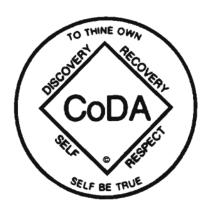
## The Fellowship Service Manual of Co-Dependents Anonymous



Last Revision: 2023-05-06

## Part 4 Service Conference Procedures

Copyright (c) 1998 Co-Dependents Anonymous, Inc.



Approved 2022

This page intentionally blank

## **Contents**

| Link to Other Parts of the FSM  | 4       |  |  |  |
|---|---------|--|--|--|
| Section 01 Conference Procedures  | 5       |  |  |  |
| CoDA Service Conference (CSC) Guidelines/Procedures   |         |  |  |  |
| Section 02 Guidelines for Board, Committee and Voting Entity (VE) Reports, Issues and Motions Prese | nted at |  |  |  |
| CoDA Service Conference (CSC)   | 9       |  |  |  |
| Definitions   | 9       |  |  |  |
| Procedures for Submitting CSC Items   | 10      |  |  |  |
| Guidelines for Presenting Voting Entity Issues to CSC   | 11      |  |  |  |
| Committee Accountability  | 11      |  |  |  |
| CoDA Service Conference (CSC) North American and International Delegate Grant for Voting I          | Entity  |  |  |  |
| Delegates   | 11      |  |  |  |
| Section 03 Introduction to the Community Problem Solving Method                                     | 13      |  |  |  |
| Background  | 13      |  |  |  |
| Community Problem Solving Method of Decision Making: Sequence for Bringing a Motion to Vote         | 14      |  |  |  |
| Committee Guidelines for Crafting Motions   | 15      |  |  |  |
| Section 04 Conference Election Procedures   | 16      |  |  |  |
| Nomination and Election Process   | 16      |  |  |  |
| Voting Procedures at CSC  | 16      |  |  |  |
| Election Procedures at CSC  | 17      |  |  |  |
| Issues Mediation Committee Election Process   | 18      |  |  |  |
| Section 05 Position Descriptions  | 19      |  |  |  |
| CoDA Board of Trustees Position Description   | 19      |  |  |  |
| CoDA Board of Trustees Alternate Position Description   | 20      |  |  |  |
| CoDA Service Conference Facilitator   | 21      |  |  |  |
| Application for Board of Trustees or Alternate Trustee of Co-Dependents Anonymous                   | 23      |  |  |  |

### Link to Other Parts of the FSM

Below are links to the other 4 parts of the Fellowship Services Manual (FSM). Suggested uses are as follows:

- Part 1 is intended for all members of CoDA, particularly those who intend to do service work
- Part 2 is the Meeting Handbook and is intended for those wanting to start or help run a meeting. It is recommended that all meetings should have a copy of this part.
- Part 3 is intended for use by those currently or considering doing service at the levels between meetings and CoDA World. It is intended to be particularly helpful in establishing these service levels.
- Part 5 contains more detailed information related to the various service entities that exist at the CoDA World service level, including the CoDA Board of Trustees, the various committees and other working groups and individual positions.

### Links:

FSM Part 1 - Structure and General Information Summary

FSM Part 2 - Meeting Handbook

FSM Part 3 - Guidelines for Intermediate Service Levels

FSM Part 5 - World Level Service Details

**FSM Glossary** 

CoDA Acronymns

FSM Combined Files

## **Section 01 Conference Procedures**

## CoDA Service Conference (CSC) Guidelines/Procedures

### 1. Use of the Community Problem Solving Method as our Method of Group Conscience Decision Making:

The Community Problem Solving Method will be the guidelines used to achieve group conscience and to facilitate the business of the CSC. Time limits and procedures for the Community Problem Solving Method are outlined in the subsection titled "Community Problem Solving Method of Decision Making: Sequence for Bringing a Motion to Vote."

### 2. Preparation and Adoption of the CSC Agenda:

It is the responsibility of the Events Committee, consulting with the Board of Trustees and the Chairs Forum to ensure that all business matters are presented to the Fellowship. To this end, the Events Committee prepares the initial agenda for the CSC. This agenda is adopted (or modified and then adopted) by a group conscience decision at the beginning of the CSC.

### 3. To Modify the CSC Agenda:

Committees may reschedule their appointed report times on the CSC agenda by a group conscience decision of the CSC. Committees are encouraged to request changes as far in advance as possible. Requests for rescheduling should be made no later than immediately prior to the committee report which directly precede the originally scheduled time slot for the committee requesting a change. (If a committee is not ready to report and has not requested a change to the agenda, the committee's report will be listed as "unfinished business" at the end of the agenda.)

### 4. Role of the Chair/Facilitator:

Conference time management is essential to accomplish our work. The Conference Facilitator is responsible for promoting the smooth and orderly flow of business.

The Facilitator is charged with maintaining order at the microphone and in the conference room. Therefore, when the Facilitator calls for "thirty seconds" of silence, all speaking and discussion will cease. Each period of silence will be followed by the Serenity Prayer.

There may be times when the Facilitator may need to interrupt a speaker to ask for clarification, correct a procedural error or maintain time limits adopted by group conscience.

The Facilitator may call for a group conscience at any time in order to reach a quick consensus to complete business.

### 5. Microphones and time limits for speaking:

People addressing the CSC do so at the microphone. This is to assure that attendees can hear CSC business clearly and that all CSC business is correctly recorded.

### One person speaks at a time.

At appropriate times when conducting business, for discussion of the issues and to make recommendations, there may be one microphone set up for those in favor of a motion and one set up for those opposing a motion. A third microphone is set up in the middle for people who have questions or who need or may offer clarification.

Speakers must line up at the appropriate microphone and wait to be recognized by the Facilitator. The Facilitator will alternate microphones and will recognize the speakers at each microphone before they speak. Those speaking at the center microphone will be recognized over those speakers at the other two microphones. After being recognized by the Facilitator, the speakers identify themselves by stating their first name and the Voting Entity or service entity they are representing. Speakers may then address the CSC.

When speaking, express feelings, give opinions, share experience, show reservations and concerns, offer realistic criticism, assess possible flaws, and offer possible alternative solutions and options. Whenever possible, after you share a feeling, RECOMMEND AN ACTION OR SOLUTION WHICH THAT FEELING SUPPORTS. THE CSC IS NOT A PLACE JUST TO VENT OR COMPLAIN.

