

The NewVistas Organizational Structure

Worldwide, Decentralized, Nonhierarchical

Public servants provide worldwide guidance to the overall NewVistas system. Communities align in megalopolises of 50 adjacent communities. Each NewVistas community is an independent, for-profit trust with 75,000–100,000 individuals. Community organizational structure includes a board of trustees and 24 agencies that coordinate all community functions. These 24 agencies are grouped into eight departments and two divisions. Overall, the organizational structure includes 132 boards of 12. Working within this nonhierarchical structure, 5,760 part-time public servants foster a community's financial capital, physical assets, and human development, with the goal of helping all community participants grow and prosper.

In the modern era, humanity has made much progress in decreasing discriminatory hierarchical abuses and bringing about greater freedoms and equality for women, racial minorities, the disabled, singles, LGBTQ+ people, adherents of any religion or spiritual practice, and the impoverished. Much progress remains to be made, but progress is limited by the inefficiencies, inequities, and manipulations of today's systems, including economic, governmental, industrial, agricultural, and community infrastructural systems. Replacing these systems with the correctly scaled, calibrated, and transparent NewVistas system will enable humanity to make even greater social progress and raise the quality of living for all who choose to participate.

According to the 1833 documents¹ upon which NewVistas is based, the community pattern prescribes specific groupings for residents and a nonhierarchical organizational structure through which public servants help residents to flourish.

¹ Found in the [Joseph Smith Papers](#), these documents include the following: [Plat of the City of Zion, circa Early June–25 June 1833](#); [Plan of the House of the Lord, between 1 and 25 June 1833](#); [Revelation, 2 August 1833–B](#) (according to NewVistas research, the actual date of this document should be May 6, 1833); [Revelation, 1 June 1833](#); and others.

Population Groupings

The NewVistas system enables people to participate in several groups with specific purposes, ranging from worldwide coordination down to individual living modules. The first five groupings listed below are administered by public servants, whose roles and duties are described in the next section, “Organizational Structure of Public Servants.”

- ***NewVistas*** (plural)—Worldwide system for up to 12 billion people² living in as many as 120,000 communities grouped into 2,400 megalopolises. According to the plat, this system will “fill up the world” and allow every human being who so desires to live in a NewVistas community. *NewVistas* is also the name for the overall project.

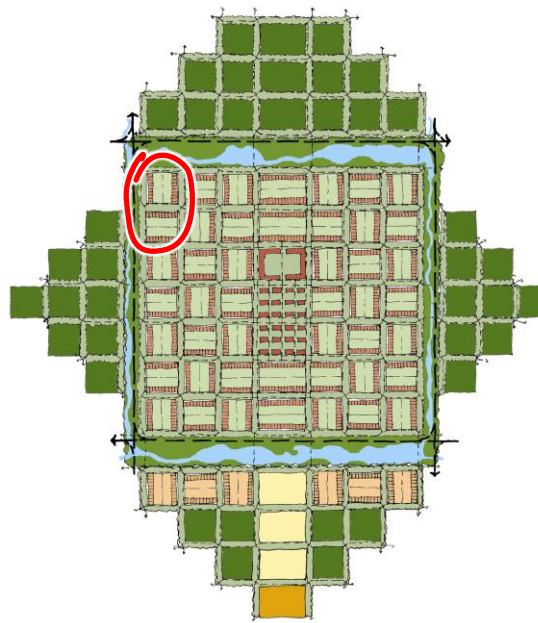


- ***NewVista*** (singular)—Megalopolis of 50 adjacent communities, joined at their transportation easements. Each NewVista occupies 144 square miles, houses 3.75 million to 5 million inhabitants, and is surrounded by a large wilderness buffer of about 288 square miles.

² The United Nations predicts that the world population will reach 11.2 billion in 2100 and stabilize soon thereafter. See [World Population Prospects](#).



- **Community**—Living and working location for 75,000–100,000 individuals. In each community, a legally and financially independent, autonomous trust appoints public servants to administer the community's organizational structure, economic system, and physical campus.
- **District**—Twenty-four in a community, each with about 4,000 individuals. Each district takes responsibility for one of the 24 central multipurpose buildings, one street intersection (hub), and for specific parts of the community's outer agricultural and industrial blocks. Each district contains four villages. (In figure 3-0, one district is circled in the upper left corner of the community image.)



- **Village**—Ninety-six³ in a community, four in each district, each with up to 1,000 individuals. Comprised of 10 contiguous apartment buildings, a village's area

³ The number 96 provides an important clue for combining different prescriptions from the Joseph Smith Papers in a manner that has never before been understood. For example, the papers prescribe [96](#) public servants whose [duties](#) are calibrated to the size of a village, of which each community has 96. In addition, each apartment building houses up to 96 residents.

also includes gardens in back, patios front and back, and the 132-foot-wide street in front.

- **Apartment building**—Along two sides of each block, 10 or 15 apartment buildings are contiguous like rowhouses, with 10 houses comprising a village. Each of a community's 960 apartment buildings contains 42 apartments, each for 2–4 people. On average, an apartment building will house 100 individuals. Each apartment building has four coordinators who occupy the four apartments located just off the first floor's foyer/elevator entrance area.



- **Apartment**—A NewVistas apartment is a housing module for one household composed of 2–4 individuals who choose to live with one another, with all adults responsible for the apartment lease. Apartments can accommodate couples or groups of 2–4 siblings or roommates. Minimum occupancy per apartment is two individuals, so single individuals must recruit at least one roommate to lease an apartment. A group composed of 4–8 individuals can lease two adjoining apartments, provided one person is responsible for both apartment leases. Measuring 8'-3" wide by 28'-10.5" long (including the hallway in front of the apartment), each apartment module is 240 square feet and houses an average of 2.4 people, yielding an average of 100 square feet per person. Each apartment module contains four beds, two bedrooms, an ADA-compliant bathroom and kitchen, and workstations for 2–4 residents.



Figure 2-1: This cutaway view of a portion of a single apartment shows how furniture and appliances are stored out of the way when not in use.

Organizational Structure of Public Servants

In earlier times when communication technology and literacy were limited, hierarchical organizations were needed to facilitate governance. However, modern technology—such as the smartphone, the internet, and the cloud—makes the hierarchical structure obsolete, as each person has full access to information and communication. Additional key technology includes artificial intelligence, blockchain, and machine learning. Thus, only now is human technology catching up to the 1830s documents and making feasible their full implementation.

Central to NewVistas' effectiveness is its nonhierarchical organizational structure, which comes from the 1830s documents. Reflecting the four largest adult demographic groups—single male, single female, married female, married male—each public-servant seat is filled concurrently by four individuals who work together in that position, as follows:

- **NewVistas** (plural)—At the worldwide level, a board of 12 seats (48 individuals), with up to 490 assistant seats (1,960 individuals) who visit communities remotely two by two to appoint and replace the independent boards of trustees in all local NewVistas communities and help maintain overall system integrity.
- **NewVista** (singular)—At the megalopolis level, representatives of 50 adjacent communities form a council of 50 seats (200 individuals) that coordinates

quarterly on issues affecting the entire megalopolis. Each quarter, each community sends a different trustee seat (four individuals) to the megalopolis council, thus allowing each community's 12 trustee seats to each attend and represent their community every three years.

- **Community**—Within each local NewVistas community of 75,000–100,000 people, a board of 12 community trustee seats (48 individuals) appoints, trains, and services eight departmental boards that coordinate all the community's operations. In turn, these department boards appoint 24 district boards and 96 village boards. Members of department, district, and village boards also serve as presidents, working together by adult demographic in four presidencies that each have three president seats. In addition, the department boards appoint an additional 84 department agent positions (336 individuals) who are not board members, for a total of 480 public-servant seats (1,920 individuals) in each local community's organizational matrix. In addition, the village boards appoint a coordinator seat (four individuals) for each of the 960 apartment buildings (3,840 individuals).

