

Basic Facilitation Guide

The Role of a Facilitator

The role of a facilitator is to help the body move through their intended agenda, reach decisions that all participants can support, and help ensure that these decisions are in harmony with the principles of the NA program. A facilitator will need to know several basic pieces of information to be effective:

- Have a clear understanding of the purpose of the gathering, whether it is a GSF meeting, Local Service Planning Assembly, etc.
- Have a general idea of the experience level of those attending. For a group of less experienced individuals more explanation of basic information may be needed, while more experienced members may be able to move more quickly through the set up phase of a discussion.
- Have an awareness of any relevant resources, such as local guidelines, service handbooks, tradition and concept essays etc., and make these available when required.

Setting Up a Discussion Session

Remind all participants of what the meeting is intended to accomplish, and how everyone will work together to achieve that aim:

- State the purpose of the meeting, review the agenda and ground rules, and remind everyone how much time is available for the meeting.
- Ask everyone for their help in facilitating discussions and following the ground rules for the meeting.

Key Techniques

There are some simple ideas for facilitators that can have a positive influence on a session:

- Make eye contact, smile, be enthusiastic
- Be who you are – let your own style come through
- Remember that communication isn't just the spoken word – for example, try to avoid "closed" body language such as crossing your arms or turning your back on your audience
- Remember that listening is a key part of successful facilitation

There are several techniques that a facilitator can employ to aid in their process. These can be broken down into three main areas:

1. Gathering information:

- Make sure everyone has a chance to participate so all the necessary information is available, remembering that some participants are shy so may need encouragement

- Try to keep the discussion focused on the topic and get to the root cause of any issues, asking for more details in order to gain clarity if needed

Key questions include:

- What have we tried before that works?
- What would happen next?
- Is that what you mean?

2. Organizing information:

- Group common thoughts and ideas together
- Avoid repetition, but don't lose the details
- Don't lose good ideas that are off topic – record these for use in the future

Key questions include:

- Are these ideas similar?
- What would happen if we tried these ideas together?
- Can anyone add anything to these ideas?

3. Connecting ideas:

- Rephrase ideas so they relate to the issue we are discussing
- Combine ideas to build solutions

Key questions include:

- How can we use that idea to help with our issue?
- What can we do today that will make a difference?
- Can we see some solutions or next steps emerging from our ideas?

Wrapping Up a Discussion Session

Summarize any solutions offered or decisions made, making sure everyone is clear on what has been decided and what will happen next.

If more information is going to be sought outside those in attendance, be sure that everyone knows who is responsible for this and when it will happen.

Remind everyone how important it is to involve ourselves in these discussions and how we are a part of the solution today.

Don't forget to thank everyone for coming, and ensure everyone knows when and where the next meeting is.

CBDM Basics

This document is meant to serve as an introduction to consensus-based decision making for communities that are field testing the Service System Proposals. As such, it is a rough draft, and we welcome any input. Please send any thoughts you have on this tool to worldboard@na.org.

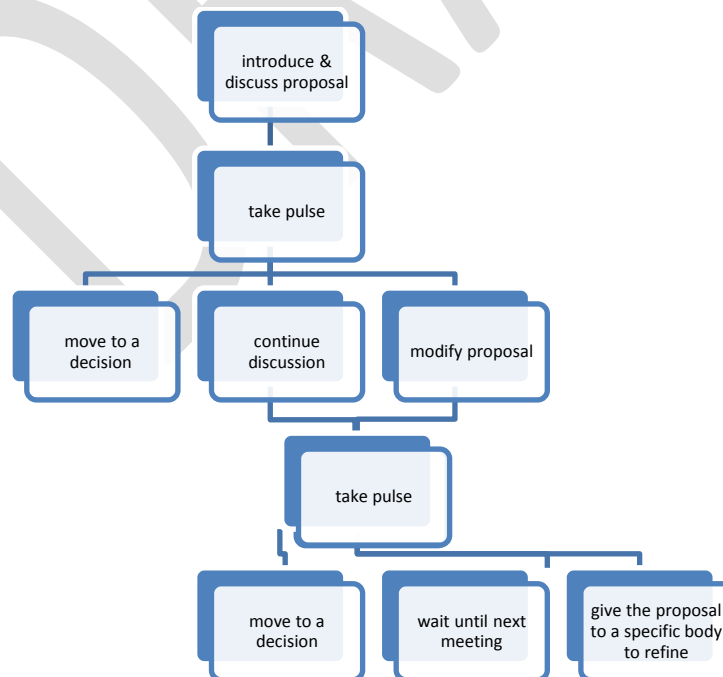
What is Consensus-Based Decision Making?

CBDM is a method of making decisions that attempts to hear all voices and synthesize participants' views in order to come to a resolution or decision acceptable to the group as a whole.

In strict consensus, everyone in the group agrees or gives their consent; a single dissenter can block a decision. For the purposes of most LSCs and GSFs, we're suggesting some form of consensus-**based** decision making (CBDM) rather than strict consensus. CBDM does not require unanimity the way that strict consensus does. It might be more accurate to say in a CBDM body, we "aspire" to consensus.

How Does the Process Work?

Ideally, the discussion that takes place when using a consensus-based model is an evolutionary process. There is a common misconception that building consensus is easy or quick and painless, when in truth it is a building process that takes time and faith. Rather than speaking for or against a static proposal, participants in a CBDM body try to work together to build a proposal that the body or most of the body can agree upon. Of course, that's an ideal, and the reality is that CBDM isn't always that productive or harmonious, but the discussion in a CBDM body is designed to hear and synthesize the range of ideas rather than just listen to "pros" and "cons." It's about building consensus not winning or losing a debate.



There are different variations of CBDM, but the basic steps are fairly consistent. Within those basic steps there is a great deal of variety depending on the individual service body's process and the type of decision being made. Below, the basic steps of CBDM are in bold, and some of the variations are described next to those steps.

We offer these basic steps to help service bodies understand how the basics of a consensus-based process work. These steps should be adapted to fit the needs of your community.

- **Introduce a proposal**
 - Your community will have to decide who can introduce a proposal.
 - Most bodies allow only trusted servants (including delegates) to make proposals.
 - In some bodies only delegates can make proposals.
- **Discuss the proposal**
 - Your community will have to decide who can speak to a proposal.
 - It's common for consensus-based bodies to allow anyone present to speak, though some recognize trusted servants before hearing from interested members.
- **Take a pulse of the body** (e.g., a straw poll) In most cases, a straw poll (a non-binding vote) is the easiest way to get a sense of whether a body supports a proposal. Again, there is variation here.
 - Each community will have to decide for itself who can participate in straw polls. Though it may be common for any interested member to have a voice in CBDM, it's less common for any interested member to have a vote.
- **Either continue discussion or move to a decision**, depending on the pulse
 - If the body seems divided or unready to move to a decision, there are a number of options about what to do next.
 - You can modify the proposal based on what's been heard in discussion
 - You can ask members who are against the proposal to explain their objections
 - You can decide the body isn't ready to make a decision and wait until the next meeting
 - You can give the proposal to a specific body (e.g., the LSB or a workgroup) to refine
 - You can recheck the pulse after more discussion
 - The amount of discussion and the number of times the pulse of the body is taken will vary depending on the service body and the facilitator.
- **Make a decision** about the proposal
 - Your community will have to determine what threshold is needed to pass a proposal.
 - Some communities require close to unanimity.
 - Others require simply a majority. Still others have established a threshold somewhere in between.
 - Your community will have to decide what options to give members when making a decision about a proposal.

- Some communities take a simple “for” and “against” vote to make a decision.
- Others include options such as “assent with reservation” for members who basically agree with the proposal but have some issues that have not been addressed and “stand aside” for members who do not agree with the proposal but will not stand in the way of it passing.
- Some communities include an option where members can “block” a proposal. What that means varies from place to place. In pure consensus, one person can register a block and stop a proposal from passing. In consensus-*based* decision making, a block is often dealt with differently. In some communities, the person blocking must make their case (some places reserve a “block” for instances where someone believes a proposal violates a Concept or Tradition.). Then members vote for or against the block. In other communities it takes a certain number of people “blocking” a proposal to keep the proposal from being approved.