At the CoDA Service Conference, persons who address the CSC may speak to an issue only once for 1 minute each. Time limits may be changed by group conscience. Persons using the middle microphone for clarification or to make a request for information may speak more than once.

### 6. Speaking privileges and voting privileges:

Generally, speaking privileges (also known as "voice" privileges) are restricted to people who have voting privileges. Conference may grant voice and/or vote as they determine appropriate. During committee reports, however, all participants in the development of that report may speak regardless of voting rights.

Each CoDA Trustee has a vote at the CSC; the CoRe Board has two voting members. While voting privileges are restricted, all CoDA members are welcome to attend the CSC and work on a CoDA Committee.

According to Tradition Two, a group conscience decision grows out of the combined wisdom of the whole group guided by our Higher Power. However, time simply does not permit every person to speak on every issue at CSC. Non-voting members who want to have their opinions shared with the CSC may apply an adaptation of the process used to bring a group conscience opinion to a service board via the Group Representative:

- a) Speak with your Voting Entity Delegate and give that person a written summary of the opinion you want expressed.
- b) If you have no Voting Entity Delegate, you may request "voice" privileges (see below).

"The CSC may extend voice and/or vote privileges at CSC to any member that it deems appropriate or necessary. Voice and/or vote may be granted for the entire CSC, or on individual issues. This flexibility is sometimes needed to gain the valuable input and services of members who are not specifically included in the above paragraphs." ("Co-Dependents Anonymous, Inc. Bylaws: Article IV- Membership and Voting.")

### 7. Addressing disruptive behavior:

Due to the nature of our Twelve Step recovery program, it is especially important that members feel safe (emotionally and physically) when participating in business service meetings. Group conscience may call for the elimination of speaking privileges or removal from the meeting of a person who attempts to consistently disrupt, interrupt, or otherwise impede the progress of the meeting. (Please refer to the CoDA Fellowship Service Manual, Section 2, The Group Conscience Process, Disagreement, Mediation, and Resolution in Our Group Conscience Process, for additional information regarding conflict resolution.)

### 8. Calling for Thirty Seconds or for a Group Conscience:

At any time during the CSC, any CSC participant may call for "thirty seconds" of silence to ask for Higher Power guidance on a particular issue. Thirty seconds may also be called when gratitude for Higher Power guidance is appropriate. Each period of silence will be followed by the Serenity Prayer. Any voting member may also request a group conscience if it is needed to help the overall efficiency of conducting business.

### 9. Presence During the Group Conscience Process and Passing the Badge:

It is the responsibility of each voting member to be prompt for meetings and to be present during the entire period of time an item of business is discussed. Whenever possible, it is recommended that all voting members be present during all business presented on the CSC floor, including the introduction and discussion of all business and preliminary motions. Voting members must be present during the entire community problem solving method for a motion (presentation of the issue or preliminary motion, discussion and brainstorming, crafting a motion from the suggested solutions) in order to vote on that motion.

If a voting Delegate has to leave the room during CSC business, an Alternate Delegate may vote in the absence of the Delegate by exchanging badges. Voting Alternate Delegates, who have been passed the badge, must be present during the entire problem solving method for a motion in order to vote on that motion. If a motion or preliminary motion is on the floor, a badge may not be exchanged until discussion and voting on that motion is completed. When a Delegate or Alternate uses a badge to address the CSC concerning a motion, he or she may not pass that badge until the discussion and the vote on that motion have been completed.

A volunteer may be asked to hold badges of any voting member that needs to leave the room during this process. These badges will not be returned until the vote has been taken. "A group conscience decision grows out of the combined wisdom invested in the whole group." (CoDA Fellowship Service Manual, Section 2). It is important that voting members be present and open to all viewpoints presented to be able to vote for the one they see as best for CoDA.

It is also important for voting members to stay for the entire CSC whenever possible. When too many voting members leave early, there is no quorum to conduct business.

### 10. Distribution of Information

All information distributed to the CSC must be information that either reflects a committee's group conscience or is board-approved CSC material. A group conscience vote from the CSC is required before any other materials may be distributed.

### 11. Committee Report Times

Committee members must be present and ready to report when the allotted time occurs for their committee business. By group conscience vote of the CSC, committees may reschedule their appointed report times on the CSC agenda. Committees are encouraged to request changes as far in advance as possible. If a committee is not ready to report and has not requested a change to the agenda, the committee's report will be listed as "unfinished business" at the end of the agenda, unless otherwise decided by group conscience.

### 12. Time Limit for Committee Reports

At CSC, Committee reports are usually scheduled for a maximum of one hour each but may be adjusted otherwise by Conference group conscience. If the time expires, and a Committee is not finished, their time may be extended or the remaining business for that committee may be submitted at the end of the CSC agenda under "unfinished business." Committee business not discussed or resolved at CSC will be referred to the Board of Trustees for resolution. Ratification of Board decisions may or may not be necessary at the next CSC.

### 13. Avoiding Committee Work on the CSC Floor

Because CSC and Committee report time is limited, it is recommended that Committee work (reviewing issues, gathering

information, brainstorming, forming recommendations) not be conducted on the CSC floor. New issues should be referred to a Committee <u>before</u> that Committee's report whenever possible. If CSC participants have comments about Committee handouts received in the Delegate packet before CSC, they may send those comments to the Committee any time before that Committee's report.

If a new issue arises <u>during</u> a Committee report, it is recommended that the issue be sent back to Committee for discussion. The Committee may then present a report on that issue during the "new business" section of the CSC agenda. New issues may be discussed during a Committee report if the group conscience vote of the CSC chooses to discuss the issue. If a committee motion is tabled, it falls into the "unfinished business" or "old business" section of the CSC agenda.

Each Committee reports on a summary of its committee's description and their progress on their goals and action plans. After questions are addressed by CSC, the facilitator asks CSC to accept the committee's upcoming goals and action plans. If the CSC accepts the report this means it approves the Committee's plans for the coming year and supports funding those plans.

APPROVAL OF THE ACTUAL CODA BUDGET, INCLUDING ALL COMMITTEE BUDGETS, ONLY OCCURS DURING THE FINANCE COMMITTEE REPORT.

If members of the CSC choose not to accept the report in its entirety, motions may be needed on each of the committee's plans individually.