At all levels, NewVistas public servants are unpaid, part-time, and volunteer. The 1830s plan breaks down all functions into defined duties that public servants can accomplish while donating 10% of their time, about four hours a week or 200 hours a year. Public servants are successful, experienced participants who want to help the NewVistas system flourish. In addition to donating their time, public servants use their own technology devices and pay for any supplies they may need. This organizational structure eliminates the inefficiencies and corruptions inherent in hierarchical structures, in which officials continuously strive for ever-increasing position, power, and money.

132 Boards

As stated earlier, each community organizational structure contains 132 boards, with each board staffed by 12 individuals:

- The overall community trustees are divided into four boards, each with 12 individuals belonging to the four largest adult demographics. These boards meet separately as four boards of 12 and together as all 48 individuals.
- The 24 agency president positions are divided into eight departments, each with three president positions. As each president position is staffed by four demographic representatives, each department functions as a board of 12. In addition to meeting together as a board, each department meets separately as three positions, each with four individuals, and as four presidencies, each with three individuals. Each president position fulfills different specific responsibilities.
- The 24 districts and 96 villages are each led by a presidency of three positions, with each position staffed by representatives of the four adult demographics. Thus, each district presidency and village presidency functions as a board of 12 individuals. Each presidency meets separately in three groups of four (per demographics) and together as a board of 12.

With this structure in place, every decision of any consequence in a community goes through one or more board of 12. Each of the 132 boards has specific duties, but they all follow the same procedure for conducting board meetings and rotating board members.

Conducting Board Meetings

No hierarchy or seniority exists within any board of 12, which enables all board members to contribute equally. For the sake of order during meetings, the 12 individuals each take a turn conducting board meetings.⁴ These turns are determined by an app according to alphabetical first names. Seating during board meetings is random, with no seniority or other hierarchy. A meeting conductor's main tasks include setting the meeting agenda, calling on board members to speak, and making sure each speaker gets a certain amount of uninterrupted time.

In addition, the person who takes minutes rotates with each board meeting by alphabetical last name, so one person's opinions do not skew the minutes over time.

Rotating Board Members

Every calendar quarter, one or more positions are replaced in all 132 boards throughout the community. This allows the appointing boards to keep in quarterly contact with the boards whose members they choose.

- *Trustee board*—Appointed by the NewVistas general advisors, the 48 individuals on a community's board of trustees serve for 12 years, so one individual trustee is replaced each quarter.
- *Agency presidency boards*—Appointed by the community's board of trustees, the 96 individuals on eight presidency boards serve for three years, so one individual agency president is replaced each quarter in each presidency board.
- *District presidency boards*—Appointed by the district agency department board, the 288 individuals on 24 district presidency boards serve for three years, so three individual district presidents are replaced each quarter.
- *Village presidency boards*—Appointed by the village agency department board, the 1,152 individuals on 96 village presidency boards serve for three years, so 96 individual village presidents are replaced each quarter.

Replacing Public Servants

Whenever a public-servant seat vacancy occurs, the following quarterly replacement process is employed:

1. Each board member independently submits the name of a candidate, and a clerk verifies that the candidate would be willing and able to serve, if chosen.
2. Board members discuss candidates and use a voting app to make their choice.

⁴ "[E]very time they assemble, appoint a person to preside over them during the meeting and one or more to keep a record of their proceedings" (<https://www.josephsmithpapers.org/paper-summary/minutes-and-discourses-27-february-1835-as-reported-by-oliver-cowdery/2>). If random rotation isn't followed and other means are used to determine who presides, such as age or date of ordination, this leads to seniority and diminishes the contributions of newer board members.

3. The voting app identifies four semifinal candidates.
4. Board members discuss the four candidates, and each board member votes for one.
5. The voting app identifies two final candidates, and a coin is tossed to determine which finalist will be asked to fill the vacancy.

Based on ancient practice,⁵ this procedure can be executed rapidly and allows substantial input by board members. As the retirement age for NewVistas public servants is 72, new appointees must be young enough to fulfill their full term by that age. Within each board, tenure limits are staggered so vacancies do not occur all at once. Public servants generally meet in quarterly conferences, at which time boards replace vacancies that have opened since the last conference. This process provides an important check and balance on boards, helping prevent political manipulation.

The 84 department agent positions (336 individuals) that do not serve on a board each serve for three years. Thus, the 12 Regulatory Department agent positions (48 individuals) are replaced at a rate of one individual per quarter, the 24 Data Department agent positions (96 individuals) at two individuals per quarter, and the 48 Business Development agent positions (192 individuals) at four individuals per quarter. The 960 apartment coordinator positions (3,840 individuals) serve for one year, with one individual replaced each quarter.

Any public servant occupying a seat can resign at any time for any reason. At quarterly organizational meetings, boards replace public servants who have completed their terms and any resignations that occurred during the previous quarter. Boards can operate with some missing personnel as long as a quorum of seven remains in place. If a board drops below a quorum of seven, a special session is held to replace missing people.

Worldwide NewVistas Coordination

While no central NewVistas headquarters will ever exist, public servants help coordinate the NewVistas system at a worldwide level, chiefly by setting up new local community boards of trustees and then replacing one trustee position every year (one individual every quarter), along with any additional vacancies due to resignations. As volunteers, worldwide coordinators possess no legal authority beyond appointing and replacing local community trustees, and they do not control or have access to any public financial resources. These volunteers are based in their own homes around the world and provide their own computer equipment and other supplies for online collaboration using modern blockchain, cloud, and virtual systems. They do not spend any time or money on physical travel. They do not attend, preside, or speak at local community quarterly conferences. They train local-community boards of trustees through podcasts and remote online sessions. They are unpaid volunteers without “purse or scrip.”

The worldwide NewVistas board of 12 seats (48 individuals) can appoint up to 490 (“seven times seventy”⁶) assistant seats (1,960 individuals) to virtually visit communities and appoint and replace community boards of trustees. As groups of four individuals

⁵ See Acts 1:21–26.

⁶ [Instruction on Priesthood, between circa 1 March and circa 4 May 1835.](#)

presenting “two by two”⁷ to represent the four adult demographic groups, a NewVistas assistant seat (four individuals) visits each community via remote technology once a quarter and replaces one local individual trustee, such that each community’s board of trustees fully rotates every 12 years.

The original plot document states that each community houses “15 to 20 thousand people.” In the 16th-century Early Modern English in which the plot text was written, only male heads of households were counted as “people”; the actual number residing in a household at that time was 5–7 individuals, counting women, children, and servants. Thus, the stated household range equates to a present-day population of 75,000–100,000 individuals. This range provides flexibility in how communities grow and split. If the NewVistas board members or their assistants become aware that several communities are nearing the 100,000-individual maximum, they can set up a new community trust that invites households from three or more communities also nearing their maximums to move into the new community, such that the existing and new communities all have at least 75,000 individuals.

In addition, the worldwide board and their assistants work together to monitor the open-source, blockchain database of the NewVistas community bylaws and operating system. If a worldwide advisor finds something that is not kosher, he or she brings it to the attention of the other worldwide advisors, who can, if they agree unanimously on the change, notify all local community trustees that a change to the common, systemwide bylaws has been made. Local community trusts vote to approve or reject the changes after trying them out for a year, and if a majority of the communities rejects, then the general board must retract the change. Changes that have been in place for a year are voted on at every quarterly local community public-servant conference.