Why Consensus-Based Decision Making?

With its emphasis on inclusion, collaboration, and consensus-building, CBDM seems more in harmony with our spiritual principles than a process centered around debate and parliamentary procedure. The principle of group conscience refers to more than just a vote, and CBDM is a cooperative form of decision making well suited to the development of a collective conscience.

Recovery is learning to live by spiritual principles.
CBDM is making decisions by spiritual principles.

A Guide to World Services in NA explains,

Consensus is based on the belief that each person has some part of the truth and no one person has all of it (no matter how tempting it is to believe that we ourselves *really* know best!). The consensus process is what a group goes through to reach an agreement. It is how we manifest the idea “together we can do what we cannot do alone” in a service setting.

Our service bodies should be a forum where trusted servants can be heard regardless of how well they know Roberts Rules of Order. Parliamentary procedure can marginalize addicts who do not know “the rules” well. CBDM offers a potentially more inclusive process for discussion.

What to Consider When Adopting CBDM

Your community will need to answer a number of questions for itself when developing a consensus-based process for making decisions. Talk together about what will work best for your service body. What will be most effective for a large group in a community known for spirited debate won’t be the same as the most effective process for a handful of addicts in a place where they generally come to an easy agreement on most things.

You will have to make decisions about two main issues:

1. What is the level of participation of the different members at the service meeting—delegates, elected trusted servants, and interested members?
 - Who are the voting members of the service body?
 - Who is allowed to make proposals?
 - Who is allowed to speak to proposals?
2. What is the threshold for decision making (i.e., how many must be in favor of a proposal before it “passes”). This can range anywhere from a simple majority to 80% or even more, depending on the culture of your service body and perhaps the type of decision being made. Many service bodies require a higher threshold for budget or policy decisions, for instance.

The history or precedent in your community will be one factor that will help when making these decisions. Your ASC or RSC currently has policy on voting members and who can make or speak to motions as well as policy on what sort of majority motions require to pass. You’ll want to consider those policies when making decisions about how to implement CBDM. But rather than simply carry forward these legacy policies, you should take the time to think about whether they reflect the beliefs of your community.

For instance, some communities hold a strict interpretation of the “group” in group conscience as solely referring to a

Our processes reflect our spiritual principles

recovery group’s decision making process. It may make sense in those communities for only delegates to have a vote or a voice in a straw poll. Other communities see group conscience in a broader sense as a spiritual process that can take place in any group decision making, including a service meeting. For those communities, it may make sense to allow all trusted servants to take part in the decision making. This is just one example of the ways in which our principles influence the way we “do business” at our service meetings.

Defining members’ level of participation and determining thresholds for decision making is not a “violation” of CBDM. There is nothing wrong with according different levels of participation for different members or establishing a percentage needed to approve a proposal.

Those policies or protocols may vary depending on the type of discussion or decision being made—whether it’s elections, old business, budget-related items, or new business, for instance.

Facilitating a CBDM Body

Some say CBDM is a process that makes it easier for participants and harder for the facilitator, and there’s some truth to that. One of the biggest advantages of CBDM is that participants can more easily share their views on a proposal or issue. But one of the biggest challenges of CBDM is that it requires a strong facilitator who has the trust of the body to ensure that decision making doesn’t turn into an open sharing session. Conversations need to progress toward a decision and that requires some guidance on the part of the facilitator. At the same time, the facilitator needs to have a good sense of the body so that that guidance doesn’t feel like control.

CBDM bodies need to think carefully when electing a facilitator. A good facilitator can feel the sense of the body and earn the trust needed to guide discussion toward a decision. The Fourth Concept Essay explains:

When we carefully consider the leadership qualities of those we ask to serve, we can confidently give them the room they need to exercise those qualities on our behalf. We can allow effective leaders freedom to serve, especially when they demonstrate their accountability to us, reporting regularly on their work and asking, when necessary, for additional direction. True, our leaders are but trusted servants, not governors; yet we also expect our trusted servants to lead us. If we select them carefully, we can confidently allow them to do so.

Participating in a CBDM Body

Being an effective participant in a CBDM body is, in some respects, easier than being an effective participant in a parliamentary procedure-based body. You needn't be proficient at Robert's Rules or some other set of parliamentary guidelines. However, because the discussion in CBDM isn't just about weighing in with a pro or a con, but should help evolve a proposal, it is important to be flexible and to be a good listener. Openmindedness is key. While CBDM "considers" all voices, that does not mean that all opinions result in or even influence the final decision.

Whatever the outcome of discussions, everyone needs to be ready to shoulder the load to do the work involved to implement the decisions. As our Basic Text says "All that is required is willingness. All that is essential is that we open the door to a Power greater than ourselves."

This draft was produced for the Service System Proposals field test. It is a work in progress. Please send any input on the draft to: worldboard@na.org.

GSF Basics

The Purpose of the GSF

Since the early days of NA, our service manuals have described the ASC as responsible to both support groups and provide services. The proposed group support forum (GSF) and local service conference (LSC) divide the responsibilities of our current ASCs.

The GSF is intended to help groups better carry the message within their meetings by separating out the group support function from the “business” of providing NA services. The GSF gives groups the opportunity to share problems they may be encountering and to seek solutions from each other, to talk about what’s working well, and to have informal workshops on topics of their choice while avoiding the distraction of discussions about complex services provided outside the group. The GSF functions as a discussion-based gathering of the local NA community and may be an easier or less intimidating way for some members to get introduced to service. The GSF is intended to be like a community or neighborhood gathering, not another level of service.

What Happens at GSF Meetings?

- Welcome and outreach to new groups and members
- Informal discussion of group issues and sharing of solutions
- Information sharing (e.g., upcoming events, new literature, discussion topics)
- Checking accuracy of meeting information and creation of local meeting list if needed
- Introduction to service (e.g. introduction to service literature, traditions, concepts, etc.)
- Informal training and mentoring
- Some GSFs may provide options for groups to order literature and contribute funds to other levels of service
- In some circumstances, GSFs may be involved in some service delivery (e.g., putting up flyers in the community or supporting a local H&I meeting)

For GSFs using the linear option only:

- Selection of a GSF delegate (or delegates) to attend the LSC/ASC
- Reporting from the GSF on discussions at the LSC/ASC
- Gathering of any GSF input on LSC/ASC discussions for the GSF delegate to bring these to the LSC/ASC

Keys to a Healthy GSF Discussion

- Share our experience, strength, and hope
- Listen to one another and respect each other's ideas
- Everyone is welcome to attend and everyone can participate
- Take turns: One person speaks at a time, and no one person should dominate the GSF
- Try to stay focused on the issue at hand and avoid repetition
- Remember – honesty, trust, and goodwill are the foundation of our service efforts

Group Report Form

Group Name: _____

Group Delegate Name and Contact: _____

Meeting Day and Time: _____

Meeting Location: _____

Meeting Format: _____

Trusted Servant Topics:

Atmosphere of Recovery Topics:

Financial Topics:

Other Topics:

GSF Agenda and Facilitation Tips

Before the meeting: The facilitator and recorder should create a list of issues needing discussion. Issues for discussion can come from the groups, the GSF facilitator, the LSC (particularly in the linear model of GSF/LSC), or interested members. In some cases the facilitator will prioritize issues for the GSF; in other cases the GSF itself will prioritize issues. Regardless, part of the facilitator's job, so to speak, is to keep the GSF on task and help the body set realistic goals for each meeting. There won't be time to talk about everything in every meeting. The chair can help the body be mindful of how much time there is for the GSF meeting and what the body can expect to accomplish.

Groups should turn in their reports before the GSF meeting to help the facilitator develop a list of discussion topics. Group reports also ensure meeting and contact information is up to date. Any flyers or other informational material is placed in a central location for collection before the end of the meeting. If the GSF facilitates groups ordering literature from the LSC, or making contributions to the LSC, then these should be handed to the trusted servant responsible for this.

Introductions: Everyone introduces themselves and says which group they are from, whether they are a trusted servant from the LSC, or whether they are a visitor, etc. – new members/groups are welcomed.