# Section 02 Guidelines for Board, Committee and Voting Entity (VE) Reports, Issues and Motions Presented at CoDA Service Conference (CSC)

### **Definitions:**

- <u>Foundational Motions</u> are those motions that change something in the Foundational Documents. Foundational Documents define what the CoDA program is, and include but are not limited to the Welcome (long and short version), Preamble, Twelve Steps, Twelve Traditions, Patterns & Characteristics of CoDependents and Recovery Patterns and Characteristics of CoDependence, Twelve Promises, Twelve Service Concepts, and the Fellowship Service Manual (FSM).
- <u>Bylaw Motions</u> are those motions that change something in the Bylaws. Bylaws outline the structure of our organization. They establish and protect the rights, and specify the duties and responsibilities of an organization's members, Board of Trustees, and others. Legally, they must be formally adopted and amended according to the procedure defined within them.
- <u>Policy Motions</u> are those motions that change something in our Policies. CoDA Policies typically describe a principle or rule to guide decisions and affect the overall management of Corporate and Fellowship affairs. An example is the Expense Reimbursement Policy.

<u>Voting Entity Motions</u> are those issues that are formed as a result of a group conscience process at the Voting Entity level, which resulted in a CSC Motion. These were formerly known as Voting Entity Issues (VEIs).

- **Board/Committee Reports** are the written and/or verbal accounts that give information about the particular entity. The contents of each report may vary and should include at least the following:
  - o Accomplishments against last year's goals
  - o Any other accomplishments over the past year
- Voting Entity Reports are given by Delegates or VE members to update the CSC on VE activities
- **Budgets** are categorized estimates of expected expenses over the following year.
- <u>Procedural Motions</u> are motions that change something in our documented Procedures. Procedures are the specific steps that we follow to accomplish various tasks. They keep the "business" of CoDA World functioning.
  - The following types of procedures require submission to CSC for approval when originally developed or when changed:
    - Any procedure that is currently included in in the FSM
    - Any procedure that documents a process used during the CSC
    - Any procedure that involves people outside the group(s), (committee(s) /board(s)) that
      defined it

Last Revision: 2023-05-06

• The following types of procedures **do not** require submission to CSC for approval when originally developed or when changed:

- Any procedure or procedural change that is required by law
- Any procedure used internally by a single group or by multiple groups (e.g. Board, Committees, VE) who all agree to it

## **Procedures for Submitting CSC Items:**

To ensure that Voting Entities have an opportunity to review all CSC submissions prior to CSC:

- All Motions will be emailed to submitcsc@coda.org no later than 75 days before the start of conference with revisions allowed for up to 60 days before the start of conference.
- As defined by our Bylaws, any Bylaw changes must be submitted to the Board Secretary in electronic form no later than 75 days before the start of conference.
- The Bylaw and other motions will be posted on the coda.org website and email notification of their availability will occur no later than 70 days prior to the start of the CSC. This is 5 days after the 75 days prior to the start of CSC when the above Bylaw and other motions are due.
- All reports, goals and budgets must be emailed 30 days before the start of the conference. All reports and goals will be emailed to submitcsc@coda.org. All budgets will be emailed to budget@coda.org no later than 30 days before the start of conference.
- All items submitted will clearly indicate which category they belong to (see list in next bullet)
- All items submitted will be included as Conference documents in the Delegate Package with an indication of which of the following categories they belong to:
  - o Bylaw changes
  - o Motions submitted on time
  - o Motions <u>not</u> submitted on time
  - o Reports
  - o Goals
  - VE issues
  - o Budgets

It is the responsibility of the VE delegate(s) to track and obtain all changes posted to the delegate webpage. Delegates are encouraged to share available information with their voting entity/intergroup/meetings and offer feedback before the 60 day motion revision cut off. Revisions are common during this period so it is imperative to keep track of revised motions. Hard copy of the delegate packages will not be available at the CSC.

- It is the responsibility of the VE delegate(s) to track and obtain all changes posted to the delegate webpage. Delegates are encouraged to share available information with their voting entity/intergroup/meetings and offer feedback before the 60 day motion revision cut off. Revisions are common during this period so it is imperative to keep track of revised motions. Hard copy of the delegate packages will not be available at the CSC.
- Voting Entity Motions will be posted on the coda.org website.
- Emails will be sent to registered delegates, previous delegates and community/VE/orphan meeting contacts, as well as to all currently receiving email blasts, notifying of postings as they occur
- Voting at conference will follow these rules:
  - Motions submitted on time may be voted on at the current CSC following the normal rules
  - O Motions submitted after the cutoff date may still be brought to the floor by CSC vote; otherwise, vote is postponed until the following year. Late motions are typically dealt with during New Business although the CSC may vote to address a particular motion at another time.

### Guidelines for Presenting Voting Entity Issues as a Motion to CSC

- a. Local Voting Entity discusses an issue and writes a Motion to resolve the issue by using the group conscience process. This issue and recommendation is called a Voting Entity Issue (VEI)
- b. Voting Entity drafts the VEI, as a Motion by completing the Motion/Voting Entity (VEI) form
- c. The VEI Motion may not dishonor or be in conflict with any Bylaws, Steps, Traditions or legal considerations.
- d. The VE may request assistance from the Board or a CoDA Standing Committee in drafting and presenting the motion. The Board or a CoDA Standing Committee may also offer assistance or provide guidance to the VE in drafting and presenting the motion.

## **Committee Accountability:**

Each committee reports to the CSC their progress on the previous year's CoDA Service Conference motions and assigned Fellowship issues. All standing CoDA Committees submit their Committee reports, motions, goals and budgets as defined in Section 10, Community Problem Solving Method and Conference Procedures, Guidelines for Board, Committee and VEI Reports, Issues and Motions Presented at CoDA Service Conference (CSC). Before leaving Conference, each committee provides the CoDA Board with a copy of the committee goals for the coming year. This will serve as a guideline for the incoming Committee Chair and the new Committee Board Liaison.

## CoDA Service Conference (CSC) North American and International Delegate Grant for Voting Entity Delegates.

North American and International Delegate Grants are intended to assist VE's that are financially challenged with sending a delegate to CoDA Service Conference (CSC).

Please refer to Bylaws of CoDA, Inc, Article IV – "Membership and Voting."