Worldwide public servants serve for 12 years, and they are replaced in the same manner as described above under “Replacing Public Servants.” For a more detailed description of the NewVistas board and assistants, see the NewVistas paper titled [“Worldwide Coordination.”](#)

NewVista Megalopolises

Currently, the Earth’s 7.5 billion humans are using 50% of the planet’s habitable land for agriculture and 1% for urban development.⁸ Applying the 1830s pattern, NewVistas will use just 2% of the Earth’s habitable land for both agriculture and urbanity to accommodate up to 12 billion people, the maximum at which the Earth’s human

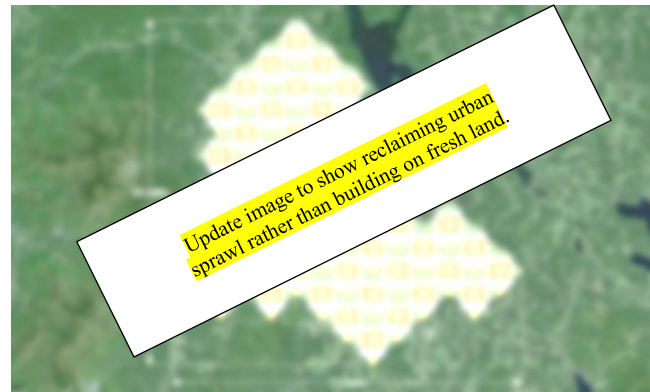


Figure 2-1: This illustration shows 50 diamond-shaped communities joined in a megalopolis. The brown squares contain the apartment blocks. The green-and-yellow squares contain additional blocks for agriculture and industry. The gray lines are easements that allow travel and other functions between communities.

⁷ The Joseph Smith Papers mention “two by two” several times, such as in [Revelation, 9 February 1831](#) and [Revelation, 6 June 1831](#) (see also Mark 6:7 and Luke 10:1 in the Bible’s New Testament).

⁸ See <https://ourworldindata.org/global-land-for-agriculture>.

population is projected to stabilize.⁹ At the same time, NewVistas will allow humanity to restore wilderness, wildlife, and wetlands in the vast majority of the land humanity currently occupies with its sprawl.

As shown in figure 2-1, up to 50 NewVistas communities are built adjacent to each other with their easements lining up as straight transportation and utility corridors. Fifty adjacent communities comprise a complete NewVista megalopolis of up to five million individuals. Worldwide, up to 2,400 such megalopolises could accommodate 12 billion residents within a total human-developed area of 345,600 square miles, much smaller than today's sprawl.

A 288-square-mile wilderness buffer surrounds each 144-square-mile NewVista megalopolis. This buffer's primary purposes include distributing human settlement in a sustainable way and conserving natural land and wildlife. Human activity within a wilderness buffer can include limited free-range animal grazing and low-impact recreation. Ultimately, humans will no longer use energy-consuming, polluting cars, trucks, ships, and airplanes. Travel of people and cargo between megalopolises would ultimately be via high-speed vacuum tubes.¹⁰

While each individual community remains autonomous, a megalopolis's 50 communities coordinate through a limited legislature called a Council of Fifty.¹¹ This council can't dictate what an individual community does within its own borders, but the council's decisions are binding for the megalopolis's shared connecting easements and surrounding wilderness buffer. With Council of Fifty sessions held quarterly, each community sends a different trustee seat (four individuals) each time, so every three years all 12 of a community's trustee positions rotate through representing the community at Council of Fifty sessions. The Council of Fifty doesn't have any executives, funds, or assets. Four presiding officers (one from each demographic group) are randomly selected at the end of each conference from among the 200 who are to attend the next quarterly conference. When council representatives vote to approve a project, such as purchase of additional wilderness area or construction of public transportation benefitting the entire megalopolis, each of the 50 communities pays 2% of the cost through loans from its investment bank. A quarterly council session of 50 trustee seats (200 individuals) can vote to undo or reverse an earlier council's decisions. During Council of Fifty sessions, representatives share success and failures and vote to propose adjustments to the worldwide, open-source NewVistas operating system that each NewVistas community uses. These proposed adjustments are sent to the general 12 trustees for consideration at the end of each quarterly Council of Fifty conference.

Community Matrix

Human society has traditionally been hierarchal. Therefore, most people find it hard to visualize a matrix organizational structure based on narrowly defined responsibilities with independent checks and balances, as opposed to the more common human approach of following a single top leader (king/prophet) with authority spreading down through a pyramid-shaped structure.

⁹ See United Nations, Department of Economic and Social Affairs, [World Population Prospects: The 2015 Revision](#).

¹⁰ See, for example, "A Real Tube Carrying Dreams of 600-M.P.H. Transit," New York Times, Feb. 18, 2019.

¹¹ Based on the historic [Council of Fifty](#) organized by Joseph Smith.

The NewVistas organizational matrix brings together communities of 75,000–100,000 individuals to promote cooperation, mutual well-being, and other socially positive relationships, while also ensuring individual privacy. The 1830s plot and building plan¹² define a community structure that is both [decentralized](#) and nonhierarchical. As prescribed by the 1833 documents, each NewVistas community of 75,000–100,000 individuals is organized as a self-contained, autonomous trust that is legally, financially, and operationally independent. This decentralized structure promotes productive competition among independent communities and enables each community to operate as a sustainable engine of prosperity that safeguards equal opportunities for all participants, rather than allowing individuals or groups to gain unfair advantages or exercise “unrighteous dominion”¹³ over each other.



Figure 2-3: The 24 buildings (left) and 24 podiums (right) correspond to a community’s 24 agencies, which cooperate in two divisions, represented by the two blocks; eight departments, represented by the eight rows of three; and three verticals, represented by the three columns of eight.

Each community’s organizational matrix defines how 5,760 successful participants serve the community in 1,440 highly specific, unpaid, nonhierarchical roles, with each public servant averaging four hours a week on community service—three hours a week in office time, plus quarterly conferences—and with frequent rotation of personnel. This large number of public servants enables the [voice of the people](#) to be heard and all four major adult demographic groups to be represented: single females, single males, married males, and married females. At first glance, the NewVistas community structure may seem unusually large and intricate, but it is necessary to provide comprehensive opportunities and services to all community participants and their dependents. The prescribed functions for each position are well known, so all community participants are aware which public servant to visit (virtually or in person) for needed services, after first consulting the online community website and, if needed, their assigned apartment coordinator.

Each community is served by a board of trustees. Further, as shown in figure 2-3, a community’s organizational structure is visually reflected in the plot’s layout of 24

¹² [Plat of the City of Zion, circa Early June–25 June 1833](#) and [Plan of the House of the Lord, between 1 and 25 June 1833](#).

¹³ “[History, 1838–1856, volume C-1 \[2 November 1838–31 July 1842\]](#),” Joseph Smith Papers. This source also states: “[W]hen we undertake to cover our sins, or to gratify our pride, or vain ambition or to exercise control or dominion or compulsion upon the souls of the Children of Men in any degree of unrighteousness, Behold the Heavens withdraw themselves, the Spirit of the Lord is grieved, and when it is withdrawn— Amen to the Priesthood— or the Authority of that Man.”

buildings in two blocks and in the multipurpose-building plan's layout of 24 podiums in two blocks. The two blocks represent the organizational structure's two main divisions or "grand heads."¹⁴ Each block contains 12 buildings or pulpits, which represent each division's 12 agencies. Each block's 12 buildings or pulpits are divided into four rows, which represent each division's four departments. Beyond the divisions and departments, each block also has three columns of buildings or pulpits, which together represent three verticals of eight agencies that coordinate their efforts. (Note: A community's 960 coordinator positions for apartment buildings [3,840 individuals] are not shown in the two-block layout.) The board of trustees, divisions, departments, agencies, and verticals are described in more detail below.