Topics from previous meetings: These could include topics where more information was needed, or issues that were not able to be addressed at the previous meeting due to time constraints. The GSF can choose to address topics that weren't covered at the previous meeting first or it can prioritize these topics alongside any new issues, depending on the preference of the GSF.

New suggested topics: If possible the recorder writes these down at the front of the room on a large post-it, white board etc. so everyone can see them. Topics can range from issues individual groups would like help or feedback about to more general topics like a discussion of a tool or pamphlet. The GSF's primary function is to support the groups and so assisting groups in areas where they are struggling should be the top priority, but in most cases, there will be plenty of time to address other issues as well, if the GSF wishes.

Prioritizing: The facilitator can prioritize issues for the body before the meeting or those attending the GSF can prioritize issues. This can be done by a simple show of hands. One possible method is for each member to have two opportunities to raise their hands.

Discussion: Each topic is presented and discussed one at a time, beginning with a brief explanation of the topic by the group or individual that suggested it. The facilitator asks if anyone needs any clarification of the issue.

The facilitator may want to ask the body 3 questions to help consider the topic:

1. Does anyone else have experience with this topic? (The GSF may want to keep a log of previous topics and solutions to group issues in case the same topics resurface over time.)
2. What does our literature say? (Possible sources include *The Group Booklet*, *Treasurer's Handbook*, Tradition and Concept essays etc.)
3. Where can we get more information about the topic? (Possibilities include the LSC/ASC, regional body, state/nation/province body, and NA World Services.)

For more involved discussions the Basic Facilitation Guide can be used.

(Note: The recorder keeps a simple record of the outcome of any discussions and any solutions to group issues reached. The recorder's notes will also be helpful in the annual environmental scanning assembly.)

Workshop: Examples include Building Strong Homegroups, Tradition or Concept discussions, or general service or recovery topics.

Sample GSF Agendas

Note: We offer a couple of sample agendas here (for GSFs of about five to ten groups) because we know examples are helpful to some, but your GSF will have its own personality and needs, and the ideal agenda should spring from that. These are just a few ideas of what a GSF meeting might look like. Please just use them as a jumping off place to adapt for your local needs.

We were initially going to include sample times on the agendas but we realize that the time allotted for the GSF meeting will vary from community to community as will the amount to discuss and workshop. Part of the task of the facilitator is to draft an agenda that considers the amount of time available and prioritizes the items that are most significant.

This first sample agenda is for a GSF that is self-administered, doesn't participate in any local service, and doesn't send a delegate to the LSC.

Meeting Opening:

- Moment of silence and NA prayer
- Read a selection from NA literature of the facilitator's choice
- Introductions and welcome

Discussion of Suggested Topics (See list on last page)

- Further discuss topics from previous meetings if needed
- Read new suggested topics and any topics that you didn't get to at the last meeting
- Prioritize topics for discussion
- Discuss top two new topics

Workshops (See list on last page)

- If there is a workshop scheduled for the GSF meeting, introduce that facilitator and topic
- Have small or large group workshop

Announcements

Closing

- Choose location, facilitator, and recorder for next GSF if needed
- Close meeting with Just For Today and an NA prayer of choice

This second sample agenda is for a GSF that is administered by the LSC or that has a facilitator and recorder elected by the GSF. This GSF does send a delegate to the LSC and does participate in some local service.

- Meeting Opening:
 - Moment of silence and NA prayer
 - Read GSF Purpose and Groundrules
 - Introductions and welcome

- Report from LSC/ASC delegate

- Discussion of Suggested Topics (See list on last page)
 - Further discuss topics from previous meetings if needed
 - Facilitator reads off the topics and issues that remain from previous meetings and the new ones that were submitted before this meeting and suggests two or three to discuss.
 - If there is general agreement, discuss selected topics one at a time.
 - If there is a need, prioritize the issues as a group and then discuss the top two or three priorities one at a time.

- Report on any local service work that the GSF may be participating in.

- Workshops (See list on last page)
 - If there is a workshop scheduled for the GSF meeting, introduce that facilitator and topic
 - Have small or large group workshop
 - The LSC may want to schedule workshops throughout the cycle for the GSFs, highlighting different aspects of service work and introducing GSF members to some of what happens at the LSC.

- Closing
 - Announcements
 - Remind everyone of next GSF meeting date, time, and location
 - Close meeting with Just For Today and My Gratitude Speaks

Sample GSF Topics

The list of things a GSF could talk about is potentially endless. We offer you this grab bag to inspire you and to give you an idea of the sorts of things that are possible fodder for discussion.

Group issues/challenges

- not enough money taken in through passing the basket
- “too much” money taken in through the basket
- members disrupting or dominating the meeting
- need to find a new meeting place
- many new comers, few members with time/ availability of sponsors
- challenges with NA language or identification

Group successes/ideas to share

- positive changes to group trusted servants, group time, location, etc.
- format changes
- good experiences in business meetings
- new group practices (e.g., going out regularly after the meeting)

General topics for discussion

- A specific IP or service pamphlet
- A Tradition or Concept
- Sponsorship
- Sometimes a question can generate a great conversation, like “Is there such a thing as too much service?” or “What impression do newcomers get at our meetings and how can we improve it?”

Workshops

- Issue Discussion Topics
- New tools or literature/ NAWS projects
- LSC-coordinated topics such as carrying the message to institutions, doing public relations works, working on our website, putting on events, and so on.

LSC Basics

The Purpose of the LSC

Our current ASCs are tasked with both group support and local service delivery. The proposed group support unit (GSF) and local service unit (LSC) divide these functions.

The LSC is the “workhorse” of the service system and has the responsibility to deliver the bulk of local services. The LSC is intended to help groups “better fulfill their primary purpose” as discussed in the Ninth Tradition. Their role is to provide the types of services that would otherwise distract groups from organizing the recovery meetings that are our most effective way of carrying the NA message. The hope is that both group support and service delivery will improve when there is a body devoted exclusively to each function.

LSC Composition

The LSC is intended to conform to the geographic boundaries found within society, such as counties, towns, or boroughs. This makes it easier for addicts seeking recovery to find NA meetings, and helps the LSC work more effectively with the professional and government bodies that interact most frequently with addicts. [Note: For the purposes of the field test, we do not expect geographic boundaries will change as ASCs function as LSCs for the testing period.]

The LSC is comprised of two main parts: monthly local service board (LSB) and quarterly LSC meetings, one of which is an annual planning assembly. Members of the LSC include LSB members as well as group and/or GSF delegates attend each LSC meeting. In addition, all interested members are welcome and encouraged to attend particularly the annual planning assembly.

Members of the LSB include 1. administrative members such as the LSC chair, vice chair, treasurer, and secretary; 2. a delegate(s) to the next level of service; and 3. those who function as the point of accountability for each area of service—in most cases these members will be a combination of committee chairs and service or project coordinators. In addition, some LSCs may decide to elect other members to be part of the LSB if that makes sense to their community. The LSB’s role is the day-to-day administration of services. The LSB oversees workgroups and routine services; coordinates the planning assemblies; and develops a budget and a strategic plan for review, input, and approval at the LSC meetings.

How the LSC Functions

The LSC utilizes a strategic planning process, with services being delivered through a mix of committees or coordinators for ongoing or routine services, and workgroups for projects. As throughout the system, form should follow function: finite goals or tasks that have a beginning,

middle, and end may be best suited for projects, while tasks that do not change much from month to month may be better suited for committees or work pools with coordinators.

Wherever possible, decisions at the LSC use a consensus based process instead of motions, ideally making it a more inclusive and attractive service body.

The LSC will also serve as a communication and delegation link between the groups and the rest of the fellowship by sending a delegate to the state/national/provincewide service body.

What Happens at LSC Meetings

LSC meetings are quarterly. For the purposes of the field test, we are shortening the period between the first and second LSC meeting from three months to two so that there is more time to deliver services after project plans and a budget are approved. Nonetheless, for groups that are used to attending a monthly ASC, there may be some adjustment needed to purchase literature and make a financial contribution to the LSC. Fund flow and literature distribution are among the topics that need further definition in the Service System Proposals. Part of what we hope to accomplish through the field test is to get a better sense of how these types of processes might work in actual practice. If you are field testing the proposals, we can talk together with you to help determine what would work best for your community.

