselves if needed, and answer a simple opening question chosen by the Facilitator. This portion of the meeting sets a warm and participatory tone and should not be rushed.

2. Agenda Review (5 min). The Facilitator presents the prepared agenda and asks whether there are any items to add or adjust. If there are more items than time allows, the group decides together what to carry forward.

3. Community Assembly (45 min). See Meeting Events — Community Assembly.

4. Break (10 min). The break falls at the one-hour mark and serves as a natural exit point for attendees who are not participating in the organizational portions of the meeting. All are welcome to stay.

5. Member's Council (60 min). See Meeting Events — Member's Council.

6. Transition (5 min). A brief pause between the Member's Council and the Working Session. Participants self-select into the breakout or the main space, the room reorganizes, and those who are not continuing with the breakout are free to depart.

7. Working Session (30 min). See Meeting Events — Working Session.

8. Closing Circle (15 min). See Meeting Events — Closing Circle.

Decision Making

Summary

Capital Region Mesh makes decisions by consensus. Rather than forcing a majority position on a minority, consensus requires the group to find solutions that everyone can support. Every member's concerns are taken seriously, and no decision is made against the will of an individual or minority without first making a genuine effort to address their objections. This takes more time and care than majority voting, and we believe that investment is worth it — decisions made by consensus are more likely to reflect the group's actual values and be carried out with genuine commitment.

Only Members and Stewards vote and count toward quorum. Friends are welcome to observe and contribute to discussion, and their input should be genuinely considered, but they do not vote. Quorum requires two-thirds of current Members and Stewards to be present. A decision passes when all present Members and Stewards agree, or when remaining objections have been heard and addressed to the satisfaction of the group. Additional provisions governing the fallback process and quorum during the founding period are described below.

Process

The consensus process moves through the following stages:

Stage 1 — **Introduce and clarify the issue.** Share relevant background information and make sure the group is clear on what question needs to be resolved. This is not yet the time for proposals or solutions.

Stage 2 — **Open the discussion.** Give everyone space to share their feelings, needs, and perspectives before moving toward a solution. The goal here is understanding, not resolution.

Stage 3 — **Explore ideas broadly.** Collect and discuss different approaches. Look at the pros and cons of each. Identify the key concerns and needs that any solution will have to address.

Stage 4 — **Form a proposal.** Look for a solution that meets the group's most important needs, potentially weaving together elements of different ideas discussed in the previous stage.

Stage 5 — **Amend the proposal.** Invite modifications that would make the proposal stronger or address remaining concerns.

Stage 6 — **Test for agreement.** Clearly state the final proposal and ask the group to signal their position. The Facilitator should ask explicitly: any blocks? Any stand-asides? Any reservations? A block means a firm conviction that the proposal does not serve the interests of the whole. A stand-aside means reservations, but willingness to let the group proceed. If blocks or significant concerns remain, return to the appropriate stage or carry the proposal to the next meeting.

Stage 7 — **Implement the decision.** Work out what needs to happen, by when, and who will do it. Name the next steps clearly before moving on.

Principles

Queue. Only one person speaks at a time. The speaking queue is filled in the order requests are made. The Facilitator gives priority to voices that have not yet spoken.

Active Participation. Members should listen attentively, engage genuinely with others' perspectives, and look proactively for solutions that work for everyone. Silence is not the same as agreement — members are encouraged to voice concerns early so they can be addressed before a proposal is finalized.

Mutual Respect. Even in disagreement, members treat one another with dignity. Members should be direct and concise so that others on the queue have time to speak. Interruptions should be avoided unless requested by the Facilitator.

Flexibility. Members should be willing to modify their position in service of a solution that works for the whole group. If another proposal is good, opposition for its own sake is not useful.

Clarity. Members should be honest about the real reasons for their positions, not just the reasons most likely to persuade others. Surfacing genuine concerns early makes for better proposals.

Constructive Disagreement. Disagreement is a normal and healthy part of the consensus process. A wide range of perspectives makes for better decisions. Easily reached consensus is sometimes a sign that people don't feel safe voicing their concerns — the Facilitator should remain attentive to this possibility.