Board of Trustees

Each NewVistas community of 75,000–100,000 individuals is a perpetual trust with no individual owners and with all community participants as the trust's beneficiaries. The trust holds the community's combined capital and property for the benefit of all 75,000–100,000 participants and is dedicated to the entire community's health and welfare. The board of trustees consists of 12 trustee positions (48 individuals), with four sub-boards of 12 individuals corresponding to the four main adult demographic groups. While the trustee positions are independent of the organizational structure's two divisions, all other public-servant positions are categorized into the two divisions.

Assistants to the worldwide NewVistas board visit virtually and select each community's board of trustees. Trustees must be confirmed by at least half of the community in a private, confidential communitywide vote, and any individual trustee can be recalled at any time by a two-thirds majority of the community. This board of trustees selects the community's 24 agency-president positions (96 individuals), with each agency-president position corresponding to one of the 24 multipurpose buildings. A community's board of trustees may at any time dismiss any of the 96 individual presidents with a two-third vote of the board.

Trustees have a fiduciary duty to provide opportunity and advance the well-being of all community participants. The board of trustees is a policy body that must not stray from the provisions of the trust instrument. The board can offer interpretations of trust language and general direction, but it is not an administrative body. It does not directly manage community funds, properties, or operations. It does not oversee any specific productive or social or community enterprise. It does not have authority to propose or carry out initiatives, projects, or programs. The departments and agencies handle all the operational functions and report to the board.

The duties of a community's board of trustees include the following:

- Select and, as tenures expire, replace the community's 24 agency president positions (96 individuals) using the prescribed procedure
- Receive quarterly reports from the community's 24 agency president positions
- Provide agency presidents with ongoing oversight, training, and advice

¹⁴ [Instruction on Priesthood, between circa 1 March and circa 4 May 1835.](#)

- Approve agency budgets, capital investments, and plans for enhancing social cohesiveness and prosperity, as well as opportunities for individual development
- Spearhead overall community strategic planning
- Interface with the worldwide NewVistas field representatives
- Propose changes to the worldwide NewVistas operating system that are then voted on by the quarterly Council of Fifty.

NewVistas board assistants visit the community virtually every quarter to replace one individual serving in a trustee board seat, such that one full seat (four individuals) is replaced each year.¹⁵ Trustees serve for 12 years, but the board is refreshed each quarter with one new person who is voted on by the conference and, if approved, by community participants. To avoid political conflicts of interest, trustees cannot hold any other organizational positions in the NewVistas system during their board tenure, plus one additional year; if they resign early from the board, they can't take another position until after their full board tenure would have ended, plus one year. However, during their board tenures, trustees can continue to invest in the community and to own and operate small businesses within the community.

For more details about a community's board of trustees, see [this article](#).

¹⁵ When NewVistas assistants initially appoint a new community's board of trustees, term lengths are staggered such that one position is appointed to serve a one-year term, the next position two years, the next three years, and so forth up to 12. Subsequent appointments are all for 12-year terms. This initial staggering sets up the structure so field representatives can replace community trustees on a regular schedule of one trustee per year. If a trustee resigns or is recalled from a position, the position is left empty until the next annual visit by field representatives, who then replace the irregular vacancy.

Capital Division

CAPITAL DIVISION			
VILLAGE DEPARTMENT	Vets prospective participants; acts as starting point for established participants who need services 1 HUMAN RELATIONS AGENCY	Vets new business ideas; provides business orientation, mentorship, consulting, training 2 STEWARDSHIP AGENCY	Vets participant space and equipment needs; administers leasing system 3 ASSET LEASING AGENCY
DISTRICT DEPARTMENT	Guides participants in nutrition/dietary planning; facilitates participant involvement in food production 4 NUTRITION AGENCY	Helps participants strategize education, career, family planning, and insurance coverage 5 LIFE PLANNING AGENCY	Facilitates participant health, recreation, and exercise; coordinates practitioners of health services 6 HEALTH AGENCY
COMMUNITY ECONOMIC DEPARTMENT	Loans funds for business expansion 7 INVESTMENT BANK AGENCY	Facilitates participant investment in the community 8 CAPITAL FUND AGENCY	Provides banking services, including accounts and loans 9 COMMUNITY BANK AGENCY
PUBLIC ADMINISTRATION DEPARTMENT	Facilitates intra-community communication 10 COMMUNICATION AGENCY	Updates and implements public policy and bylaws 11 BYLAWS AGENCY	Acts as outward-facing community spokesperson 12 PUBLIC RELATIONS AGENCY

In the 1830s plot and building plan, the Capital Division is represented by the left-hand blocks of 12 buildings and 12 podiums. While both divisions are equal and independent of each other in stature and authority, the Capital Division has a higher or greater¹⁶ number of seats than the Property Division, which is represented by the right-hand blocks.¹⁷ The Capital Division comprises 372 of the community's 480 public-servant seats (1,488 individuals out of 1,920 total). In addition, the Capital Division also includes the community's 960 coordinator positions for apartment buildings (3,840 individuals), who are appointed and trained by the Village Department.

¹⁶ The terms "greater" and "lesser" come from [Revelation, 22–23 September 1832 \[D&C 84\]](#). While the LDS Church currently interprets these terms as meaning that the Aaronic Priesthood is a lower-status "preparatory" youth program, NewVistas interprets the terms as chiefly numerical. In the Joseph Smith papers, both governmental divisions are designated as equal "grand heads" and share an equal physical presence in the 1833 plot and building plan, in terms of number and size of podiums and multipurpose buildings.

¹⁷ In early Mormonism, the capital division equated with the Melchizedek Priesthood and the property division equated with the Aaronic Priesthood. As explained in chapter 1 of this book, NewVistas has interpreted these writings in modern-day business terms. (See "[Instruction on Priesthood, between circa 1 March and circa 4 May 1835 \[D&C 107\]](#)," Joseph Smith Papers.)

The Capital Division helps participants grow in knowledge, skills, and well-being, thus adding value to their “human capital.”¹⁸ This division promotes the community’s human development—including education, culture, social dynamics, and recreation—and manages most of its current and intangible assets, including inventories, financial capital, and intellectual property. The Capital Division helps community participants establish their stewardships as small-business owners or contractors. In addition, this division’s public servants coordinate the community’s social/geographical units of districts and villages, which is why this division requires so many seats.

As shown in the table above, the Capital Division’s four departments each contain three agencies, with each agency led by a president seat (four individuals). Across each department, the three presidents of each demographic comprise a presidency; thus, each department has a single male presidency of three agency presidents and likewise a single female presidency, married female presidency, and married male presidency. All 12 of these presidents together form the department board. The Capital Division’s four department boards appoint and train an additional 360 public-servant positions (1,440 individuals).

The Capital Division contains the following four departments, each of which contains three agencies. The department pattern of 12 presidents, four presidencies, and one board also applies in each of the community’s 24 districts and 96 villages.

Village Department



This department serves a community’s 96 villages, each of which contains 10 apartment buildings and 960 living modules. In addition to three agency president positions (12 individuals) that work together as four presidencies and one board, this department has 288 village agent positions (1,152 individuals). Each village is served by three village agent positions (12 individuals) who are known as village presidents and who work together as four presidencies and one board.

Village agents advocate for improved community services, push for better housing and facilities for village residents and businesses, and recruit new businesses into a village. Because villages encompass commercial spaces as well as residential spaces, village agents mediate conflicts between businesses and residents and may advocate for desirable and safe working conditions for persons who work in the village.