1st LSC Meeting: Annual Planning Assembly

- Review the results of the community survey and current service delivery efforts
- Identify and prioritize the most important issues that might affect service delivery
- Brainstorm and prioritize solutions to those issues

2nd LSC Meeting

- Review and vote on budget and project plans for the year ahead

3rd LSC Meeting

- Oversee progress on projects and ongoing services.
- Give any input about service delivery

4th LSC Meeting

- Oversee progress on projects and ongoing services
- Give any input about service delivery
- Hold elections for the year ahead
- Distribute community survey for the annual planning assembly

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LSB Basics

The Purpose of the LSB

The two main elements of local services are the quarterly local service conference (LSC) and the local service board (LSB). The LSB is elected by the LSC and meets more often than the LSC so that it can better administer the tasks delegated to it. These tasks may include ongoing services such as H&I panels or a phonenumber, recurring events such as an annual convention or unity day, and projects such as attendance at community events or public information presentations to professionals. The LSB is also responsible for administrative tasks such as distributing minutes and paying regular bills. The LSB also coordinates the annual planning assembly and develops a budget and project plans for review, input, and approval at the LSC.

LSB Composition

The LSB is typically composed of administrative members such as the LSC chair and vice chair, a treasurer, a secretary, and a delegate to the next level of service. In addition the trusted servants who serve as the points of accountability for local services are also members; examples include subcommittee chairs, service coordinators, and project coordinators. Some LSCs may decide to elect other members to be part of the LSB if that makes sense to their community.

How the LSB Functions

Generally the LSB will meet on a monthly basis. Local service work is structured around a planning cycle so they will have different tasks each month to support the progress of the cycle. More details of these tasks can be found in the Local Service Calendar and its accompanying planning cycle diagram.

The annual planning assembly is perhaps the busiest part of the cycle for the LSB. In most communities, members of the LSB put together the agenda for the planning assembly and facilitate it. Prior to the assembly they will need to coordinate the distribution of a survey to all the groups and trusted servants in the community, and then collate the responses they receive. After the assembly the LSB is responsible for developing project plans to address the issues the LSC has prioritized and distributing those plans, as well as a proposed budget to the groups.

More details of the tasks associated with preparing a planning assembly can be found in the Pre-Planning Assembly Task List.

Once the project plans have been approved the focus of the LSB shifts to ensuring they remain on-track. The LSB must follow the direction the groups have provided with care, and report progress to the groups regularly. In this way the groups can maintain their authority over the services delivered on their behalf. Although each project coordinator or subcommittee chair has the primary responsibility for their project or ongoing service, the rest of the LSB works

collaboratively to keep services and projects on track and to find solutions to any problems that arise through discussions at the monthly LSB meetings.

As at the LSC, the LSB utilizes consensus-based decision-making.

LSB Communication

One of the primary roles of the LSB is to communicate with the groups within their community, with other NA communities, and with those outside of NA. Different LSB members will be responsible for different aspects of these communications.

- The administrative members will generally be responsible for distributing reports from subcommittees and project coordinators along with information about upcoming LSC meetings to groups through their LSC representatives or in whatever other way the community finds most practical (see below).
- The delegate to the next level of service serves as the point of contact for other NA communities, as well as to the state or national service body, and to NA World Services.
- Communications with different external bodies will be allocated to subcommittee chairs or service/project coordinators according to the decisions made at the planning assembly.

Reports to groups and other NA service bodies will typically be compiled monthly and should cover several basic points:

- Tasks completed or worked on since last month
- Successes and challenge
- Financial reports
- Details of the next scheduled meeting if applicable
- Contact details for trusted servants
- Details of upcoming events, conventions, workshops, etc.

The LSB may utilize different methods to distribute reports according to what is appropriate in each community. Possible examples include an email distribution list, a password protected section on a local website, distribution of printed material at group support meetings, or by mail.

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The Planning Cycle, Planning Basics, and LSCs



The four components of the planning cycle, above are represented in each of the four steps of our Planning Basics

The Four Steps of Planning Basics

1. Scanning: gathering information
2. Prioritize issues to be addressed
3. Create action (project) plans
4. Monitoring and evaluation

The four steps of Planning Basics are a core component of the planning process for the LSC and the LSB

The LSC and the Planning Cycle

The First LSC - The Planning Assembly (Steps 1 and 2)

- Identify issues
- Prioritize issues
- Consider solutions for top issues
- Prioritize solutions

The Second LSC – Project Plans Approval (Step 3)

- Between the first and second LSC meeting, the LSB will create project plans that it presents at the second LSC
- LSC considers and adopts project plans

The Third and Fourth LSC – Monitoring and Evaluation (Step 4)

- Monitor ongoing projects (monthly monitoring by LSB)
- LSC evaluates any completed projects

Annual Planning Assembly Survey

This survey is designed to gather information for our annual planning assembly. The survey asks you to share your experience on a number of topics. Each of the five pages that follow asks you to think about different aspect of NA and our environment: our membership, group issues, external trends, current services, and our relationship with regional and world services.

On each page there are several columns:

RATING	TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
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Rating: Please write a number in the rating column next to each topic using this five-point scale. If you don't know, please leave the item blank:

1 – Strongly disagree 2 – Disagree 3 – Neither agree nor disagree 4 – Agree 5 – Strongly agree

Topics: We have included a number of statements to consider. Please feel free to add any other topics you think are important.

Challenges and Issues: At the planning assembly we will prioritize the issues we, as a community, feel are the most important to address in the year ahead. Considering the topics already listed and any others we may have missed, use this column to list issues you feel are significant and may affect NA and our ability to carry the message.

Potential Solutions: At the assembly, we will also brainstorm solutions. You can get a head start by writing your ideas here. At the planning assembly, the results of these surveys will be considered by all interested addicts, and together we will brainstorm goals for the LSC for the year ahead. The survey can be completed by individual members, NA groups, or groups of trusted servants. Completed forms should be sent to the planning body by the requested date.

Your name or your group name: _____

Today's date: _____

This draft was produced for the Service System Proposals field test. It is a work in progress.
Please send any input on the draft to: worldboard@na.org.

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RATING 1-5	GROUP TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
	<p>Please consider these topics:</p> <p>[] The average weekly attendance at our meetings is stable or increasing</p> <p>[] There is a good atmosphere of recovery in our meetings</p> <p>[] Our meeting's finances are sufficient for our needs.</p> <p>[] All our trusted servant positions are filled</p> <p>[] Our group sends a delegate to our local service body meetings</p> <p>[] Additional topics?</p>	<p>Please provide details:</p>	<p>Please share your ideas:</p>

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RATING 1-5	EXTERNAL TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
	<p>Please consider these topics:</p> <p><input type="checkbox"/> We are responding to requests for NA services from the public and local facilities that work with addicts</p> <p><input type="checkbox"/> NA is respected by the public and local facilities and has good relations with them</p> <p><input type="checkbox"/> New facilities or services aimed at addicts will be opening in our community in the near future</p> <p><input type="checkbox"/> There are trends in local criminal justice, courts, treatment facilities, government agencies, etc. that may affect our meetings or addicts seeking recovery.</p> <p><input type="checkbox"/> Additional topics?</p>	<p>Please provide details:</p>	<p>Please share your ideas:</p>

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RATING 1-5	LOCAL SERVICE TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
	<p>Please consider these topics:</p> <p><input type="checkbox"/> Our local services are effective</p> <p><input type="checkbox"/> Our local services provide support to our groups</p> <p><input type="checkbox"/> Our local services have the resources they need, both human and financial</p> <p><input type="checkbox"/> There is a good atmosphere of recovery in our service meetings</p> <p><input type="checkbox"/> There is good communication between groups and the local service body</p> <p><input type="checkbox"/> Additional topics?</p>	<p>Please provide details:</p>	<p>Please share your ideas:</p>

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RATING 1-5	REGIONAL AND WORLD SERVICE TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
<p>[]</p> <p>[]</p> <p>[]</p>	<p>Please consider these topics:</p> <p>Our local community is involved in regional and world services projects</p> <p>There is good communication between our local community and the regional and world service bodies</p> <p>Additional topics?</p>	<p>Please provide details:</p>	<p>Please share your ideas:</p>

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LSB Task List Pre-planning Assembly

The annual planning assembly is a big community event that will take a fair amount of planning on the part of the local service board.