Fallback

If full consensus cannot be reached after two consecutive meetings, a supermajority of three-quarters of present Members and Stewards may pass a proposal. This fallback exists to prevent the process from becoming paralyzed and should be used sparingly, with genuine care for the concerns of the minority position. Invoking the fallback is not a failure of the consensus process — it is a last resort that the process makes available so that the organization can continue to act when agreement proves genuinely out of reach.

Quorum and Threshold During the Founding Period

During the founding period of Capital Region Mesh, defined as the first twelve months following the adoption of this charter, quorum for Member's Council meetings requires a simple majority of current Members and Stewards to be present rather than two-thirds. This lower threshold reflects the organization's current size and ensures that the membership can conduct business without being paralyzed by absences that would be unremarkable in a larger organization.

At the conclusion of the founding period, the standard two-thirds quorum requirement described in the Decision Making section takes effect automatically, unless the membership votes to extend or modify this provision before that date.

Proposals

Summary

Anyone connected to Capital Region Mesh can make a proposal — including Friends and first-time attendees at a Community Assembly. Proposals are how the group makes decisions about its direction, projects, and operations. Making a proposal is an act of participation and is encouraged at all levels of involvement.

Proposals can be verbal or written. Verbal proposals are appropriate for simple, immediate, or straightforward matters. Written proposals are appropriate for anything more complex, long-term, or consequential. Both types follow the consensus process described in the Decision Making section.

Proposals are normally made during the Member's Council portion of the monthly meeting. If a proposal is time-sensitive or arises naturally during another part of the meeting, the Facilitator can work with the group to make space for it. Agendas can always be modified by consensus at any time.

Verbal Proposals

A verbal proposal should briefly describe the issue being addressed and what the proposer wants the group to do about it. It should be concise enough to be stated in a few sentences and clear enough that the group can discuss and vote on it without needing additional documentation. Verbal proposals are best for simple and direct actions. Anything more involved is better presented as a written proposal.

Written Proposals

A written proposal should be structured as follows:

Title and Authors. A short descriptive title and the names of the members who drafted the proposal.

Summary. A brief bullet-point overview of what the proposal asks the group to do.

Necessity. A short explanation of why this proposal is needed — what problem it addresses, what opportunity it takes advantage of, or what value it serves.

Implementation. One or more concrete steps describing how the proposal should be carried out, by whom, and on what timeline. Proposals should be realistic about the time, labor, and resources required to carry them out.

Written proposals should be shared with the membership in advance of the meeting where they will be discussed, where possible. This gives members time to think through their questions and concerns before the meeting, which makes for better discussion and more genuine consensus.

Process

After a proposal is made — verbal or written — the Facilitator opens a discussion period of at least five minutes for clarifying questions, concerns, and suggested amendments. Following this discussion, the Facilitator tests for consensus using the process described in the Decision Making section.

If a written proposal is submitted in advance, the proposer is given two minutes to present it to the group before the discussion period begins. During the discussion period, the proposer is available to answer questions and respond to concerns.

If a proposal cannot reach consensus at the meeting where it is introduced, it may be carried to the next meeting for further discussion, or referred to a working group for development between meetings. If a proposal needs to be modified or dissolved after it has already passed, a three-quarters supermajority of present Members and Stewards is required.

Capacity and Accountability

Before making a proposal, proposers should honestly consider whether the organization has the capacity to carry it out. Time, labor, resources, and current commitments all need to be taken into account. A proposal that the group cannot realistically implement does not serve the organization, however worthy its intentions.

When a proposal is approved, one or more members volunteer or are identified to serve as the point of contact for carrying it out. The person who drafted the proposal is expected to be among those responsible for its implementation.

Members responsible for an approved proposal should give brief updates at subsequent monthly meetings for as long as the work is ongoing. These updates do not need to be lengthy — a few sentences on progress, blockers, and next steps is sufficient. If updates stop coming, it is a signal to the group that additional support may be needed or that the proposal should be revisited. If a responsible member cannot be present to give an update in person, a brief written update sent to info@capitalmesh.net before the meeting will suffice.