Grant Award amounts will be determined by the Issues Medication Committee (IMC) dependent upon funds budgeted and requests received. The following guides are what can be expected:

- 1. International Delegate Grant up to \$1,500 USD (or equivalent) to help cover CoDA Service Conference (CSC) eligible expenses.
- 2. North American Delegate Grant (for Voting Entities located within the United States of America, Canada, and Mexico) up to \$750 USD (or equivalent) to help cover CoDA Service Conference (CSC) eligible expenses.
- 3. Host Grants are set by the budget (currently 2 at \$1,000 USD [or equivalent] each) intended to help cover CSC eligible expenses and will be distributed to the Host Voting Entity (VE) within two months after the completion of their CoDA Service Conference (CSC)/International CoDA Conference (ICC) hosting.
- 4. North American and International Delegate Grants are available up to an amount set by the annual budget, with no limit on the number of delegates that can be provided with a grant. It is suggested but not limited to, 25% per year to be designated as North American Grants and 75% as International Grants to assist delegates traveling to CoDA Service Conference (CSC).
- 5. Email questions on how to apply for Delegate Grant to: IMCVEL@coda.org

### Eligibility:

- 1. A Voting Entity (VE) is eligible to apply for a Delegate Grant. Voting Entity (VE) is responsible to notify the Voting Entity Liaison (VEL) at <a href="McVeL@coda.org">McVeL@coda.org</a> with the delegate name(s) and contact information. Any changes of the delegate(s) shall be reported as soon as possible to the Voting Entity Liaison (VEL).
- 2. Priority is given to Voting Entities that have either never attended CoDA Service Conference (CSC), or have not attended in a significant amount of time.
- 3. Voting Entities may receive a maximum of two Delegate Grants, not including Host Grants. Voting Entity (VE) will not receive Delegate Grants in two consecutive years. Exception is if there is an available unawarded Grant the

- Voting Entity (VE) may be awarded their second Grant consecutively.
- 4. Additional single Delegate Grants may be applied for every six years after they received their initial two Delegate Grants.
- 5. A Voting Entity (VE) can apply for one Delegate Grant for the current year's CoDA Service Conference (CSC). The Voting Entity (VE) will determine how they reimburse their delegate(s).

#### Disbursement of Grants:

- 1. Before the Delegate Grant is awarded, the Voting Entity (VE) must agree to the disbursement method.
- 2. Disbursements will be made to the Voting Entity (VE) and the Voting Entity (VE) will reimburse the delegate for their expenses to attend CoDA Service Conference (CSC). It is the responsibility of the delegate to request reimbursement from the Voting Entity that they represent at CoDA Service Conference (CSC).
- 3. If requested, the Voting Entity (VE) may receive a portion of their Grant before CoDA Service Conference (CSC):
  - a. The North American Voting Entity(ies) can request up to 50% of the Grant reimbursement money upon award of the Grant, the rest to be sent to the Voting Entity (VE) after the delegate attends CoDA Service Conference (CSC).
  - b. International Voting Entity(ies) can request the cost of airfare up to 80% of the Grant upon submission of paid receipt after being awarded an International Delegate Grant with the balance sent to the Voting Entity (VE) after the delegate attends CoDA Service Conference (CSC).
- 4. After the delegate from the Voting Entity (VE) attends CoDA Service Conference (CSC), the balance of the award that was not already disbursed will be distributed directly to the Voting Entity (VE).
- 5. The Voting Entity Liaison (VEL) will confirm Grant awards and delegate attendance at CoDA Service Conference (CSC) to the Finance Committee Grant Liaison. After the Grant is awarded, the Grant Liaison will initiate contact with the Voting Entity (VE) and discuss disbursement(s).

Contact Finance at <a href="mailto:finance@coda.org">finance@coda.org</a> for more information.

### Eligible Expenses:

The Delegate Grant is intended to be used to help cover eligible expenses, subject to your Voting Entity (VE) guidelines. If a Voting Entity (VE) does not have guidelines in place, we recommend using the CoDA Expense Reimbursement Policy found on the CoDA Website:

- 1. Travel to and from the CoDA Service Conference (CSC) from your home;
- 2. The cost of meals on eligible CoDA Service Conference (CSC) and travel days;
- 3. The cost of hotel room for CoDA Service Conference (CSC).

<sup>\*</sup> See the Fellowship Service Manual Part 3 and Bylaws on the website for more information about Voting Entities. (Voting Entity definition: Each state, province and territory of all Countries and each Country with a national Voting Entity is automatically entitled to send two (2) Delegates.) Email questions on how to apply to: <a href="McVel@coda.org">IMCvel@coda.org</a>

## Section 03 Introduction to the Community Problem Solving Method

## **Background**

During the 1994 Service Conference, the Fellowship allowed the Board to conduct the Conference in a different manner than using Robert's Rules of Order. This manner of conducting business was called the *Community Problem Solving Method* or *Interactive Decision Making Method*. Unlike the more rigid structure of Robert's Rules, this method is relatively simple to learn and lacks the legal and potentially antagonistic tone of standard parliamentary procedure. It is a friendlier and more cooperative method of decision making where motions are made only after information around the problem has been gathered and solutions brainstormed.

At the end of the 1994 Conference, many comments were made as to how smoothly the Conference went in comparison to the years before. For the first time in CoDA's history, all of the agenda items were completed by adjournment. Much of the success of this Conference was attributed to the new method of conducting the business meeting. One of the last actions of the Conference was when the Conference Committee made a motion #94079 "That we recommend the 1995 Service Conference use the Community Interactive Method for its Conference." This motion passed unanimously. Motion# 96102 was passed to adopt the Community Problem Solving Method for all future conferences.

### The Community Problem Solving Method follows a basic four-stage process:

- 1. Identifying an issue or problem—gathering information
- 2. Brainstorming—formulating solutions or recommendations
- 3. Crafting a motion from the suggested solutions or recommendations
- 4. Voting on the motion (No second or amendments are needed.)

Because everyone has a chance to be heard during each stage of the process, the motions formulated tend to strongly reflect the combined conscience of all the members present. Compromise (finding middle ground) is often reached without extra effort, and minority opinions find a place in the final motion. Thus, unanimous votes are common; bitterness and antagonism are reduced. Within this friendlier structure of the Community Problem Solving Method, it is still possible to adhere to scheduled timelines and conduct official business, including formulating and passing motions that are binding according to the Charter and Bylaws of CoDA.

Within the existing structure of the CoDA Service Conference (CSC), each committee usually does the initial groundwork of brainstorming issues and giving possible solutions in the form of preliminary motions. Preliminary motions are presented to the CSC during committee reports. The CSC then has the opportunity to give more input and feedback if necessary. The final motions are then crafted on the floor and the vote taken.