Prior to the event you will need to:

- Secure the space. A room with space for members to sit at tables is usually best—these need not be round tables. Much of the day will be spent with people moving around the room.
- Publicize the event—this is supposed to be a community-wide event. You'll want to make sure all interested members know about the planning assembly and are encouraged to attend
- Distribute a survey to groups, trusted servants, and interested members to gather information for the environmental scan.
- Draft an agenda for the planning assembly. A sample scanning survey and agenda are included in the LSC tools posted at www.na.org/servicesystem. You can use these or modify them for local use.
- Depending on the community's familiarity with the Service System Project, you may want to schedule a session to deal with any general questions just prior to starting the assembly. Since the planning assembly will be the first LSC meeting, you may want this introductory time to explain what an LSC is and how it functions, for instance.
- Plan for refreshments if you choose to have any. (Most addicts say service meetings are much more attractive when food is involved.)
- Arrive early to the meeting place on the day of the assembly so that the room is set and ready. Be sure to test any projectors or PA systems prior to the start of the assembly.

For the purposes of this field test, these things will need to be done relatively quickly. In future years, however, should you continue to have planning assemblies, these are tasks that may best be done well in advance of the planning assembly

Tasks for the LSB meeting prior to the planning assembly

There are a few things that you will want to make sure you cover at the LSB meeting right before the planning assembly that will help the assembly itself run more smoothly

- Collect the survey and compile the data for presentation at the assembly
- Review and talk through the agenda for the planning assembly and make sure all the LSB members understand their roles.
- Make a list of all of the services your community already provides. Part of the inventory process at the Planning Assembly will involve reviewing these services and asking "Are

there ways we could be performing these services better?” (At the second LSC meeting, these services will be reaffirmed—or not—for the year ahead when the budget is presented to the LSC.)

- As an LSB you will want to discuss and evaluate current service delivery. Ideally, you can come to common agreement about what services might be best handled by projects prior to the assembly.

Ongoing services versus projects

One of the most potentially confusing parts of transitioning from an ASC to an LSC is figuring out how to handle the services your ASC has been providing already. The Service System Proposals do not prescribe an approach; they do encourage each ASC/LSC to evaluate service delivery and make an educated decision about how to provide each type of service. Some tasks are best handled by a committee, others by a workgroup, still others by a coordinator. It's up to each service body to decide what makes the most sense. This is a conversation the LSB will want to have before the planning assembly and then gain concurrence from the assembly about the approach.

- Some things, such as providing H&I meetings, answering the phonedlines, and maintaining the website are consistent activities that do not change much from month to month. These sorts of things fall under the heading of “ongoing services.”
 - Some ongoing services may only need one or two people to accomplish or coordinate them. For instance, a single person may be able to keep the website updated or coordinate volunteers for the phonedline.
 - Other ongoing services may need a group of people (e.g., providing H&I meetings at a number of facilities or answering public relations requests as they arise).
 - Most of these ongoing services fall within the broad heading of “public relations” and the public relations coordinator may be the person best suited to be the communication link with the LSB.
- Other things, such as holding a holiday marathon meeting or coordinating an informational booth at the county fair, are activities with a beginning, middle, and end. These are activities that, even if they happen annually, are planned for and then completed. These activities may be best handled as projects. That way they can be prioritized along with the other projects the LSC is considering, and they can be evaluated based on their own clear goals and “deliverables.” Projects also allow addicts who have a particular interest or ability to get involved with that focused activity without having to join an ongoing subcommittee.

- The people coordinating and/or providing the services should communicate and coordinate their efforts in the way that makes the most sense to them (with the oversight of the LSB). It has become the norm in many places for every area of service to be provided by a subcommittee, each of which meets monthly. The Service System Proposals and the planning process beg a reexamination of that assumption. Some questions to ask include
 - What do the people providing these services need (e.g., training, literature, exchange of information)?
 - Do they need to meet face-to-face? If so, how often?
 - Can some of their needs be taken care of through online discussion or in other ways?

Again, it's important to remember that there is no one right approach to figuring out how to deliver the "ASC's" services when it transforms to an LSC. What's important is to be open-minded and flexible. This is an evolving process. What service delivery looks like in a brand new LSC may be quite different than what it looks like in six months or a year. The Service System Proposals encourage each community to think about what will work best for them and organize their internal structure accordingly. That's what we mean when we say we are "paving the road as we're driving on it." It can be daunting and a bit scary, but over time should result in a "form" that truly follows "function."

This draft was produced for the Service System Proposals field test. It is a work in progress. Please send any input on the draft to: worldboard@na.org.

ANNUAL PLANNING ASSEMBLY SUMMARY AGENDA

Note: This is a sample agenda for an LSC planning assembly. We offer it because we know strategic planning, scanning the environment, and holding a planning assembly are all new practices for many service bodies. This Planning Assembly Agenda should give you a good idea of what your LSC planning assembly might look like. However, each LSC will have its own personality and needs, and the ideal agenda should spring from that. Please use this sample agenda as a jumping off place to adapt for your local needs.

Meeting Opening:

- Moment of silence and NA prayer
- Read LSC Purpose from LSC Basics
- Review agenda for the day

Orientation and Walk-through:

- Introductions and welcome
- Review planning steps as contained in Planning Basics and explain how these relate to the LSC planning steps
- Review what happens at each of the quarterly LSC meetings
- Walk through the first planning step—identify and prioritize issues
- Walk through the second planning step—brainstorm and prioritize solutions

The Planning Process:

- Review current services and define which are ongoing and which are project-based
- Review survey data for issues and add any additional issues
- Prioritize issues
- Short break to set up room for next step
- Brainstorm solutions
- Clarify and prioritize solutions

Session Conclusion:

- Review the decisions made today and the next step in the process
- Q&A

DETAILED AGENDA: ANNUAL PLANNING ASSEMBLY

Material on tables: Planning Basics and LSCs, note sheets, pens

Handout table: NAWS News front page, Esub flyers, upcoming event flyers etc., plus a sheet for attendees to provide their contact details

On Walls: 4 planning steps, agenda for the day, A Vision for NA Service, 12 Steps, 12 Traditions, and 12 Concepts

BEFORE THIS SESSION:

- Review the LSB Task List Pre-planning Assembly and ensure all tasks have been accomplished
- Facilitate a “Service System 101” session to ensure everyone has a clear understanding of the ideas contained in the project

TODAY’S AGENDA

- Review planning cycle & do a practice run through the process together
- Identify current services—including ongoing services and potential project-based services
- Identify and prioritize issues of concern
- Brainstorm and prioritize solutions to address top issues
- Forward outcome to LSB for project plan development

SET UP THE SESSION – ORIENTATION AND WALK-THRU

Begin the session by introducing the facilitators and quickly reviewing the agenda for the day. Ask everyone to take a moment during the day to fill in their contact details on the sheet provided.

Explain that we are using the same planning steps described outlined in Planning Basics, although there are some changes in the language and schedule for the LSC’s process.

Review the planning process outlined in Planning Basics:

The Four Steps of Planning

1. Scanning: gathering information
2. Prioritize issues to be addressed and develop solutions
3. Create project plans
4. Monitor and evaluate

Using the Planning Basics and LSCs handout, introduce the basic steps of the LSC planning process:

The First LSC - The Planning Assembly (Steps 1 and 2)

- Identify issues
- Prioritize issues

- Brainstorm solutions for top issues
- Prioritize solutions

The Second LSC – Project Plans Approval (Step 3)

- LSB present project plans, budgets, and candidates for project coordinators
- LSC considers and adopts project plans and budgets, and ratifies candidates for project coordinators

The Third and Fourth LSC – Monitoring and Evaluation (Step 4)

- Monitor ongoing services and current projects (monthly monitoring by LSB)
- Evaluate any completed projects

Take a few moments to reiterate that today’s objective is to get through the first two planning steps

- Identify the LSC’s issues of concern
- Brainstorm solutions to address these issues (what the end result would be) and then select the most important of those

The LSB will then create and present project plans at the next LSC—the third step of the planning process.