Delegation

Summary

Capital Region Mesh delegates work in two ways: through Working Groups, which hold ongoing areas of organizational responsibility, and through Individual Delegates, who carry out specific bounded tasks on behalf of the organization. Both forms of delegation are authorized by the membership through the proposal and consensus process, and both are accountable to the membership on an ongoing basis.

Delegation is not authority. A Working Group or Individual Delegate is empowered to act only within the specific scope the membership has authorized. Any decision that falls outside that scope, or that would commit the organization to a significant new direction, must be brought back to the Member's Council. The purpose of delegation is to allow the work of the organization to move forward between meetings — not to concentrate decision-making in the hands of a few.

Working Groups

A Working Group is a small team of members who take collective responsibility for an ongoing area of the organization's work. Working Groups are the primary unit of work in Capital Region Mesh. They distribute knowledge and labor, build shared skills, and make the organization more resilient by ensuring that no single person is the sole carrier of any critical function.

Working Groups operate with significant autonomy within the scope the membership has authorized for them. They set their own internal rhythms, divide their own tasks, and make day-to-day decisions without needing to bring everything to the Member's Council. What they do bring to the Member's Council is regular updates, requests for resources or expanded scope, and any decisions that fall outside their existing mandate.

Forming a Working Group

Any member may propose the formation of a Working Group by bringing a proposal — verbal or written — to the Member's Council. The proposal should describe the purpose and scope of the Working Group, what decisions it is authorized to make independently, what decisions require Member's Council approval, and who the initial members will be. Working Groups are authorized by consensus of the membership.

A Working Group should have at least two members. There is no upper limit. Friends may participate in Working Group activities at the invitation of the Working Group, though Working Group decisions are made by Members and Stewards within the group.

Working Group Roles

Each Working Group should identify, from among its members, someone to serve in each of the following two roles. These roles rotate regularly within the Working Group.

A **Coordinator** is responsible for keeping the Working Group organized and moving — scheduling meetings or check-ins, maintaining a shared record of tasks and progress, and serving as the primary point of contact between the Working Group and the Member's Council. The Coordinator does not lead the Working Group; they serve it.

A **Capacity Monitor** attends to the health and sustainability of the Working Group. This means watching for signs of burnout, checking in with members about their bandwidth, flagging when the group is taking on more than it can carry, and raising these concerns with the Working Group and, if necessary, with the Member's Council. The Capacity Monitor also ensures that knowledge and skills are being shared within the group rather than concentrated in one or two people.

Working Group Accountability

Each Working Group gives a brief update at every monthly meeting during the Member's Council. Updates do not need to be lengthy — a summary of recent progress, current blockers, and upcoming actions is sufficient. If a Working Group cannot be represented at a meeting, a written update sent to info@capitalmesh.net before the meeting will suffice.

If updates from a Working Group stop coming, or if the group is no longer active, this is a signal to the Member's Council that the Working Group may need additional support, a change in scope, or dissolution. A Working Group can be dissolved by consensus of the membership.

Current Working Groups

The following Working Groups are currently authorized by Capital Region Mesh:

LoRa Working Group

Responsible for planning, deploying, and maintaining the regional LoRa mesh network. This includes identifying node locations, coordinating with node hosts, maintaining network documentation, and onboarding new participants into the technical work of the network.

Individual Delegates

An Individual Delegate is a single member authorized by the membership to carry out a specific, bounded task or to hold a specific organizational responsibility. Individual Delegates are appropriate for tasks that are narrow enough in scope that they do not require a team, and defined enough that the boundaries of the role are clear.

Individual Delegates are approved by consensus, either through volunteering or, if no one volunteers, by sortition. Any member may have their delegate status revoked at any time by consensus of the membership at a Member's Council meeting or through the organization's communication platforms.

Current Delegated Roles

The following individual roles are currently recognized by Capital Region Mesh. Additional roles may be created or dissolved through the proposal process as the organization's needs evolve.

Messaging Coordinator

The Messaging Coordinator manages Capital Region Mesh's public-facing communication channels, including social media accounts and any public-facing platforms. This includes posting updates, responding to public inquiries, and maintaining a record of who has access to organizational accounts and credentials. The Messaging Coordinator is responsible for ensuring that organizational passwords and access credentials are kept secure and up to date, and that access is not held exclusively by any single individual. The Messaging Coordinator reports to the Member's Council regularly on public communications activity. The Messaging Coordinator is delegated for a period of three months and may be renewed by consensus.