Delegates, committee members, and Trustees of CoDA developed the "Community Problem Solving Method" for use at the annual CoDA Service Conference. Although these guidelines apply specifically to the CSC, they may be adapted to conduct business at any level of CoDA.

This method allows people to express their thoughts and opinions in a structured process, and through that process motions are crafted which express the group conscience of the participants.

## Community Problem Solving Method of Decision Making: Sequence for Bringing a Motion to Vote

The following is a possible way for placing limits on the discussion of a motion. This process is designed to allow approximately 20 minutes per motion. Naturally, some motions will take more or less time and will not necessarily be stopped mid-process if the allotted time per motion runs out before completion. Group conscience and trusting in a Higher Power will help balance the imperfect allocation of time needed for voting on motions.

The process is not designed to handle formal amendments, "motions to table", "points of order" or other such traditional business terms and situations. During the period of time at the beginning of the CSC when CSC procedures are put in place, this timeline or a comparative one may be put in place. By group conscience, everything is flexible in this method, especially time and speaker limitations.

| 2 min.    | 1. Committee Chair puts a preliminary motion on the floor and presents the basic reasonin  |  |  |  |
|-----------|--|--|--|--|
|           | in favor of passing the preliminary motion. Comments may be made as to why the particular  |  |  |  |
|           | solution reflected in the preliminary motion was the final committee recommendation.   |  |  |  |
| 5 min.    | 2. The Facilitator asks for questions and information pertaining to the preliminary motion   |  |  |  |
| 6-12 min. | in. 3. Statements in favor of and in opposition to the preliminary motion are given:   |  |  |  |
|           | a. Alternating microphones, Up to 3 people can speak for and up to 3 people can  |  |  |  |
|           | speak against the preliminary motion, for 1 minute each. An even number of   |  |  |  |
|           | speakers is not required and either pro or con may start.  |  |  |  |
|           | b. If more than 3 people want to speak pro or con, they may briefly confer among   |  |  |  |
|           | themselves to decide which three people will speak for the group. The speakers will  |  |  |  |
|           | try to include the non-speakers' main points. It is recommended that speakers not repeat the points another speaker has already addressed.           |  |  |  |
|           | c. Recorders note main points for and against the preliminary motion.  |  |  |  |
|           | If a Committee feels a motion needs more time for discussion within the Committee's  |  |  |  |
|           | allocated time, by a group conscience of the assembly, more time can be used for questions   |  |  |  |
|           | and answers, and twice as many statements pro and con may be heard. Of course, group   |  |  |  |
|           | conscience can also just put a time limit on this input with as many speakers speaking   |  |  |  |
|           | alternatively as possible within the time limit. Conferring so as points aren't repeated is still advised  |  |  |  |
| 5 min     | 4. Changes are made to the preliminary motion per group conscience. When finalized, the motion is read back to make certain it is in its final form. |  |  |  |
| 30 sec    | 5. The Facilitator calls for "30 seconds of silence" to ask for Higher Power guidance before the vote, followed by the Serenity Prayer.              |  |  |  |
| 1 min.    | 6. The Facilitator calls for a vote: Those in favor; Those opposed; Abstentions.   |  |  |  |
|           | a. Motions that receive 2/3 or more votes are binding on the Board of Trustees unless  |  |  |  |
|           | that motion is later deemed in conflict with the law or the CoDA Bylaws.   |  |  |  |
|           | b. Motions with 2/3 vote for Committee work only require support from the Board; the   |  |  |  |
|           | Board does not do Committee work.  |  |  |  |
| 1 min.    | 7. One additional speaker on the minority opinion may be heard at this time.   |  |  |  |
| 30 sec.   | 8. Any participant may call for "30 seconds of silence" at any time in order to remind the   |  |  |  |
|           | assembly of Higher Power's guiding presence and/or to slow down an escalating debate. Each   |  |  |  |
|           | period of silence will be followed by the Serenity Prayer.   |  |  |  |
|           |  |  |  |  |

## **Committee Guidelines for Crafting Motions**

The Community Problem Solving Method can be used by Committees working to examine issues and put their recommendations together into preliminary motions for the CSC.

The Community Problem Solving Method is similar to the process often known as "Brainstorming." It involves members calling out their ideas as someone writes the ideas down. Members do not criticize or comment on the ideas offered--all ideas are treated equally and are just written down. Keeping a self-check on body language such as rolling of the eyes is important. The idea is to release inhibitions of our critical thinking and get out as many ideas as possible in a short period of time. The group can agree to a time limit on each phase of the process.

### **A. What is the issue?** [5 Minutes]

During the first phase of the process, members call out their ideas focused on an issue. "What is the problem if any?" may be a question for focus. The brainstorming might possibly fall easily into a Pro and Con issue and can be divided accordingly. The members then may see the need to eliminate items that don't seem to fit or apply. The next step of this phase may be to prioritize issues that need immediate attention, while leaving the rest for later to consider. This process can repeat itself for individual issues if needed.

- B. **Brainstorm the important elements of the issue.** (Pros and Cons) [5 Minutes] Let ideas flow freely. Every idea is valid.
- C. What information is needed to reach a solution? What sources need to be checked? Who will follow up with gathering the information? The next step of the process involves gathering information pertinent to the problem. Some people may have immediate information that can be gathered by the brainstorming technique, but other information may involve asking resource people their side of the issue, gathering statistics, gathering facts and such. A plan that designates who will do what by when can then be set. When the next step of the process is ready to be undertaken, the information is reviewed and pros and cons if necessary.

### D. Brainstorm possible solutions to the problem. [10 Minutes]

Brainstorming possible solutions to a situation is next, with the same brainstorming guidelines in effect as in the first step. Solutions that don't seem possible are eliminated in the next step, and prioritizing may once again be appropriate.

E. **Prioritize solutions.** If needed, list pros and cons of the solutions. [10-15 Minutes]

#### F. Craft a preliminary motion. [10 Minutes]

Formulate the ideas and possible solutions into a recommendation that can be offered to the CSC as a preliminary motion. Details as whose responsibility it would be to carry out the motion in what frame may also be appropriate. The crafting of the preliminary motion follows. People who are good with language syntax may be in charge of the crafting.

### G. Prepare your preliminary motion for consideration at the CSC.

Fill out the Motion/VEI form including the intent of the motion for future reference (there are no other "minutes" of the CSC). Prior to your report, give the completed motion forms to the person recording motions. Any changes can be made as needed during discussion of the motion.