WALK-THROUGH IDENTIFYING AND PRIORITIZING ISSUES—THE FIRST PLANNING STEP

It is important that everyone has a common understanding of these steps. It can help a lot to walk through the steps together before beginning the actual planning process—sort of like playing a round of a card game face up so that everyone can learn the rules. Depending on the community’s familiarity with the planning process, you may need to spend more or perhaps less time presenting the following walk-thru segments.

The first step of the planning process, scanning, involves reviewing the gathered information, noting the common threads, and creating an issue list.

Briefly mention to everyone that the planning process begins with a discussion of the services we are currently providing, and deciding how to best continue delivering these.

Then the assembly will review information gathered from members of the community using the Annual Planning Assembly survey the community survey. We would then facilitate a large group discussion with the entire assembly to brainstorm any additional issues relevant to the LSC.

For the purpose of this exercise we are going to use this list of common issues that might come forward from the survey and assembly discussion:

- No trusted servant training
- Groups are overwhelmed with attendance cards
- Groups aren’t forwarding enough funds to conduct services
- Predators in meetings

Once a list of issues is identified, the group prioritizes them.

Remind members that this is only for this exercise, later we will have an opportunity to identify relevant issues for real.

Guide the group to identify the top two issues from this list by voting.

- To save time use a *show of hands* to vote, but explain that we may be using a different method when we do this for real.
- Identify the top two vote getters.

WALK-THROUGH BRAINSTORMING AND PRIORITIZING SOLUTIONS—THE SECOND PLANNING STEP

Define what we mean by identifying solutions:

- In other words, what do you want the end result to be?
- Brief, results-oriented aims that are achievable.
- Should have a concrete end in mind.
- Example: Solution – Increase awareness of service and provide trusted servant training by hosting a learning day.

Remind participants that we will not be discussing the details of *how to achieve* identified solutions in this step; our work is *to brainstorm* solutions. And solutions may take one year, two years or even five years to accomplish.

For this walk-through exercise, you will lead the entire group in identifying solutions. During the actual planning process, this will be a small group exercise.

- Lead the group in a brainstorm of solutions for the issue that received the most votes in the first step, and then again for the #2 issue.
- Clarify and combine solutions as needed, ensuring that the LSB members in particular are clear about what each one means.
- Ask the group to vote for their top two solutions for each issue, again using a show of hands. Each member gets 2 votes for each issue.
- This is the same exercise we will do (in small groups) when addressing the actual issues for this planning assembly.

BEGIN THE PLANNING PROCESS

IDENTIFY CURRENT SERVICES: ONGOING & PROJECT-BASED

Before starting the planning process, it is important to identify those services that are ongoing, not project-based. The local service board will oversee the day-to-day administration of these ongoing services. They may require a coordinator and volunteer pool or committee support. The board will report to the LSC about these services so that the LSC can monitor and evaluate them as well as the projects.

- Explain the difference between ongoing services—which do not change much from month to month—and projects—which have a beginning and an end.

- Move through a list of current service efforts, identifying if they are better considered ongoing services or project-based services. [Note: The LSB should have put together this list in advance of the planning assembly to make this step easier and quicker.]
- Ongoing services might be affected by a project, but do not require a project plan to continue.
- Move these lists to the side, for reference if an issue comes up about any ongoing services.

PLANNING - STEP 1: SCANNING

- Ask whether there are any issues or challenges regarding current service delivery efforts.
- Review the compiled data from the Planning Assembly Survey.
- Facilitate a large group discussion to brainstorm any other issues relevant to your NA community.
- Combine similar issues
- Be sure that each issue is commonly understood. It is important that everyone has the same understanding of each issue.

The next step is to prioritize the issues. We may not be able to do everything at once, so we must choose what to do first.

- Each member will get two votes.
 - For larger groups a show of hands may be best
 - For smaller groups, markers can be a good approach
- After voting is finished, identify the top issues (we suggest no more than 4)

BREAK (FACILITATORS TAKE THIS TIME TO SET UP THE ROOM FOR THE NEXT STEPS)

Place one top issue at the top of a Post-it and put in on a wall in one section of the room, repeat that for each of the top issues. Place each in a different section of the room.

PLANNING STEP 2: BRAINSTORM AND PRIORITIZE SOLUTIONS

Brainstorm Solutions

Solutions are the outcomes, not the details, and may take 6 months, one year, or even two years to accomplish.

For this portion of the session, you will lead the small groups in brainstorming solutions for each of the prioritized issues from the last segment.

- Note that each of the issues from the last segment is now on a Post-it around the room.

- Break the assembly into small groups by asking members to count off. Send each group to one of the designated “Solution” areas. (This works best if the number of groups does not exceed the number of lists.) Check that each group is basically the same size.
- Each group will have five minutes to brainstorm solutions for each issue. Remind members to write LARGE. Remind each group that the sample solutions we brainstormed earlier are available for reference.
- As time expires, ask each group to move to the next sheet, do this until all groups have brainstormed solutions for all lists
- Let the small groups know that the process may get harder as they progress around the room and the most obvious solutions have already been identified. Remind them to try to avoid repetition. It’s okay if they don’t have much to add.

Prioritize Solutions

Now the group will prioritize the identified solutions

- After each group has visited each list, move from list to list, review each to combine similar solutions and clarify ideas as needed. If necessary rewrite the solutions to combine similar ideas. Ensure everyone has a clear understanding of each solution.
- Members will now “vote” for their top two solutions for each issue—the solutions they feel best address the issue.
 - Ask each member to place a checkmark next to their top two solutions for each issue. Have them do this in their small groups (two checkmarks for each member) and move from issue to issue in the same way as they brainstormed the solutions. If the planning assembly is quite small you may be able to do this with a show of hands.
 - Identify the top prioritized solution for each issue.
 - Again, ensure that everyone has a common understanding of the prioritized solutions

CONCLUSION/WRAP-UP

Review what we did today and how it relates to A Vision for NA Service.

The next phase is for the LSB to work on project plans to be considered at the next LSC meeting (for this field test, in two months).

Distribute sample project plans to give everyone an idea what to expect at the next meeting

Remind everyone to ensure that they have provided their details on the contact sheet.

Allow time for any Q&A.

This draft was produced for the Service System Proposals field test. It is a work in progress. Please send any input on the draft to: worldboard@na.org.

CREATING PROJECT PLANS

After the Planning Assembly, the LSB decides who is best suited to develop project plans. It may be helpful to divide and assign the projects. Those specific to H&I, PI/PR, and phonline, may be handed over to their respective coordinator. Likewise, the LSB might take on plans or assign them to a workgroup. Involving members familiar with the service can help to identify the necessary steps to take to achieve the goals.

Each group working on projects will create a plan that addresses:

- What tasks need to be done
- When these tasks need to be accomplished
- Who the trusted servants responsible will be, including a responsible accountable point person to track progress
- How much time and money will be involved

Project Plan Steps

1. Review the identified issue and goal or solution from the Planning Assembly
2. Brainstorm some possible approaches for achieving the goal; rank those approaches. (See the sample project plans on the pages that follow for examples of approaches.)
3. Identify the highest ranked approach(es) that will achieve the goal
4. Identify the actions that need to be done to achieve each approach, consider sequence and priority, include measurable milestones and completion dates
5. Estimate or identify what resources (people and money) are needed for each action and when they are needed
6. Identify trusted servants responsible for completing each action; Identify point of contact for LSB
7. Define reporting expectations, including unforeseen problems that arise between LSB meetings

Considerations, once all project plans have been completed:

1. Are the proposed actions reasonable?
2. Is the “what”, the “who”, the “when” and the “how” identified in each project plan?
3. Are there resources for all project plans? Is there a meaningful sequence or prioritization to taking on project plans?

Project Plan Approval

Once projects are developed, presentation and approval of each project will happen at the second LSC.

The Feedback Loop

Considering all input is vital to the planning process. We want to understand what is working and what is not, so we can adjust. Monitoring the progress of our plans helps ensure that they are accomplishing the intended goals. When we keep accurate records and maintain accountability through reporting, we contribute to the long term planning process. We want to keep track of the time and money that are involved in accomplishing any goal. This helps create realistic plans in the future.