Coordinators of Apartment Buildings—As mentioned above, the Village Department appoints and trains the community’s 960 coordinator positions for apartment buildings

¹⁸ Human capital is “the collective skills, knowledge, or other intangible assets of individuals that can be used to create economic value for the individuals, their employers, or their community” (<http://www.dictionary.com/browse/human-capital>).

(3,840 individuals). Coordinators live in the buildings where they serve, and each individual coordinator serves about 10 households comprised of their adult demographic (single or married, male or female).¹⁹ Coordinators help residents cooperate and get along together, and they help individuals negotiate the community system, as needed. Individuals first go online to obtain community services, but if online self-service is not enough, the individual talks to his or her coordinator, who helps him or her negotiate the system and, if needed, get appointments with village or district agents. On Monday through Thursday mornings between 8 and 8:45 am, coordinators (like all other community servants) hold office hours; the apartment-coordinator offices are located within their individual apartments on the ground floor of the apartment building in which they live and serve.

District Department



This department serves a community's 24 districts, each of which contains four villages, 40 apartment buildings, and 3,360 living modules. In addition to three agency president positions (12 individuals) that work together as four presidencies and one board, this department has 72 district agent positions (216 individuals) who are known as district presidents and who work together as four presidencies and one board.

With uniformity across all NewVistas communities, each district is assigned to a multipurpose building, and the district board coordinates use of that building (see figure 2-X). The district agents also focus on education, culture, and work training for the benefit of community participants in their capacities as business owners, contract workers, consumers, and members of families.

Disputes can be appealed to district agents, who function as the highest level of dispute resolution in the community. The agents are mediators and arbitrators only. If judgments within a community require state enforcement authority, the parties must turn to the local, state, or national legal system in which the community is located. Communities are gated communities but do not enact any local civil or criminal laws.

¹⁹ Everyone in a community is treated equally with regard to opportunities to serve as coordinator for their demographic group, regardless of religious, political, sexual, or gender preference. A married man and woman cannot not serve together at the same time as coordinators of their demographic groups. Unmarried couples are classified as single male or single female but still cannot serve at the same time. A married gay man can serve in a married male seat, and a married lesbian can serve in a married woman seat. A transgender person can serve in any demographic category, according to the person's gender preference and marital status.

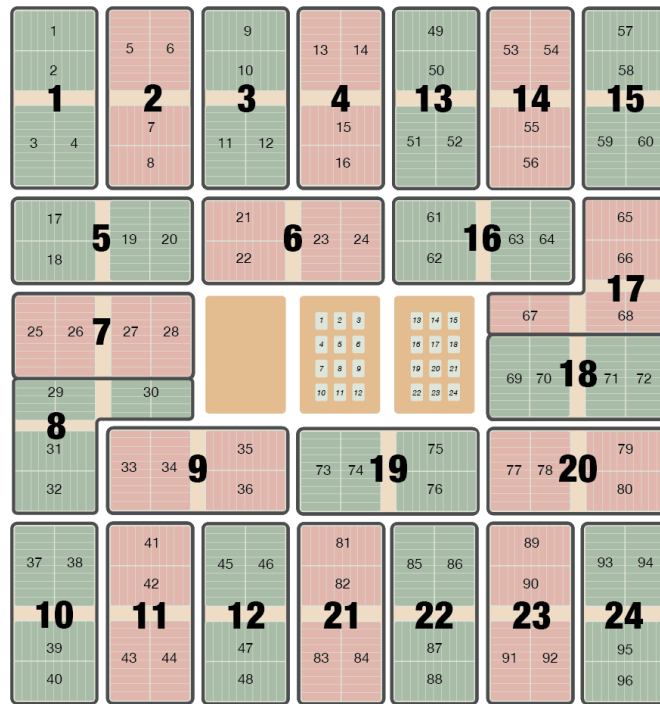
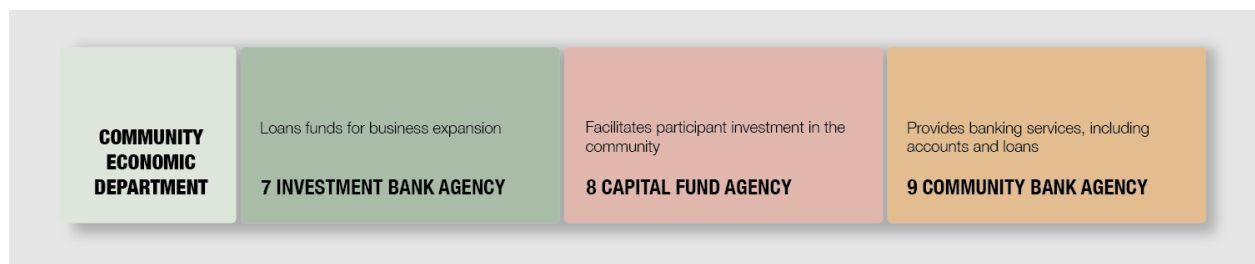


Figure 2-X: The 24 districts and 96 villages have specific locations within a community, which are always the same in all NewVistas communities.

Community Economic Department



This department's three agencies constitute the community's financial core, as follows:

- The Capital Fund Agency raises capital for the community by attracting investors from inside and outside the community and paying them a premium return (12%) on their investments. The agency distributes capital to other agencies within the organizational structure. The agency is also responsible for the community storehouse, where inventories and commodities are stored, tracked, and managed for maximum efficiency.
- The Investment Bank Agency receives capital from the capital fund and leverages it to loan to community businesses, thus helping community

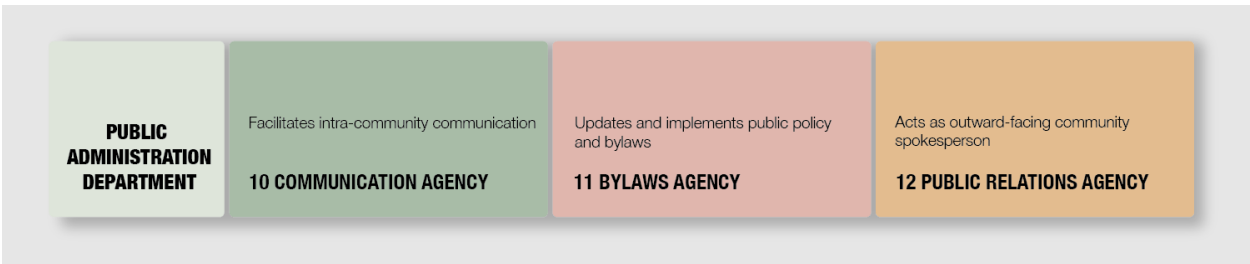
participants expand their businesses and create more stewardship opportunities within the community.

- The Community Bank Agency runs the community’s bank, which provides personal bank accounts, facilitates community cash flow, and makes loans to businesses within the community as well as to other agencies for acquiring land, buildings, and equipment.

The Community Economic Department has overall responsibility for acquisition, ownership, and maintenance of community assets and for the mix of stewardships—especially small businesses—that operate within the community. This department grants business stewardships and makes determinations regarding funding for businesses. The department makes decisions relating to the acquisition of land, construction of buildings, and support of the poor. It is responsible for arranging financing for all community activities. It approves or disapproves proposals for new business enterprises and investments in R&D. It also makes decisions related to admitting participants into the community.

This department must be concerned for the viability and profitability of community assets in their entirety, primarily to benefit participants in their capacity as individuals and families, as opposed to maximizing money returns to the community. The Community Economic Department relies on the Property Division to acquire, maintain, and manage community assets and to assure the viability of all businesses in the community. This department has no agent positions.

Public Administration Department



This department contains three agencies and has no agent positions beyond three agency presidents (12 individuals) who work together in four presidencies and one board.

