

## Options for Local Services from the Service System Project

This addendum was added to *A Guide to Local Services (GTLs)* in response to direction from the World Service Conference. The 2014 World Service Conference passed three motions from the 2014 *Conference Agenda Report* that agreed in principle to move in the direction of a service system that contains group support forums, local service conferences, and local service boards, and to include these options in *GTLs*.

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## Excerpts from the Service System essay in the 2014 *CAR*

We asked ourselves, “How can the service system help NA achieve our vision and better carry the message?” Our Basic Text is clear: “Everything that occurs in the course of NA service must be motivated by the desire to more successfully carry the NA message to the addict who still suffers.”

We felt the most important job of the service system is grounded in the Fifth Tradition, to support the groups in achieving their primary purpose.

And so we proposed a forum to help support the groups.

### **Group Support Forums (GSFs)**

The group support forum is a place to discuss group problems and successes away from budgets and motions. It is the service equivalent of one addict helping another. Here, newer members can get introductory or basic information about NA, including how the service system works.

Group support forums can also be a place for literature distribution, workshops, and training sessions, and for finding members to serve on H&I panels, planning picnics, and other neighborhood-based activities. The exact activities of a group support forum will vary from place to place, but the key is that it focuses on the needs of the groups.

All interested members, not just group representatives, are encouraged to come. It’s a friendly, discussion-based gathering where newer members can get their feet wet and learn more about NA, and veterans can share their experiences and actively mentor others.

The proposals<sup>1</sup> describe group support forums as neighborhood-sized—the idea was that each local service conference as described in the proposals (or today’s area service committees) would have several small GSFs within it. A smaller-sized group support forum means less distance to travel for those who are interested, and it can be easier to keep discussion informal and more like a conversation in a small group. After field testing, however, we found that some communities prefer a group-focused meeting that includes all of the groups in their community to improve communication across the community. In these communities, holding a group support forum has simply meant changing the focus of the majority of what were their area service committee meetings, leaving four meetings a year for planning and business and the others for group support.

In communities with smaller group support forums, many of those GSFs have a delegate who attends the local service conference and reports on the groups in the GSF. In some cases, groups have elected to attend the group support forum and not the local service conference,

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<sup>1</sup> The ideas from the Service System Project were initially described in a set of proposals that eventually resulted in this *CAR* essay and the three motions passed by WSC 2014.

delegating that responsibility to the GSF delegate. More often, groups attend both the group support forum and the local service conference. Along with being group-focused, flexibility is one of the foundational principles of the proposals, and again, each community will adapt the ideas according to their needs.

**Motion 4:** To agree in principle to move in the direction of a service system that contains group support forums: discussion-oriented gatherings focused on the needs of the group, as described by the characteristics below to be included in the *GTLS* as an option along with our current service units.

**Intent:** To establish a direction for the future development of service material.

### Characteristics of a GSF:

Essential:

- **Discussion-oriented**
- **Group-focused:** Focused on the needs of the group; decisions related to area business are not made here. Some limited functions like finding volunteers for H&I panels, planning picnics, etc., may take place.
- **Training-oriented:** This is a venue ideal for orienting new members, holding workshops, and training trusted servants.
- **Open to all:** All interested members, not just group representatives, are encouraged to attend.

Recommended:

- **Neighborhood-sized:** The original Service System Proposals see group support forums as significantly smaller than local service conferences or area service committees. There would be several for each LSC. However, we have found through field testing that some communities prefer to bring all of the groups and interested members together for one communitywide group support forum.
- **Meets monthly:** Again, the original Service System Proposals suggest monthly meetings of the group support forum, but in field testing many communities adopted a different meeting schedule. Some had group support forums meeting eight times a year in months when there was no quarterly local service conference. Others alternated GSF and LSC meetings, with each meeting six times a year.

### Local Service Conferences (LSCs)

The local service conference and the local service board together oversee most of NA's service delivery.

The proposals describe the local service conference as a quarterly, plan-driven meeting attended by all of the GSRs and/or GSF delegates, along with trusted servants of the LSC and interested members. One of the meetings of the local service conference is an annual assembly where all interested members of the community gather to set service priorities for the year

ahead. This annual planning assembly ensures that the groups get to set the general direction of services. The other local service conferences are opportunities for communication, oversight, and careful selection of leaders.

As much as possible, the discussions and decisions at the local service conference are concerned with strategic direction and oversight. Administrative decisions and details are delegated to the local service board, which is then accountable to the local service conference. The combination of the local service conference and the local service board balances the delegation spoken of in the Third Concept with the group responsibility and authority called for in the Second Concept.

The proposals suggest the local service conference meet quarterly, and the local service board and the committees and workgroups meet monthly in order to fulfill their functions. In practice, some communities have found they prefer having all GSRs meet together more often than quarterly. Some have quarterly service conferences and hold group support forums with the whole community the other eight months of the year, as mentioned above. Others alternate service conferences and group support forums, whether those GSFs are neighborhood-sized or consisting of the whole community. These are just a couple of alternatives.