In addition, we will want to consider how long these actions may take and how often the responsible members will report back to the LSB. The LSB will monitor the work on an ongoing basis and report to the LSC quarterly.

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Sample Project Plans

There are a couple of sample project plans in the pages that follow to give an idea of what your project plans might look like. For the sake of this example, we'll say that two of the issues that were prioritized by our LSC planning assembly were 1. Not enough trusted servants providing ongoing services, and 2. Unreliable and expensive helpline provider. At the planning assembly, the LSC prioritized solutions for these issues: 1. To raise awareness of PR and H&I service, and 2. To switch to a better phonenumber service. These two solutions were turned over to the LSB to develop projects for the year ahead.

Intro to Sample Project Plan One

Following the Project Plan Steps from page one, we first review the identified goal or solution (step 1): "To raise awareness of PR and H&I service."

Then we brainstormed and ranked possible approaches (steps 2 & 3). Our number one approach for this sample, was to hold a learning day. The actions that need to be taken to achieve this approach (step 4) will be determined in the first two workgroup meetings, which will function as planning meetings. The sample project plan below gives an estimate of resources needed (step 5). Some of the trusted servants responsible for completing each action (step 6) are outlined in the project plan; others will be identified by the workgroup as a plan takes shape. Reporting expectations (step 7) are outlined in the project plan.

Sample Project Plan One – Learning Day

Description of Project: To plan and implement a PR/H&I learning day event in Anytown on September 12, 2013.

Workgroup: The delegate from Anytown to the region/state body will serve as the workgroup leader and LSB point of contact. Also on the workgroup: one member from the LSC who has worked on securing the facilities, two members of the last Anytown Learning Day working group (from 2012) to provide continuity, and two members with PR/H&I experience to bring PR/H&I content into the learning day.

Planning Meetings: The workgroup will meet four times prior to the Learning Day. The first planning meetings will be February 2013. There, workgroup tasks will be determined and assigned. The dates of the following planning meetings will be determined by the workgroup.

Location of Planning Meetings: XXX Neighborhood Park- first three meetings. The final planning meeting will be at the Learning Day location.

Reporting to LSB:

The Anytown delegate will provide monthly updates, including task assignments, to the LSB prior to the event. The LSB chairperson will be the point of contact between LSB meetings.

The delegate will also provide a final post-event written report to the LSC, including a financial report and recommendations for the next learning day.

Approximate Costs:

Park meeting space: No charge

Facility Rent (Fourth Planning Meeting and Learning Day): \$150 (needed March 2013 to reserve space)

Copies, Supplies, and other workshop materials: \$100 (needed August 1, 2013)

Refreshments: \$50 (needed September 1, 2013)

Total Estimated Project Costs: \$300

Anticipated Project Completion Date: September 2013, with final report submitted at the October LSC meeting.

Intro to Sample Project Plan Two

Following the Project Plan Steps from page one, we first reviewed the identified goal or solution (step 1): "To switch to a better phoneline service."

Then we brainstormed and ranked possible approaches (steps 2 & 3). Our number one approach for this sample was to comprehensively investigate the different technology options for phoneline service. The actions that need to be taken to achieve this approach (step 4) will be determined by the workgroup itself and regularly reported to the LSB (step 7) as outlined in the project plan. The completion date (step 4) is included in the sample project plan, which also gives an estimate of resources needed (step 5) as well as the trusted servants responsible for completing each action (step 6).

Sample Project Plan Two – Phonline Technologies Options

Description of Project: A six-month effort to explore technology (hardware and software) options for our current phonline service, to begin February 2013.

Workgroup: The PR coordinator will serve as the workgroup leader and LSB point of contact. Also on the workgroup: website coordinator (has technology background), two current phonline volunteers.

Meetings: The workgroup will use web meetings and email to share information, as face-to-face meetings are not required. The workgroup will meet monthly, no less than one week prior to the month LSB meeting. Workgroup tasks will be determined and assigned that the first meeting, and the exact dates of the meetings will be determined by the workgroup.

Reporting to LSB:

The PR coordinator will provide monthly updates, including task assignments, to the LSB each month. The PR coordinator will also serve as the point of contact between LSB meetings.

The PR coordinator will provide a final written report to the LSB. The report will include information on the technologies considered, including good and bad points for each, and costs and any maintenance issues. The report will also include recommendations from the workgroup.

Reporting to the LSC: The LSB will provide a summary and recommendation to the LSC after the workgroup has completed their task.

Approximate Costs:

There are no foreseeable costs at this time.

Project Completion Date: August 2013, with final report submitted at the October LSC meeting.

This draft was produced for the Service System Proposals field test. It is a work in progress. Please send any input on the draft to: worldboard@na.org.

SECOND LSC MEETING SUMMARY AGENDA

Note: As with any tools drafted for the service system field test, this agenda is meant to offer ideas, not to be a mandate. Please adapt it for local use.

There are three main parts of the second LSC agenda: approval of budget and project plans, updates on ongoing services, and issues related to groups or GSFs. These can be tackled in any order. Because there is formal decision making involved with the budget and project plans, you may want to tackle this part of the agenda when you think LSC attendance will be highest.

Opening

- Moment of silence and NA prayer
- Read LSC Purpose from LSC Basics
- Review agenda for the day
- Introductions and welcome
- Review the LSC planning cycle and explain where you are in the process

Project Plans and Budget

- LSB present project plans one by one
- Discuss any issues with each
- Approve project plans one by one
- Present and discuss budget
- Approve budget

Ongoing Services

- Updates from those responsible for ongoing services (e.g., subcommittees, coordinators, LSB members)

Group/GSF Issues

- Updates from GSFs
- Discuss any issues that are coming from GSFs or groups

Session Conclusion:

- Review the decisions made today and the next step in the process

DETAILED AGENDA: SECOND LSC MEETING

BEFORE THIS SESSION:

The LSB will have distributed project plans and, in some cases, a projected budget to groups and/or GSFs. Note: For the purposes of this field test we are using the term “budget” as most ASCs do—to describe projected expenses for the year. Ideally, a budget also includes an income forecast. We expect that’s beyond the scope of what most field testing communities will be able to accomplish given the tight time table of the field test. In the future, however, we would like to produce a budgeting tool to help LSBs draft a budget for LSC consideration that includes income projections and allows for expenses that may be one-time or event-specific rather than monthly subcommittee expenses.

TODAY’S AGENDA

- Review and make decisions about project plans and budget
- Get updates on ongoing services
- Get updates on GSFs and address any group-related issues

OPENING

Begin the session with a moment of silence and an NA prayer.

Introduce the LSB members, including the facilitator and quickly review the agenda for the day. Ask everyone to take a moment during the day to make sure their contact information is included on the sheet provided. Go around the room and have everyone else introduce themselves and give their position if they are a trusted servant.

Read **The Purpose of the LSC** from **LSC Basics**. Explain that we are using the same planning steps described outlined in Planning Basics, although there are some changes in the language and schedule for the LSU’s process.

Review **What Happens at LSC Meetings** from **LSC Basics**:

The First LSC- The Planning Assembly

- At the annual planning assembly, we have identified the most important issues that might affect service delivery and brainstormed and prioritized solutions

The Second LSC– Project Plans Approval

- From those prioritized solutions, the LSB has created project plans that the LSC will vote on at this second LSC meeting. Part of voting on those plans means approving the point person for the project and the possible expense. Along with the project plans, the LSC will also approve the budget at this meeting.

The Third LSC– Monitoring and Evaluation

- The next LSC will mostly be devoted to monitoring ongoing services and current projects and giving any input (there will be monthly monitoring by the LSB as well). If any projects have been completed, they will be evaluated.