Property Division

PROPERTY DIVISION			
REGULATORY DEPARTMENT	Facilitates development and protection of intellectual property 13 INTELLECTUAL PROPERTY AGENCY	Coordinates handling of the community's legal issues 14 LEGAL AGENCY	Performs internal and external audit and compliance functions 15 AUDIT AGENCY
DATA DEPARTMENT	Facilitates financial management and reporting 16 ACCOUNTING AGENCY	Collects and processes business and social information 17 DATA AGENCY	Monitors and improves quality, health, safety, and environment (QHSE) 18 QHSE AGENCY
BUSINESS DEVELOPMENT DEPARTMENT	Helps participants create and update business plans 19 BUSINESS PLANNING AGENCY	Helps participants market their businesses inside and outside the community 20 MARKETING AGENCY	Manages the community's financial risks 21 UNDERWRITING AGENCY
URBAN PLANNING DEPARTMENT	Acquires and develops land and apartment buildings 22 LAND AND HOUSING AGENCY	Develops and maintains community public facilities 23 PUBLIC FACILITIES AGENCY	Acquires and manages equipment 24 EQUIPMENT AGENCY

In the 1830s plot and building plan, the Property Division is represented by the right-hand blocks of multipurpose buildings and podiums. While both divisions are equal in stature and authority, the Property Division is lesser in number of positions than the Capital Division. The Property Division manages the community's physical assets, administrative functions, and the training and compliance of participants regarding community bylaws. The Property Division's four department boards together appoint and train 84 agent positions (336 individuals).

The Property Division serves the community in temporal aspects, which largely consist of administrative functions. NewVistas Property purchases or leases all the community's physical capital, including land, buildings, housing, and major equipment. The department is responsible for property management, efficiency, safety, legal, physical health, and ensuring sufficient production within the community to meet the physical and economic needs of participants.

Two additional roles of this division are to encourage participant compliance with NewVistas bylaws and to provide administrative services and resources to the community's individually owned small businesses. Public servants in the Property Division look after the efficiency and profitability of all businesses and help participants understand

and follow the community's rules and regulations. In addition, the division provides businesses with numerous services needed to manage operations and profitability, such as accounting and payroll; human resources; basic legal support; IT support; insurance; and quality, health, safety, and environment functions.

The Property Division contains the following four departments, each of which contains three agencies.

Regulatory Department



This department is responsible for auditing and legal compliance. In addition to three agency president positions (12 individuals), the Regulatory Department has 12 agent positions (48 individuals). Agents perform audits and inspections, review financial reports, and assist businesses and individuals in proper accounting and legal compliance.

Data Department



This department is responsible for the community's QHSE (quality, health, safety, and environment). In addition to three agency president positions (12 individuals), the department has 24 agent seats (96 individuals). They focus on operational processes, health, and safety and are tasked to assist business owners in these matters. This department also provides bookkeeping services to community businesses.

Business Development Department



This department helps community participants plan and run their businesses. In addition to three agency president seats (12 individuals), the department has 48 agent seats (192 individuals). Each business in the community is assigned a business agent, who functions as a liaison between the business owner and the community organization. The agent meets regularly with the business owner, monitors performance, and helps the business owner get needed resources.

Urban Planning Department



This department sets priorities and goals for the maintenance and management of community assets. The department has three agency president seats (12 individuals) that together serve as the department board. They oversee the acquisition and management of community assets. This department has no agents.

The Plat building layout mirrors the building pulpit layout with both having 24 "seats" and buildings for presidents who serve the community within a specific responsibility. The plat and building documents language is 16th century early modern English. During that time period church and state were the same and so positions called elder, bishop, priest, deacon, teacher had broad responsibilities.

Here we have translated these terms into modern business terms.



Figure 2-X: This diagram shows multipurpose building assignments by agency responsibility.

Verticals: Coordinating Beyond Divisions and Departments

Aside from divisions and departments, each block of buildings and podiums also has three columns, which together represent three vertical columns of eight agencies that coordinate their efforts.

Verticals: Coordinating Beyond Divisions and Departments			
	PARTICIPANT SUPPORT VERTICAL	BUSINESS SUPPORT VERTICAL	COMMUNITY SUPPORT VERTICAL
VILLAGE DEPARTMENT	Vets prospective participants; acts as starting point for established participants who need services 1 HUMAN RELATIONS AGENCY	Vets new business ideas; provides business orientation, mentorship, consulting, training 2 STEWARDSHIP AGENCY	Vets participant space and equipment needs; administers leasing system 3 ASSET LEASING AGENCY
DISTRICT DEPARTMENT	Guides participants in nutrition/dietary planning; facilitates participant involvement in food production 4 NUTRITION AGENCY	Helps participants strategize education, career, family planning, and insurance coverage 5 LIFE PLANNING AGENCY	Facilitates participant health, recreation, and exercise; coordinates practitioners of health services 6 HEALTH AGENCY
COMMUNITY ECONOMIC DEPARTMENT	Loans funds for business expansion 7 INVESTMENT BANK AGENCY	Facilitates participant investment in the community 8 CAPITAL FUND AGENCY	Provides banking services, including accounts and loans 9 COMMUNITY BANK AGENCY
PUBLIC ADMINISTRATION DEPARTMENT	Facilitates intra-community communication 10 COMMUNICATION AGENCY	Updates and implements public policy and bylaws 11 BYLAWS AGENCY	Acts as outward-facing community spokesperson 12 PUBLIC RELATIONS AGENCY
REGULATORY DEPARTMENT	Facilitates development and protection of intellectual property 13 INTELLECTUAL PROPERTY AGENCY	Coordinates handling of the community's legal issues 14 LEGAL AGENCY	Performs internal and external audit and compliance functions 15 AUDIT AGENCY
DATA DEPARTMENT	Facilitates financial management and reporting 16 ACCOUNTING AGENCY	Collects and processes business and social information 17 DATA AGENCY	Monitors and improves quality, health, safety, and environment (QHSE) 18 QHSE AGENCY
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Chairs and Offices: “Standing in [His or Her] Place”

According to the Joseph Smith Papers, each community public servant “shall be found standing in [his or her] place, which shall be prepared, for [him or her], in the house [multipurpose building].”²⁰ This “place” takes two forms: a specific chair in an assembly hall, where public servants meet for quarterly conferences, and a specific office space in a multipurpose building, where public servants hold regular office hours.

In 2017, the Community of Christ gave NewVistas founder David Hall (see figure 2-3) a detailed tour of the historic Kirtland, Ohio, multipurpose building (“temple”), which was constructed, in part, according to the 1833 pattern. As Hall stood in a few of the 24 podiums located in tiers at both ends of the assembly hall, he realized that the tiers do not represent hierarchy but simply give agency presidents equal visual and verbal access to all public servants who occupy the assembly hall during organizational conferences. Exactly 480 seats fit in an assembly hall, and each of a community’s 480 public-servant positions is to learn their specific duty, stand in their assigned location, and serve a defined function for the whole community.



Figure 2-4: In 2017, Karen and David Hall (right) toured the historic Kirtland, Ohio, multipurpose building, which was constructed, in part, according to the 1833 pattern.

Chairs in Assembly Halls

As shown in figure 2-5, during quarterly conferences of a community’s organizational structure, each of the 480 public-servant seats occupies a specific chair in a multipurpose-building assembly hall. From his or her assigned chair, each public servant can stand, speak in a normal tone without a microphone, and be heard by all other public servants present in the assembly hall. This is made possible by the prescribed elliptical arch in each assembly hall’s ceiling, which helps reflect sound to all in the room.