Secretary

The Secretary maintains the organizational records of Capital Region Mesh, including meeting notes, passed proposals, and any formal correspondence. The Secretary ensures that records are stored securely and are accessible to Members and Stewards, and that a summary of decisions and action items is circulated to the membership following each meeting. The Secretary is delegated for a period of three months and may be renewed by consensus.

Spokespersonship

No single person speaks for Capital Region Mesh as a whole. Each member represents themselves and their own experiences as an individual participant in the organization. When Capital Region Mesh communicates publicly as an organization — whether through social media, press, or representation at external events — that communication should reflect positions that have been discussed and agreed upon by the membership.

When it is necessary for Capital Region Mesh to be represented in an ongoing relationship with an external organization, community group, or initiative, the membership may authorize one or more members to serve as representatives. These representatives carry the organization's positions to external conversations and bring what they hear back to the membership for deliberation. They may speak their own minds as individuals, but should make clear when they are doing so and when they are representing the organization's collective position.

Representatives of this kind are authorized through the proposal process and are accountable to the membership in the same way as any other delegate.

Assets

Summary

The assets of Capital Region Mesh are understood to be held collectively by its membership, in trust for the communities the network serves. No individual member owns the organization's assets, and no individual member may dispose of, transfer, or encumber them without authorization from the membership through the consensus process.

Capital Region Mesh is currently an unincorporated mutual aid organization. We do not maintain a bank account or formal financial instruments at this time. This is a deliberate reflection of our values — we believe that formal incorporation and financial institutionalization can shift the priorities of a mutual aid organization away from its community and toward the demands of institutional maintenance. If the membership ever determines that formal financial instruments are necessary, that decision will be made through the proposal and consensus process and will be subject to the full deliberation of the membership.

What We Hold

Capital Region Mesh currently holds assets in three categories:

Digital Infrastructure. This includes the organization's domain name, website, email accounts, and any online platforms or accounts maintained on behalf of the organization. Access credentials for all digital infrastructure are held by the Messaging Coordinator and Secretary, with the requirement that no single individual is the sole holder of any critical credential. A current record of all organizational accounts and their access holders is maintained by the Messaging Coordinator and made available to Members and Stewards on request.

Physical Equipment. This includes any hardware, devices, or materials that have been donated to or purchased collectively by the organization. Donated equipment should be documented at the time of donation, including the donor's name, the nature of the equipment, and any conditions the donor has attached to its use. Physical equipment is managed by whichever Working Group is most directly responsible for its use, under the oversight of the membership.

The Network Itself. The mesh network built and maintained by Capital Region Mesh — its nodes, its coverage, its documentation, and the relationships that sustain it — is understood as a collective asset held in common by the organization and the communities it serves. The network exists for the benefit of the community, not for the benefit of any individual member or working group.

Node Hosting

A significant and novel category of asset relationship arises from the nature of mesh networking: individual members and community partners may host network nodes on their own property, using equipment that may be their own, the organization's, or some combination. This creates a

relationship between individually-held property and collectively-held infrastructure that deserves clear treatment.

The following principles govern node hosting arrangements:

Equipment donated to Capital Region Mesh for use as a node becomes organizational property and is documented accordingly. The hosting member or partner retains no ownership claim over donated equipment, though the organization will make reasonable efforts to recover and reassign equipment if a hosting arrangement ends.

Equipment owned by a hosting member and used as a node remains the property of that member. The organization claims no ownership over it. If the hosting arrangement ends, the member is free to repurpose or reclaim their equipment without obligation to the organization.

Regardless of equipment ownership, the node's place in the network — its location, its configuration, and its contribution to network coverage — is understood as part of the collective infrastructure. Changes to a node's configuration or operation that would materially affect the network should be coordinated with the relevant Working Group.

Hosting arrangements are voluntary and can be ended by either party at any time. The organization is grateful for every hosting member and community partner, and will work collaboratively to manage transitions when hosting arrangements change.