The Fourth LSC– Monitoring and Evaluation; Beginning to Plan for Assembly

- For the purposes of the field test, there will only be three LSUs. Were we to have one, the fourth LSC would have the same focus as the third but there are also a couple of things that need to take place to prepare for the next planning cycle (that begins with the first LSU). At this LSU, elections should be held for the year ahead, and we should distribute the community survey to prepare for the annual planning assembly

Take a few moments to reiterate that today is the second LSU. The objective is to get through the third planning step: Consider and adopt project plans

Review the agenda for today:

- Review and make decisions about project plans and budget
- Get updates on ongoing services
- Get updates on GSFs and address any group-related issues

PROJECT PLANS AND BUDGET

- Present and discuss budget
- Approve budget

Present, discuss, and approve project plans:

- Have an LSB member present each project one by one
- Discuss any issues with each plan, including budget, project coordinator, and workgroup. It may be that there are no “issues” or disagreements with the content of the plans, but it’s important to have enough discussion or review of the project plans that each member of the LSC understands the details of the project.
 - If there are issues, make revisions to the project plans if needed. Of course, it may be that a sole concern doesn’t warrant revision of the project plan if others are okay with the content. On the other hand, one member’s concern may lead to a revision that makes a stronger project plan. The LSC facilitator may want to consult CBDM Basics to help guide the LSC through the process.
- Approve project plans one by one
 - It’s important to be sure everyone understands that approving the project plan also approves the expenditures listed and the trusted servants listed.

Prioritize Projects

- It may be that there are not enough resources, human and financial, to accomplish all of the projects the LSC approves. In that case, it’s important to have a sense of the LSU’s priorities.

- This can be accomplished with a quick show of hands. Run through each project one by one and ask each member of the LSC who participates in decision making to raise their hand for the project they consider the highest priority.

Present, discuss, and approve budget:

- Have an LSB member present the budget. Again, keep in mind that this will probably just include projected expenses, not a forecast of income.
- As with the project plans, ask if there are any issues with or questions about the budget.
 - If there are issues, discuss them until the LSC comes to a resolution. The body can make revisions to the budget if needed. Again, the LSC facilitator may want to consult CBDM Basics to help guide the LSC through the process.
- Approve the projected budget

ONGOING SERVICES

In addition to projects, much, probably most, of the service delivery in the LSC falls under the category of “ongoing services.” It’s important to make sure that the LSC and the groups within it are kept up-to-date with what’s going on related to ongoing services.

- Those responsible for ongoing services (e.g., subcommittees, coordinators, LSB members) should submit detailed written reports about their service activities.
- Verbal reports should include highlights and things that need particular attention.

GROUP/GSF ISSUES

GSFs should be the forum for detailed discussion of group issues. The LSU’s focus is more about issues or challenges that cannot be resolved at the GSF level.

- GSFs should submit a detailed written report about their GSF (there is a template included in the GSF tools)
- Verbal GSF reports should include highlights and things that need particular attention
- Are there any group issues that were not mentioned in the GSF report that the LSC needs to address?

CONCLUSION/WRAP-UP

- Review the decisions made today and the next step in the process—what projects are starting up, the location and date of the next LSC meeting, announcements
- Allow time for any Q&A.

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THIRD LSC MEETING SUMMARY AGENDA

Note: As with any tools drafted for the service system field test, this agenda is meant to offer ideas, not to be a mandate. Please adapt it for local use.

There are four main parts of the third LSC agenda: monitoring progress on projects, evaluating any completed projects, updates on ongoing services, and the discussion of any issues related to groups or GSFs. These can be tackled in any order. Because there may be some decision making needed with the project plans, you may want to tackle this part of the agenda when you think LSC attendance will be highest.

Opening

- Moment of silence and NA prayer
- Read LSC Purpose from LSC Basics
- Review agenda for the day
- Introductions and welcome
- Review the LSC planning cycle and explain where you are in the process

Uncompleted Projects

- LSB reviews progress on project plans one by one, including tasks to be achieved and budget targets
- Discuss any issues with each

Completed Projects

- Evaluate any completed projects focusing on whether the aims of project were achieved and whether budget targets were met
- Discuss any ideas for improvements or any follow up work that may be needed or desirable

Ongoing Services

- Those responsible for ongoing services (e.g., subcommittees, coordinators, LSB members) give updates on their activities including budget targets
- Discuss any issues with each

Group/GSF Issues

- GSFs and/or groups give updates
- Discuss any issues that are coming from GSFs or groups

Session Conclusion:

- Review the decisions made today and discuss the next step in the process, including the distribution of the planning assembly survey tool and the election process, both of which happen at the next LSC.

DETAILED AGENDA: THIRD LSC MEETING

BEFORE THIS SESSION:

The LSB will have distributed updates on each of the project plans, along with reports on ongoing services and projects to GSFs and/or groups, each month prior to this meeting.

[Facilitators tip: It may be wise to have copies of the projects plans approved at the second LSC available at this meeting, and to redistribute them electronically in advance, to ensure that everyone is familiar with them. You may also want to have copies of the LSB monthly reports handy for any new group delegates or interested members.]

OPENING

Begin the session with a moment of silence and an NA prayer.

Introduce the LSB members, including the facilitator. Ask everyone to take a moment during the day to make sure their contact information is included on the sheet provided. Go around the room and have everyone else introduce themselves and give their position if they are a trusted servant.

Read **The Purpose of the LSC** from **LSC Basics**.

Review **What Happens at LSC Meetings** from **LSC Basics**:

The First LSC - The Planning Assembly

- At the annual planning assembly, we have identified the most important issues that might affect service delivery and brainstormed and prioritized solutions

The Second LSC – Project Plans Approval

- From those prioritized solutions, the LSB has created project plans that the LSC voted on at the second LSC meeting. As part of voting on those plans, the LSC approved the point person for the project and the possible expense. Along with the project plans, the LSC also approved an overall budget for all services at this meeting.

The Third LSC – Monitoring and Evaluation

- This third LSC will mostly be devoted to monitoring ongoing services and current projects and giving any input on them (there will be monthly monitoring by the LSB as well). If any projects have been completed, they will be evaluated, and we will begin preparing for the planning assembly.

The Fourth LSC – Monitoring and Evaluation; Beginning to Plan for Assembly

- The fourth LSC has the same focus as the third but there are also a couple of things that need to take place to prepare for the planning cycle that begins at the next LSC. Elections should be held for the year ahead, and the community survey is distributed to prepare for the annual planning assembly

Take a few moments to reiterate that today is the third LSC. The main objective is monitoring projects and ongoing services, as well as evaluating any completed projects.

REVIEW TODAY'S AGENDA

- Review progress on project plans approved at the last LSC
- Evaluate any completed project plans
- Get updates on ongoing services
- Get updates on GSFs and address any group-related issues
- Review decisions made today and prepare for the next LSC

REVIEW PROGRESS ON PROJECTS

- Have the trusted servant responsible for each project report one by one.
- Focus on whether the tasks outlined in each project have been achieved in the time frame stated and whether budget targets have been met.
- Discuss any issues with the projects, making any necessary adjustments. CBDM Basics may be a useful resource if any in-depth discussions are required.

REVIEW COMPLETED PROJECTS

- Evaluate any completed projects focusing on whether the aims of project were achieved and whether budget targets were met.
- Discuss any ideas for improvements or any follow up work that may be needed or desirable.

ONGOING SERVICES

In addition to projects, much, probably most, of the service delivery in the LSC falls under the category of “ongoing services” or recurring projects (such as events that are held every year). These ongoing services aren't a part of the project creation and approval process, but they still need to be monitored and evaluated at each LSC. It's important to make sure that the LSC and the groups within it are kept up-to-date with what's going on related to ongoing services.

- Those responsible for ongoing services and recurring projects (e.g., subcommittees, coordinators, LSB members) should submit detailed written reports about their service activities.
- Verbal reports should include highlights and things that need particular attention.

GROUP/GSF ISSUES

GSFs should be the forum for detailed discussion of group issues. The LSC's focus is more about issues or challenges that cannot be resolved at the GSF level.

- GSFs should submit a detailed written report about their GSF (there is a template included in the GSF tools)
- Verbal GSF reports should include highlights and things that need particular attention

- Are there any group issues that were not mentioned in the GSF report that the LSC needs to address?

CONCLUSION/WRAP-UP

- Review the decisions made today and the next step in the process, including the location and date of the next LSC meeting and any other necessary announcements
- Review the Planning Assembly survey tool, reminding everyone that it will be distributed at the next LSC. Discuss any ideas for revisions to the tool.
- Review the timeline for completing and returning the surveys.
- Review the election process to be used at the next LSC, including any relevant timelines for receiving resumes etc.
- Allow time for any Q&A.

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