The number of actual physical chairs (480, each 24" wide, with 4 feet between rows) that fit into an assembly hall exactly matches the total number of public-servant seats prescribed in the 1833 pattern, with precisely enough space for councils of officers as described in the Joseph Smith papers,²¹ plus additional councils implied by the leadership structure. At both ends of the hall, 12 agency-president positions are seated at podiums; this suggests that these 24 presidents speak most often during conferences, with the podiums tiered not to signify hierarchy but simply so each president can be seen and heard. An assembly hall is specifically designed for those sitting in the body to face both sets of podiums; to enable this, transforming technology allows seats on the floor to easily switch

²⁰ [Revelation, 3 January 1833](#).

²¹ A revelation on priesthood leadership received on November 11, 1831, specifies that the LDS Church’s elders, priests, teachers, and deacons should be organized into councils of 96 elders, 48 priests, 24 teachers, and 12 deacons; in addition, NewVistas has extrapolated that high priests should be organized into a council of 72. (See “[Instruction on Priesthood, between circa 1 March and circa 4 May 1835](#).” As explained in chapter 1 of this book, NewVistas has interpreted these writings in secular, modern-day terms.)

direction, as was done in the early Mormon multipurpose building in Kirtland, Ohio. This design affirms that equal attention must be paid to the duties and responsibilities of both divisions and that one division does not preside over the other.

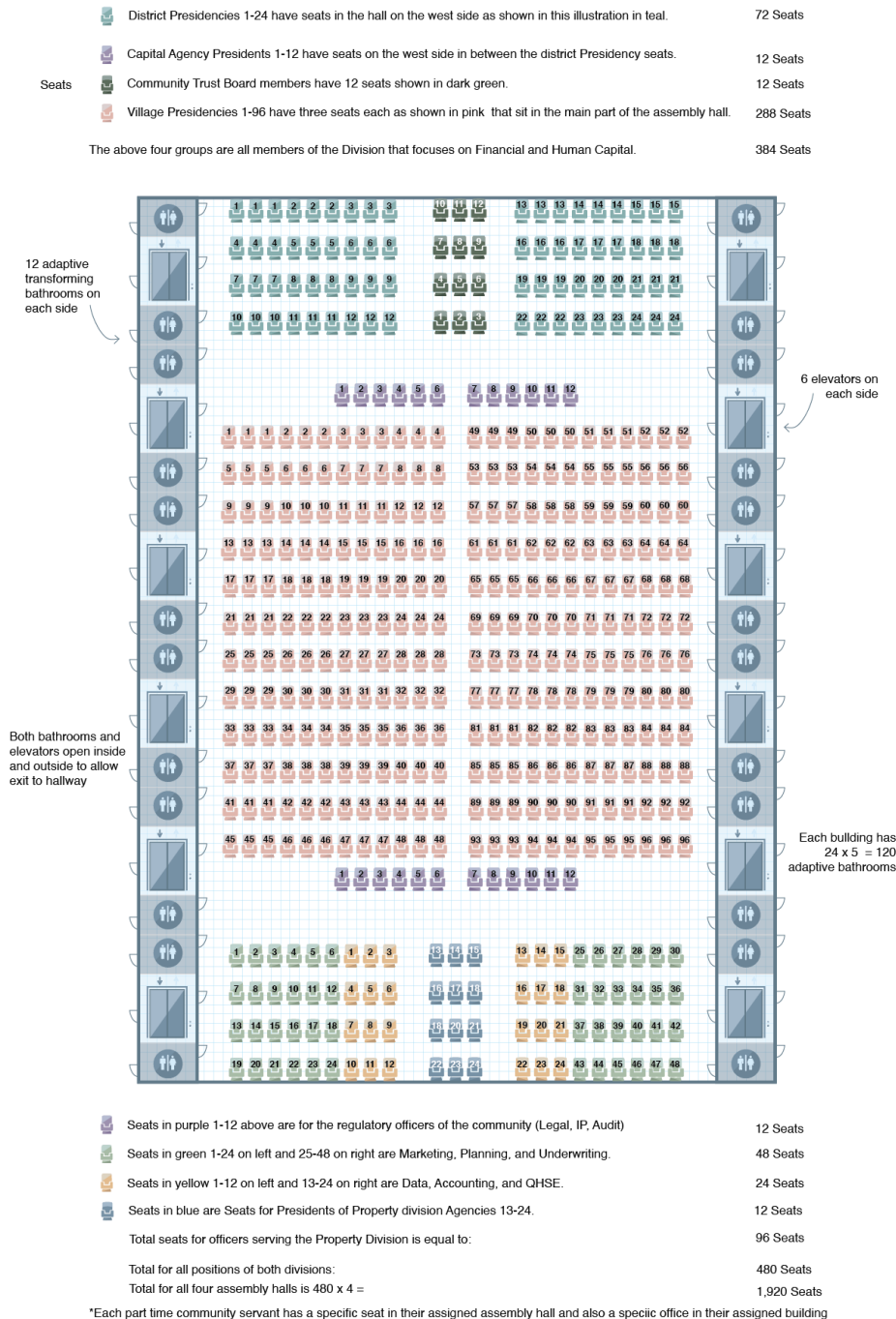


Figure 2-5: Each of the four assembly halls contains 480 specifically assigned seats for a community's public servants (one hall is shown above; each hall is for one demographic group). Each seat depends on the location of the public servant's village and district, as well as their responsibility.

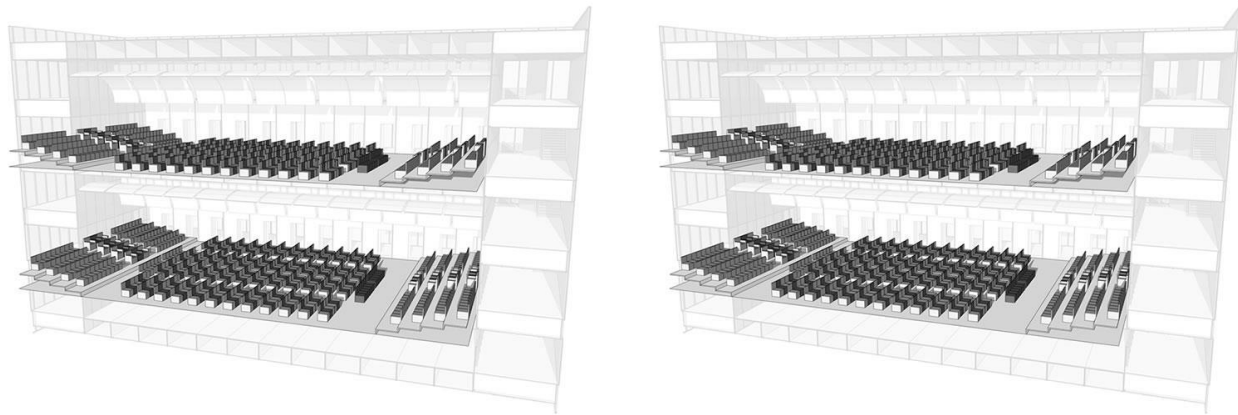


Figure 2-6: Seating a community's full organizational structure requires two multipurpose buildings, each with two identical assembly halls that seat 480 people. In all four halls, each chair represents the same specific position, and each hall contains one of the four adult demographics: single female, single male, married male, and married female.

To seat a community's full organizational structure in quarterly conference, the 1830s pattern prescribes that two multipurpose buildings should be built first (numbers 5 and 17), before the other 22 buildings. Each of the two buildings has two assembly halls (see figure 2-6),²² and each assembly hall contains the same 480 chairs for the same 480 public servants, reflecting the fact that each seat is actually held by four individuals, for a total of 1,920 public servants serving a community of 75,000–100,000 individuals. The four assembly halls correspond to modern society's four largest demographic groups²³ of people aged 12 and up: single females, single males,²⁴ married females,²⁵ and married males. During organizational conferences, 480 married men occupy specific pulpits or chairs in one assembly hall, 480 married women occupy identical pulpits or chairs in another hall, 480 single females occupy a third hall, and 480 single males occupy a fourth assembly hall.²⁶ Each public servant cooperates with the three other servants who hold the same position, thus ensuring that all four demographic groups are equally represented throughout the organizational structure.

²² The early Mormons of Kirtland, Ohio, were instructed to build two identical multipurpose buildings to contain a community's full leadership organization (see [Revelation, 2 August 1833–B](#)). According to markings and text on the plot, buildings number 5 and 17 are designated for the quarterly conferences of a community's full leadership. As a physical NewVistas campus takes shape, these are the first two multipurpose buildings to be constructed. Each of these two buildings is contained within one of the community's two "grand heads" as represented by the blocks (see [Instruction on Priesthood, between circa 1 March and circa 4 May 1835](#)), thus maintaining the balance of power and authority between these two divisions.

²³ The four demographic groups are triangulated from a passage in the Joseph Smith Papers describing one organizational level for single females, one level for single males, and one level for married couples. See "[Instruction, 16 May 1843, as Reported by William Clayton](#)," Joseph Smith Papers.

²⁴ Singles comprise as much as 50 percent of modern adult demographics. For example, see Stephanie Hanes, "[Singles Nation: Why So Many Americans Are Unmarried](#)," *Christian Science Monitor*, 14 June 2015.

²⁵ The concept of equal, parallel leadership roles for women comes from the 1842 organization of the Female Relief Society "after the pattern of the priesthood" (Kimball, Sarah M., "Auto-Biography," *Woman's Exponent*, vol. 12, no. 7 (September 1, 1883). The priesthood was a leadership structure staffed by men. Joseph Smith declared, "The Church was never perfectly organized until the women were [also] thus organized" (ibid.). According to notes from the first meeting, Joseph Smith instructed "that the Sisters elect a presiding officer to preside over them, and let that presiding officer choose two counsellors to assist in the duties of her office—that he would ordain them to preside over the Society—and let them preside just as Presidency preside over the church: and if they need his instruction ask him, he will give it from time to time. Let this Presidency serve as a constitution—all their decisions be considered law, and acted upon as such. If any Officers are wanted to carry out the designs of the Institution, let them be appointed and set apart, as Deacons, Teachers, &C. are among us" ("[Nauvoo Relief Society Minute Book](#)," Joseph Smith Papers).

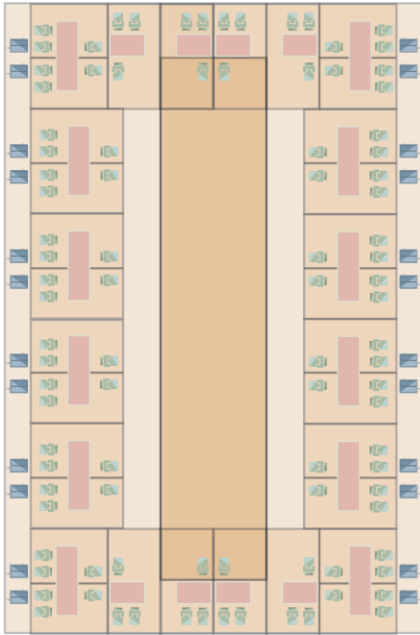
²⁶ If two people of the same gender are legally married, the couple decides which partner meets with the men and which meets with the women.

Offices in Multipurpose Buildings

Four weekday mornings per week (Monday–Thursday, 8:00–8:45 am), multipurpose buildings transform into public-servant offices for the agency, district, and villages that correspond to that building, as well as for additional public servants. Each multipurpose building is precisely the right size to contain 80 equal-sized office spaces; thus, a community's 24 multipurpose buildings perfectly accommodate all 1,920 public servants (not including the coordinators of apartment buildings). Each public servant occupies a specific office space in a specific multipurpose building, so all community members know where to find that function. Each multipurpose building contains the office spaces of all the public servants required to meet the needs of the district (about 3,800 individuals) assigned to that building.

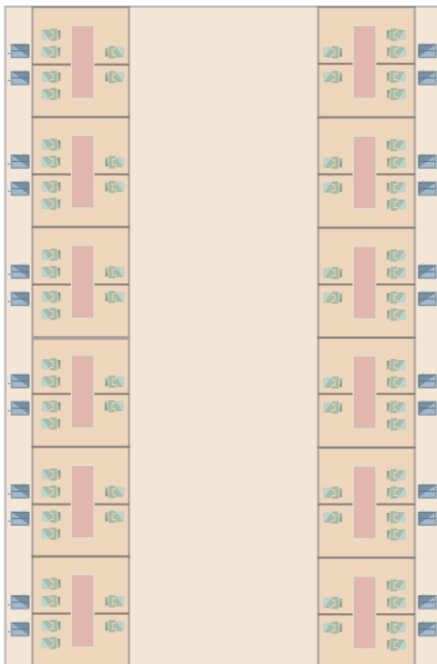
All a building's public-servant offices fit on its first floor and in the chambers above both assembly halls on the third and fifth floor. The assembly halls open for other uses, such as basketball courts or classrooms. Each of the 24 buildings' 80 offices are staffed Monday through Thursday 8:00–8:45 a.m. so that public servants can interact in person as needed with each other and with community participants, who use an app to know exactly where and when to find whatever leadership function they need. When not in use for public-servant offices, a building's first floor and its chambers on the third and fifth floors transform for other purposes, such as hotel rooms, labs, or spa treatment rooms. The layout of the offices echoes the layout of the podiums to show the relational checks and balances, with the trustee offices across from the agency president offices and the district president offices across from the QHSE and portfolio manager agents.

When configured for community leadership use, a multipurpose building houses the following leadership offices and personnel:



First Floor

- 3 district agent seats (12 individual offices)—Each multipurpose building is headquarters for a district, and the district board oversees the building.
- 1 QHSE agent position (4 individual offices)
- 2 portfolio manager positions (8 individual offices)
- 1 agency president position (4 individual offices)
- 1 community trustee position (4 individual offices) in buildings 1–12, or 1 governance agent position (4 individual offices) in buildings 13–24



Third and Fifth Floors

(Chambers above Assembly Halls)

- 4 village boards—Each district contains four villages, and each village is led by a board of three village president seats (12 individuals)

“Fill Up the World”

Through painful experimentation, early community builders who attempted to implement the 1830s pattern learned that it doesn't work for one religion to build and operate communities that are meant to “fill up the world” in a manner that is scalable and sustainable for “every man.”²⁷ Therefore, the independent NewVistas project applies the pattern through private, nonreligious community trusts. People of any religion are free to participate and assume public-servant roles in any NewVistas community, with males, females, singles, and marrieds serving equally at each organizational level. The nonhierarchical system of checks, balances, duties, and powers encourages public servants to work toward a prosperous society beyond self-interest.

While based on the complete physical campus layout, a community's organizational matrix can be implemented incrementally as the community forms over time. A community begins as local individuals start using the many technologies and products being developed to make NewVistas communities possible, including living modules. The community gradually grows into complete villages and districts, with accompanying public servants. When appropriate, a NewVistas assistant seat starts appointing the community's board of trustees. Over time, the organizational structure grows in tandem with the physical campus to the prescribed size of 75,000–100,000 individuals.

²⁷ “[Plat of the City of Zion, circa Early June–25 June 1833](#),” Joseph Smith Papers.