### Section 04 Conference Election Procedures

### **Nomination and Election Process**

(Ref. CoDA Board Policy and Procedures Manual section 4.1 and 4.2)

The CoDA Board of Trustees and the CoRe Board are responsible for filling open positions on their respective boards. They will present a slate of qualified candidates at the annual CoDA Service Conference (CSC).

Suggested Tasks for Nomination and Election Process

- 1. The respective Boards will establish how many positions are to be filled.
- 2. Blank, current nominee applications will be distributed to the Fellowship via email and Delegate mailing no later 90 days prior to the CSC.
- 3. To ensure the application will be included into the delegate package should be submitted to the online Delegate package no later than 30 days prior to the CSC. However applications will be accepted up to the day of the election.
- 4. Announcements calling for nominees will be sent to the fellowship via email on multiple occasions.
- 5. They will advise Nominees that new Board members will be expected to attend the new Board Meeting held at CSC.
- 6. The respective Boards will advise Nominees that, if elected, their position starts at close of CSC and to plan their time accordingly.
- 7. The previous Board member(s) will provide the incoming Board member(s) an orientation meeting after the election and before the Board Meeting.
- 8. The Board will answer all questions and assist all nominees with the completion of the "Board Nominee Applications."
- 9. The Events Committee compiles the questionnaire information and compiles the Ballot with bios.

## **Voting Procedures at CSC**

(Ref. CoDA Bylaws Article V, section 4 and CoDA Board Policy and Procedure Manual section 4.3)

- 1. General Business
  - a. Definition of a Voting Member- a Voting Member may be a Delegate, Trustee of CoDA, Inc., or Director of CoRe, Inc. and, under certain circumstances, an Alternate Delegate. The Conference may extend voice or vote privileges at the Conference to any member of the CoDA Fellowship that it deems appropriate or necessary. Voice or vote may be granted for the entire Conference, or on individual issues. No Voting Member will have more than one vote.
  - b. Determination of a Quorum- The Events committee confers with the Board Secretary in the process of registering and accounting for accredited Voting Members. The Events Committee then oversees the quorum process including selection of the CSC Facilitator. The Facilitator determines how many Voting Members are present at the Conference and will determine a quorum. This quorum is established at the beginning of the first business meeting of the Conference. A two-thirds (2/3) count of the registered and accounted for accredited Voting Members in attendance shall constitute a quorum.
  - Once the quorum has been determined, the business of the Corporation may proceed. Voting Members who arrive after this quorum is determined may vote and exercise all the rights and privileges accorded to Voting Members, but the quorum count does not change. If the Conference continues over several days, the presence of a quorum must be confirmed at the beginning of each business session. If a quorum is present, business may proceed.
- 2. Simple vs. two-thirds (3/3) majority
  - A motion passes if it is accepted by a simple majority of the total number of Voting Members present. If it passes by a two-thirds (2/3) vote of the total number of Voting Members present, it is binding upon the Trustees, except to the extent the implementation of such a motion would cause the Trustees to be in

violation of the Board of Trustees' legal responsibilities to the Corporation and its members or would put the fiscal integrity of the Corporation at risk. A simple majority is not binding on the Board of Trustees, although they may agree to be bound by the vote. For motions that do not attain a 2/3 majority at CoDA Service Conference (CSC), and are thus not binding on the Board, the CoDA Board will:

- 1) Review such motions within 60 days of the close of CSC.
- 2) Make a determination on whether the Board agrees to be bound by the motion.
- 3) Communicate that determination to the Fellowship and the reasoning for the determination via CoDA Fellowship email announcement.
- 4) Document that determination in the Motions Database as a new attachment to the motion in question.
- 3. Accounting for Abstentions

According to our Bylaws a vote required for a motion to pass is a simple majority or two thirds of the Voting Members present (not just votes cast), therefore; an abstention will have the same effect as a "no" vote. Although an abstention is not counted as a "vote", an abstention is included as a Voting Member present. For example, 24 votes are cast, plus six voters abstain. A simple majority of the 30 members present constitutes 16 yes votes. A two-thirds majority would require 20 yes votes.

### **Election Procedures at CSC**

(Ref. CoDA Board Policy and Procedures Manual section 4.4)

- 1. Voting for Trustees, Alternate Trustees and CSC appointed Committee and/or Task Force members shall be done by written ballot. This allows nominees who are standing for election to remain in the room to vote. If there is only one candidate for an elected position, voting may be done by a show of hands, or by acclamation, at the discretion of the designated Events Committee member with permission from the Fellowship.
- 2. The designated Events Committee member shall announce or ask the CSC Facilitator to announce the proposed slate of Board of Trustees and if additional applications have been received and are available.
- 3. The designated Events Committee member will announce and facilitate a candidate's forum the evening before the election.
- 4. Election Day
  - a. The Voting Process is handled by the Events Committee. Facilitator turns time over to Events Committee.
  - b. The ballots will be distributed to each voting member.
  - c. Voting Members must have a Conference ID badge that identifies them as a Delegate, Board Trustee or other designated Voting member.
  - d. After sufficient time for Voting Members to vote the ballots should be collected, again taking care to only accept from Voting Members with Conference ID badge.
  - e. Events Committee should move to a secure area and count the votes. At least two members of the Events Committee should view each ballot and agree on the applicants voted for on each ballot. If possible two people should also be involved in recording the votes. Alternatively each member of the Events Committee may view each ballot and record their tally.
  - f. When all votes are counted and there is agreement on the vote totals for each applicant; the committee should order the applicant names from those getting the most votes to the least votes.
  - g. Alternate Trustees should be labeled as "Alternate one", "Alternate two" etc. and recorded in the motions database as such. The order will designate the order in which they fill vacancies on the Board.
  - h. Return to the Conference floor and announce the election results. Do not announce the vote totals.
  - i. Destroy the votes and tally sheets.
- 5. Trustee or Alternate Trustee: Each position will be voted on separately.

### **Issues Mediation Committee Election Process**

- To be eligible to serve on the IMC, a candidate shall be a current or past Voting Entity Delegate or Alternate.
- Only those who are elected by CSC serve on IMC.
- New applicants shall be present at CSC to be elected.
- A current IMC member may be re-elected even if they are not attending the Conference by expressing
  an interest to continue service by written communication to the Conference, submitted by another IMC
  member and/or other trusted servant.
- All IMC nominations and elections are done at CSC.
- All eligible members should either have an in-depth knowledge of, or share a strong willingness to learn, CoDA's Fellowship Service Manual (FSM) principles, guidelines and Bylaws.

## **Section 05 Position Descriptions**

## **CoDA Board of Trustees Position Description**

Trustees adhere to the principles of our program while conducting service work. Specifically, they use Step Ten for guidance and insight, and adhere to Tradition Two as they honor the validity of the group conscience process. This service position is demanding, and therefore the potential for reward through recovery is also great. CoDA Board service is great and rewarding Twelfth Step work.

**Qualifications:** Trustees are elected by the CSC, with consideration of the candidates' capabilities and experience in the following:

- 1. Working knowledge of the Twelve Steps and Twelve Traditions of CoDA.
- 2. Willingness and availability to serve the Fellowship through major service projects.
- 3. Demonstration of skills and abilities while doing CoDA service for two or more years.
- 4. Understanding and experience of the group conscience process.
- 5. Courage to express oneself and the ability to listen and communicate effectively with others.
- 6. Dedication and commitment to the health of CoDA.
- 7. Desire to carry the message to the still suffering codependent.
- 8. Skills and experience necessary for the Board of Trustees to fulfill its legal and fiscal responsibilities to the corporation.
- 9. Minimum requirement of attendance at any one of the last five CSCs, including the current CSC year, (either as a delegate or trusted servant). If such demonstration is not possible, at the discretion of the board, this requirement could be waived. Ask the applicant to demonstrate their knowledge of CSC based on past attendance.

#### A Trustee is expected to:

- Commit to his/her own personal growth and to the integrity of the self and to our program of recovery.
- Have worked, and continue to work, each of the Twelve Steps and Traditions of CoDA.
- Have a practical working knowledge of the sponsor/sponsee relationship.
- Commit to the spiritual health of CoDA as a whole.
- Have a working knowledge of CoDA structure and documents used to guide the business and spiritual elements of CoDA.
- Agree to function in a responsible manner, which includes:
  - Consistently attend and participate in the group conscience process during Board Meetings and at Service Conferences.
  - Consistently read and respond in a timely manner to emails to and from the Board alias.
  - o Prepare reports and participate in projects or other assignments agreed upon and present them in a timely manner.
  - Meet deadlines as set forth by the Board.
  - o Recognize his/her time limitations and notify the Board promptly of any time conflicts.
- Undertake liaison responsibilities for one or more CoDA Committees, several Voting Entities, to special workers and/or projects/work groups as assigned.
- Resign other currently held offices at Intergroup and Voting Entity level and any CoDA Committee/Task Force
  positions or membership to allow others the opportunity to give service and to create time to devote to Board
  work.
- Resign the position of Trustee if he/she is unable to meet his/her commitment.

### **Travel Requirements:**

• Trustees may be required to travel to Board meetings, CoDA finances permitting. Expenses for transportation, hotel,

meals and incidentals are reimbursed according to current guidelines.

• Trustees may also travel as liaison to a CoDA Committee meeting. Each new Board will set places and times for meetings during the year. Most often, meetings begin on a Friday or Saturday and end on Sunday. The CoDA Service Conference is usually held in late summer or early fall of every year, with Board responsibilities from Tuesday through Friday of the week during the CSC in addition to Pre-CSC meetings often scheduled from Saturday to Monday before the start of CSC.

### **Length of Term:**

• A Trustee is elected to a three-year term. A maximum of two terms may be served with a lapse of at least two years between terms.

### **Legal Commitment:**

- As a Trustee of the CoDA Board, each person shall comply with and be bound by all terms and provisions of the By-laws of Co-Dependents Anonymous, Inc., and all public laws, such as those of the State of Arizona, which affect CoDA's nonprofit status and corporation. Trustees are expected to exercise the powers vested in them in a manner consistent with the faith that guide the Fellowship of CoDA, guided and inspired by the Twelve Steps and in keeping with the Twelve Traditions.
- **Note:** Applicants will be asked about any previous felony convictions and as Trustee or Alternate Trustee will be asked to sign the Arizona Corporate Commission disclosure each year. A conviction will not automatically disqualify an applicant, but must be disclosed. Trustees and Alternate Trustees must sign a Conflict of Interest Declaration statement each year.

#### **Time Commitment:**

• Trustees may work 20 or more hours per week during critical times, such as preparation for Conference, and depending upon particular projects and responsibilities. Release time from personal employment must be arranged for travel needed by CoDA.

## **CoDA Board of Trustees Alternate Position Description**

**Qualifications:** Alternate Trustees are elected by the CSC, with consideration of the candidates' capabilities and experience in the same qualifications for a Trustee.

### An Alternate Trustee is expected to:

- Learn each function of a Board member
- To have the opportunity to learn how to be a voting member of the Board of Trustees, how the Board functions. Voting Board members may serve as a mentor/sponsor to the alternate to help the alternate learn the roles of secretary, treasurer, etc.
- Immediately after being elected, read the Fellowship Service Manual, Bylaws, Articles of Incorporation
- Undertake liaison responsibilities for one or more CoDA Committees, several Voting Entities, to special workers and/or projects/work groups as assigned.
- Agree to function in a responsible manner, which includes:
  - Consistently attend and participate in the group conscience discussions (but no vote) during Board meetings and at Service Conferences.
  - o Consistently read and respond in a timely manner to emails to and from the Board
  - Prepare reports and participate in projects or other assignments agreed upon and present them in a timely manner.

Last Revision: 2023-05-06

Meet deadlines as set forth by the Board.

- Recognize his/her time limitations and notify the Board promptly of any time conflicts.
- Substitute for a voting member when he/she is not present. If there is only one voting member absent, and there is more than one alternate, the order is predetermined by the election at CSC. If there is no predetermination then the board will take a GC to determine who will substitute. If there is an equal number of absent board voting members and alternates, the substitution takes place automatically.
- Alternate Trustees can serve as CoDA committee members. If they become a Trustee, they must resign from the committee as a member but may participate as a Board Liaison.
- Alternate Trustees may serve as a delegate or officer at the level of Intergroup or Voting Entity. An Alternate Trustee will have no vote at Conference unless serving in the capacity of Delegate. If they become a Trustee they must resign as a delegate or officer.

### **Length of Term:**

- Alternates serve for one year and then may be candidates to be elected as a Trustee at the next CSC.
- If an Alternate Trustee has assumed the position of Trustee since the previous Conference, the Election Committee shall present said Trustee for ratification by a two-thirds (2/3) majority of the Voting Members at Conference. Said Trustee may request election by the Conference for a full term of three (3) years.

### **Legal Commitment:**

- As a Trustee of the CoDA Board, each person shall comply with and be bound by all terms and provisions of the
  Bylaws of Co-Dependents Anonymous, Inc., and all public laws, such as those of the State of Arizona, which affect
  CoDA's nonprofit status and corporation. Trustees are expected to exercise the powers vested in them in a manner
  consistent with the faith that guide the Fellowship of CoDA, guided and inspired by the Twelve Steps and in
  keeping with the Twelve Traditions.
- Note: Applicants will be asked about any previous felony convictions and as Trustee or Alternate Trustee will be
  asked to sign the Arizona Corporate Commission disclosure each year. A conviction will not automatically
  disqualify an applicant, but must be disclosed. Trustees and Alternate Trustees must sign a Conflict of Interest
  Declaration statement each year.

#### **Time Commitment:**

• Trustees and Alternate Trustees may work 20 or more hours per week during critical times, such as preparation for Conference, and depending upon particular projects and responsibilities. Release time from personal employment must be arranged for travel needed by CoDA.

### **CoDA Service Conference Facilitator**

### What is a Facilitator?

The definition of facilitate is "to make easy" or "ease a process." What a facilitator does is plan, guide and manage a group event to ensure that the group's objectives are met effectively, with clear thinking, good participation and full buy-in from everyone who is involved.

To facilitate effectively, one must be objective. This doesn't mean the person has to come from outside the organization or team, though. It simply means that, for the purposes of this group process, the facilitator will take a neutral stance. They must step back from the detailed content and from their own personal views, and focus purely on the group process, the Agenda and the time management of the meeting.

(The "group process" is the approach used to manage discussions, get the best from all members, and bring the subject

through to a successful conclusion. The secret of great facilitation is a creating group process that is open and safe – and that will engage the group's ideas, solutions, and decisions freely.)

The key responsibility of a facilitator is to manage the group process and maintain an environment in which the process can flourish. This will help the group reach a successful decision, solution or conclusion to the subjects at hand.

### What is the role of the CSC Facilitator?

To facilitate an event well, one must first understand the group's desired outcome, and the background and context of the meeting or event. The bulk of your responsibility is then to:

- Keep focused and guide the group process, by keeping time, keeping order and gently correcting errors.
- Ensure that there is effective participation.
- Ensure participants are informed and comfortable.
- Participant contributions are considered and included by following all guidelines.
- Participants take shared responsibility for the outcome.
- Make needed announcements.
- Keep the time for each piece of the motion crafting process.
- Ask for assistance from veterans if they are unclear about a policy or procedure.
- Ensure the group adheres to the <u>30 Seconds</u> rule outlined in the problem solving method descriptions.

With the group's objective firmly in mind, preparation for the meeting or event is all-important. Your job is to have a working knowledge of the <u>Community Problem Solving Method of Decision Making</u> (developed by CoDA World) and follow, and amend as needed, an effective CSC agenda.

What does it take to be an effective Facilitator?

- They have participated in a CoDA Service Conference in the past.
- They are very knowledgeable about CoDA's Bylaws and Fellowship Service Manual.
- They are familiar with codependency and the passion of its members about the program of Codependents Anonymous.
- They are good at public speaking.
- They have good boundaries and do not take things personally.
- They have the ability to remain calm is stressful situations.
- They are ok with making mistakes in front of an audience.
- They are not afraid to act as the authority when needed.
- They are able to confront a situation immediately to restore order.
- They are compassionate and understanding about the naiveté of the first time Delegate.
- They have a sense of humor.

The CSC facilitator is an integral part of the success of the conference. Those who have provided this service as a willing trusted servant of the fellowship have found it incredibly rewarding and provided great opportunity to grow in their recovery. If you are interested in facilitating a CoDA Service Conference, please contact Events@CoDA.org.

## **Co-Dependents Anonymous**

PO BOX 33577, Phoenix, AZ 85067-3577

## Application for Board of Trustees or Alternate Trustee of Co-Dependents Anonymous

| DATE:       |              |  |  |  |
|-------------|--------------|--|--|--|
| NAME:       |              | VOTING ENTITY:TRUSTEE [ ] ALTERNATE [ ]  |  |  |
| ADDRESS:    |              |  |  |  |
| CITY:       |              | STATE:ZIP CODE:  |  |  |
| PROVINCE    | i:           | COUNTRY:   |  |  |
|             |              | RS: (H) (W)  |  |  |
|             |              | EMAIL ADDRESS:   |  |  |
| Please circ | le any offic | on the CoDA Board? YES [] NO [] If yes, how many times? When? Ser positions held: Chair Vice Chair Secretary Treasurer each item below on separate paper, use type or word-process for legibility. Do not attach a |  |  |
|             | 1)           | Describe your current working knowledge of the Twelve Steps and Twelve Traditions, and the   |  |  |
|             |              | oundational documents, such as the Fellowship Services Manual, Bylaws, etc.  |  |  |
|             | 2)           | Why do you want to serve the Fellowship as a member of the Board of Trustees?  |  |  |
|             | 3)           | Describe your service work on Meeting, Intergroup, Voting Entity level, including number of  |  |  |
|             | •            | f service.   |  |  |
|             | 4)           | Describe any personal or professional background that you think would benefit the health of  |  |  |
|             | -            | such as experience negotiating contracts, general business management, accounting and financia   |  |  |
|             |              | any other relevant skills.   |  |  |
|             | 5)<br>A)     | Share your: Experience with the group conscience process.  |  |  |
|             | B)           | Courage to express yourself, ability to listen, and ability to communicate effectively.  |  |  |
|             | C)           | Ability to manage interpersonal differences and accomplish goals as a group member.  |  |  |
|             | 6)           | The job of Trustee has varying time demands. What is your availability?  |  |  |
|             | 7)           | Please share your vision for CoDA.   |  |  |
|             | 8)           | Please add any additional information you feel may be helpful in the selection process.  |  |  |
|             |              | olication to <u>Events@coda.org</u> and <u>webliaison@coda.org</u> , and/or<br>77 Phoenix, AZ 85067-3577   |  |  |
|             |              | are giving permission to post your application to the web excluding identifying information name with last initial and Voting Entity   |  |  |
| Signature   |              | Date:  |  |  |