Decision making is consensus-based where practical, although voting may still be the preferred way to handle items like elections or urgent decisions where the body fails to reach consensus. (You can find more information about consensus-based decision making in “CBDM Basics,” which is posted here [www.na.org/toolbox](http://www.na.org/toolbox)).

**Motion 5:** To agree in principle to move in the direction of a service system that contains local service conferences: strategic service-oriented planning conferences as described by the characteristics below to be included in the *GTLS* as an option along with our current service units.

**Intent:** To establish a direction for the future development of service material.

### **Characteristics of a local service conference:**

Essential:

- **Plan-driven:** The LSC works according to a planning cycle which begins with an annual planning assembly. All interested members gather at the planning assembly to set the priorities for the cycle ahead and provide the input that will shape the resulting project plans and budget.
- **Form follows function:** Utilizes a thoughtful mixture of project-based services, services performed by committees, and services organized by a coordinator. How services are delivered (whether by committee, project workgroup, or a coordinator) is a decision made by the local service conference.

- **Strategic:** Discussion and decisions are as much as possible concerned with strategic direction and oversight. Administrative decisions and “micromanagement” are delegated to the local service board.
- **Consensus-based:** Utilizes consensus-based decision making where practical (i.e., voting may still be the most logical way to handle elections or instances where the body fails to reach consensus and a decision must get made).

Recommended:

- **Meets quarterly:** The proposals suggest the local service conference meets four times a year for planning and oversight and the local service board meets monthly. In practice, when field testing, some communities determined that having the local service conference meet every other month better served their needs. One meeting of the LSC a year is devoted to the annual planning assembly.
- **Defined by county, city, or town boundaries:** The reasons for this recommendation are threefold:
  1. To avoid duplication of services;
  2. To make NA more visible to professionals and addicts who are trying to find us;
  3. To make sure all parts of a state or nation are covered by a service body. Making sure these three things happen is more important than a policy about service body boundaries, particularly given the potential difficulty in unifying with a neighboring service body. What seems crucial is better communication and collaboration with our neighbors with an eye to having a conversation about possible unification down the road. The third item, making sure that all parts of a state or nation are served by NA, is something that probably cannot be adequately addressed in most places until we get to the state/nation/province part of the service system.

### Local Service Board (LSB)

The local service board is more detail oriented than the local service conference. The board does the day-to-day work to accomplish the goals and realize the vision directed by the conference. The local service board administers the work prioritized by the LSC planning assembly. The conference consists of the architects; the board is made up of the builders and contractors.

The local service board reports to, and is overseen by, the local service conference. The board creates plans and a budget, which are approved by the LSC to carry out the work of the plan. The hands-on service delivery may be accomplished by workgroups led by coordinators or by committees. The board will make recommendations to the local service conference depending on what seems to make the most practical sense. Form should follow function.

In short, the Service System Proposals suggest a separation between these three types of concerns:

1. Group issues and needs are handled at the group support forum.
2. Strategic decisions and general oversight of local services are handled at the local service conference.
3. Day-to-day administration of local services is handled by the local service board.

One of the more controversial elements of the Service System Proposals is the idea that service bodies are, where practical, defined by geographic boundaries. This is, in fact, one of the five main foundational principles of the proposals. For the local service conference, in the US, that would mean county, town, or city boundaries.

The reasons for this recommendation are threefold:

1. To avoid duplication of services;
2. To make sure all parts of a state or nation are covered by a service body;
3. To make NA more visible to addicts who are trying to find us, as well as members of the public who refer addicts to us. All aspects of PR efforts, including H&I, outreach, and fellowship development, are enhanced when service bodies conform to recognized geographic boundaries.

Still, it's important to recognize that for some ASCs, being defined by geographic boundaries could mean unifying with a neighboring service body—possibly a daunting task. What seems crucial is better communication and collaboration with our neighbors with an eye to having a conversation about possible unification down the road.

The first step for many communities would be to simply open communication with neighboring service bodies. Most areas do not have a full awareness of what their neighboring areas do. Bringing trusted servants together, whether through a shared learning day or a series of meetings with trusted servants of the areas, will help open the lines of communication, and communication is a necessary first step toward any possible collaboration—another foundational principle of the Service System Proposals. Over time, neighboring service bodies may want to consider sharing services where it makes sense to do so (e.g., sharing a phoneline where two service bodies occupy the same area code; cooperating to do public outreach to a school system when two service bodies exist within the same county).

Eventually, at some point that may lead to discussion and ultimately decisions about whether it makes sense to combine neighboring service bodies. And it may not. Again, these are decisions that will be made locally and collaboratively.

**Motion 6:** To agree in principle to move in the direction of a service system that contains local service boards: a body overseen by the local service conference that administers the work prioritized by the LSC, as described in the characteristics below to be included in the *GTLS* as an option along with our current service units.