Expenses and Contributions

Capital Region Mesh may occasionally incur small expenses in the course of its work — venue rental, equipment purchases, printing, or other operational costs. These are handled as follows:

Voluntary contributions from members and supporters are welcome and are used to cover organizational expenses. Contributions are not dues and are not required for membership at any level.

Expenses should be proposed to and approved by the membership before being incurred where possible. If an urgent or small expense is incurred without prior approval, the member who incurred it may request reimbursement by presenting the expense to the Member's Council for ratification.

A record of all income and expenses is maintained by the Secretary and reported to the membership at regular intervals. Transparency about organizational finances, however modest, is a reflection of our commitment to shared decision-making and mutual accountability.

Dissolution

If Capital Region Mesh ever dissolves, its collective assets — digital infrastructure, physical equipment, and any accumulated funds — will be distributed to one or more organizations with compatible missions, as determined by the membership through the consensus process.

Grievances

Summary

Conflict and harm are a normal part of any human organization. The processes described elsewhere in this charter — consensus decision making, shared leadership, mutual accountability — are designed to minimize unnecessary friction, but they cannot eliminate it entirely. This section describes how Capital Region Mesh responds when things go wrong between members, or between a member and the organization's values.

Capital Region Mesh approaches grievances with a commitment to repair rather than punishment, and to the dignity and safety of everyone involved. We recognize that how an organization handles conflict is as much an expression of its values as how it makes decisions or does its work.

Grievances fall into four categories: Conflict, Harm, Abuse, and Charter Violation. Each is described below, along with the process for addressing it.

Conflict

This category covers misunderstandings, disagreements, friction between personalities, and ongoing tension that does not rise to the level of lasting harm. It also includes situations where one person has hurt another's feelings without necessarily intending to — what might be described as hurt without harm. These situations are real and worth addressing, but they call for a different response than more serious categories.

Verification. Both parties simply need to acknowledge that a conflict exists and agree that it needs to be addressed.

Protections. No special protections are generally needed in conflict situations.

Resolution. The involved parties agree to a mediator — ideally someone trusted by both — and a facilitated conversation is held in which each party can express their perspective and needs. Neither party should enter with preconditions, and both should commit to engaging in good faith. The mediator's role is to help both parties understand each other and find a path forward that both can accept, while keeping the conversation grounded in the organization's shared values. This process can be started or stopped at any time by either party.

Harm

This category covers non-reciprocal damage to a person — situations where one party has caused real harm to another, whether through action, words, or pattern of behavior. This includes identity-based harm such as racism, misogyny, transphobia, xenophobia, and classism, whether conscious or unconscious.

Verification. A mediator should be identified to investigate the situation and understand what occurred before a resolution process begins.

Protections. The person who has been harmed may request that the person who caused harm take a temporary hiatus from the organization while the process is underway.

Resolution. The parties should try to agree on a mediator, but if they cannot, the person who has been harmed chooses. Where the harm is identity-based, it may be appropriate to involve mediators who share the relevant identity and can bring that understanding to the process. The person who caused harm is asked to give an honest account of their actions. The person who was harmed is asked to describe what remediation they need. The mediator's role is not to be neutral between harm and harm-done-to, but to focus on genuine remediation — including assurances that the harm will not recur. This process can be started or stopped at any time by the person who was harmed.

Abuse

This category covers serious interpersonal violence, including physical assault, sexual violence, and sustained harassment. It also covers severe or repeated identity-based harm that rises to the level of harassment rather than isolated incidents.

Capital Region Mesh is a community organization, not a judicial body, and we do not position ourselves as the primary resolution mechanism for serious violent crime. When abuse of this severity occurs, the organization's first responsibilities are to the survivor: to believe them, to remove the perpetrator from community spaces immediately, and to support the survivor in accessing whatever resources they choose — including, if they choose, external authorities. The organization does not pressure survivors toward or away from any particular course of action.

Verification. A chosen mediator conducts a thorough fact-finding process, seeking to establish what occurred through whatever evidence is available — correspondence, eyewitness accounts, and other documentation.