**Intent:** To establish a direction for the future development of service material.

### Characteristics of an LSB:

#### Essential:

- **Responsible to the LSC:** Reports to and is overseen by the local service conference.
- **Carries out the priorities of the LSC:** The board oversees the work to accomplish the goals set by the local service conference. They present a budget and project plans to the LSC for approval, and they coordinate the service work of the committees, workgroups, and coordinators.
- **Meets monthly:** It seems practical to meet on a regular basis, though not all meetings of the LSB must be face-to-face. Some LSBs may choose to hold some meetings online for convenience.
- **Administers the LSC meetings:** The local service board is responsible for putting together the agenda and facilitating the LSC meetings, including organizing the annual planning assembly to get information from the whole NA community.

#### Recommended:

- **Consists of admin body and service coordinators:** The proposals initially conceived of the local service board as a monthly meeting of the trusted servants elected by the LSC (the admin body) as well as the subcommittee chairs, project coordinators, and other service coordinators. In practice, there may be meetings where not all of these trusted servants are needed.

### Conclusion

The proposed system involves a number of changes. In any transition to a new system, communities may want to take the changes piece by piece rather than all at once—an evolution rather than a revolution. Change can be difficult. Nonetheless, we owe it to ourselves and to those we serve to do what we can to improve our ability to carry the NA message. Our Basic Text tells us, “We must realize that we are not perfect. There will always be room for growth.” Just like our personal program, our service delivery will never be perfect. There will always be room for growth.

## Service System Tools

The following draft tools were created in September 2013 for the field test of the local service proposals from the Service System Project. They have not been updated since that date. They are offered here as a resource to communities and are freely adaptable.

The draft tools include the following:

GSF Basics	LSB Task List Pre-planning Assembly
Group Report Form	Annual Planning Assembly Summary Agenda
GSF Agenda and Facilitation Tips	Detailed Agenda: Annual Planning Assembly
Sample GSF Agendas	Creating Project Plans
Sample GSF Topics	Sample Project Plans
Report Form from GSF to LSC	Second LSC Meeting Summary Agenda
LSC Basics	Detailed Agenda: Second LSC Meeting
LSB Basics	Third LSC Meeting Summary Agenda
The Planning Cycle, Planning Basics, and LSCs	Detailed Agenda: Third LSC Meeting
Annual Planning Assembly Survey	



## 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.



# Report Form from GSF to LSC

**GSF Name:** \_\_\_\_\_

**GSF Delegate Name and Contact:** \_\_\_\_\_

**GSF Meeting Day and Time:** \_\_\_\_\_

**GSF Meeting Location:** \_\_\_\_\_

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**Group Names/Days/Times/Contacts:**

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**New Group Names/Days/Times/Contacts:**

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**Discussion Topics/Solutions:**

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**Topics to Bring to LSC:**

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## **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

**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](mailto:worldboard@na.org).**

## **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: \_\_\_\_\_

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**Please send any input on the draft to: [worldboard@na.org](mailto:worldboard@na.org).**



RATING 1-5	MEMBER TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
<p>[ ]</p> <p>[ ]</p> <p>[ ]</p> <p>[ ]</p>	<p><b>Please consider these topics:</b></p> <p>Our meetings are diverse and represent all populations of potential members in the community (e.g. young people, local ethnic or cultural groups)</p> <p>Our meetings have members with a wide range of cleantime</p> <p>Newcomers are welcomed and made to feel safe in our meetings</p> <p>Additional topics?</p>	<p><b>Please provide details:</b> (For example: many young people come to our meetings, but either do not stay clean or they go to AA)</p>	<p><b>Please share your ideas:</b> (For example: start a young people’s meeting, have activities geared towards younger members, survey members who got clean young about what helped them or caused them problems)</p>



<b>RATING</b> <b>1-5</b>	<b>GROUP TOPICS</b>	<b>CHALLENGES AND ISSUES</b>	<b>POTENTIAL SOLUTIONS</b>
	<p style="text-align: center;"><b>Please consider these topics:</b></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 style="text-align: center;"><b>Please provide details:</b></p>	<p style="text-align: center;"><b>Please share your ideas:</b></p>





RATING 1-5	EXTERNAL TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
	<p><b>Please consider these topics:</b></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><b>Please provide details:</b></p>	<p><b>Please share your ideas:</b></p>



RATING 1-5	LOCAL SERVICE TOPICS	CHALLENGES AND ISSUES	POTENTIAL SOLUTIONS
	<p><b>Please consider these topics:</b></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><b>Please provide details:</b></p>	<p><b>Please share your ideas:</b></p>



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



## 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](http://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."

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## 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.

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## **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 phonenumber, 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.

## 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 phonline 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 phonline 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](mailto: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 LSCs. 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 LSC). At this LSC, 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 LSC. 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 LSC’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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