Protections. The survivor may request that they and the accused member not occupy shared spaces for the duration of the process and beyond.

Resolution. The survivor chooses the mediator and sets the agenda for how the process unfolds. The survivor determines what conditions, if any, they would require for continued association with the organization in the presence of the accused. The organization will support the survivor's stated needs, up to and including permanent expulsion of the accused. The mediator's role is to hold a space that is safe for the survivor, not to provide a defense for the accused. This process can be started or stopped at any time by the survivor.

Nothing in this section should be read as discouraging survivors from seeking external support, medical care, legal advice, or involvement of authorities. The organization will support survivors in accessing these resources if they wish to do so.

Charter Violation

This category covers behavior that clearly contradicts the organization's stated values and agreements in ways that go beyond simple misunderstanding or mistake. This is not for minor infractions or honest errors — it is for situations where a member's actions are fundamentally incompatible with the principles Capital Region Mesh has committed to.

Resolution. The Member's Council discusses the situation, with or without the member in question present, and determines whether the behavior constitutes a genuine violation of the charter. If the membership concludes that it does, and that the violation is serious enough to warrant expulsion, the process described in the Expulsion section below is followed. The member whose behavior is under review does not vote on their own expulsion.

Expulsion

Expulsion is the most serious action Capital Region Mesh can take against a member, and it should be approached with care and deliberation. It is appropriate when a member has violated the organization's values or charter in a way the membership finds intolerable, or when the safety of other members requires it.

Before the expulsion process begins, the member being considered for expulsion is given an opportunity to address the membership. Following this, the membership proceeds to consensus. The member being considered for expulsion does not count toward quorum and does not vote. If multiple members are being considered for expulsion in connection with the same situation, none of them vote and all may be expelled by a single consensus of the remaining membership.

Expulsion through the Grievance process is distinct from the membership circle transitions described in the Membership section. A member who steps back from the Stewards circle to the Members circle, or from Members to Friends, has not been expelled — they have adjusted their level of commitment, which is always welcome and never stigmatized.

Charter Amendment

This charter is a living document. It belongs to the membership of Capital Region Mesh and should be changed whenever the membership determines that it no longer serves the organization's needs or values. No section of this charter is beyond revision, and no founder, Steward, or long-standing member holds special authority to prevent its amendment.

Process

Amendments to this charter are made through the standard proposal and consensus process described in the Decision Making section. Any member may propose an amendment. Proposed amendments should be submitted as written proposals and circulated to the membership in advance of the meeting where they will be discussed, so that members have adequate time to consider their implications.

Given the significance of changes to the charter relative to ordinary organizational decisions, amendments require a three-quarters supermajority of present Members and Stewards to pass, rather than the simple consensus threshold used for most proposals. This higher threshold is not intended to make the charter difficult to change — it is intended to ensure that changes reflect genuine broad agreement rather than a momentary majority, and that minority concerns are given serious weight before the document is altered.

If an amendment is proposed and does not reach the three-quarters threshold at its first meeting, it should be carried forward to the next meeting for further discussion rather than dismissed. Members who have reservations about a proposed amendment are encouraged to articulate them clearly so that the proposal can be refined to address them.

Amendments take effect immediately upon passing unless the proposal specifies a different implementation timeline.

Stewardship of This Document

The Secretary is responsible for maintaining a current version of this charter and ensuring that it is accessible to all members. Every passed amendment should be incorporated into the document promptly, with a note recording the date of the amendment and the meeting at which it was passed. Previous versions of the charter should be archived rather than discarded, so that the organization can trace the history of its own development.

Members are encouraged to read this charter when they join the organization and to return to it periodically. It is not a legal instrument — it is a shared agreement, and its power depends entirely on the membership's collective commitment to living by it.

A Note on This Version

This version of the Capital Region Mesh charter was drafted collaboratively during the organization's first year and adopted by the founding membership. It draws on the charter of Cooperation Tulsa, whose generosity in sharing their organizational documents reflects the mutual aid spirit we hope to carry forward in our own community. We are grateful for their work and for the broader tradition of horizontal organizing from which this document draws.

This charter was adopted on: _____

Adopted by the following members of Capital Region Mesh: