

“Everything that occurs in the course of NA service must be motivated by the desire to more successfully carry the message of recovery to the addict who still suffers.”

Basic Text, Introduction

Conference Agenda Report

WSC 2012

**29 April – 5 May
Woodland Hills, California**

2012 Conference Agenda Report

World Service Conference of Narcotics Anonymous

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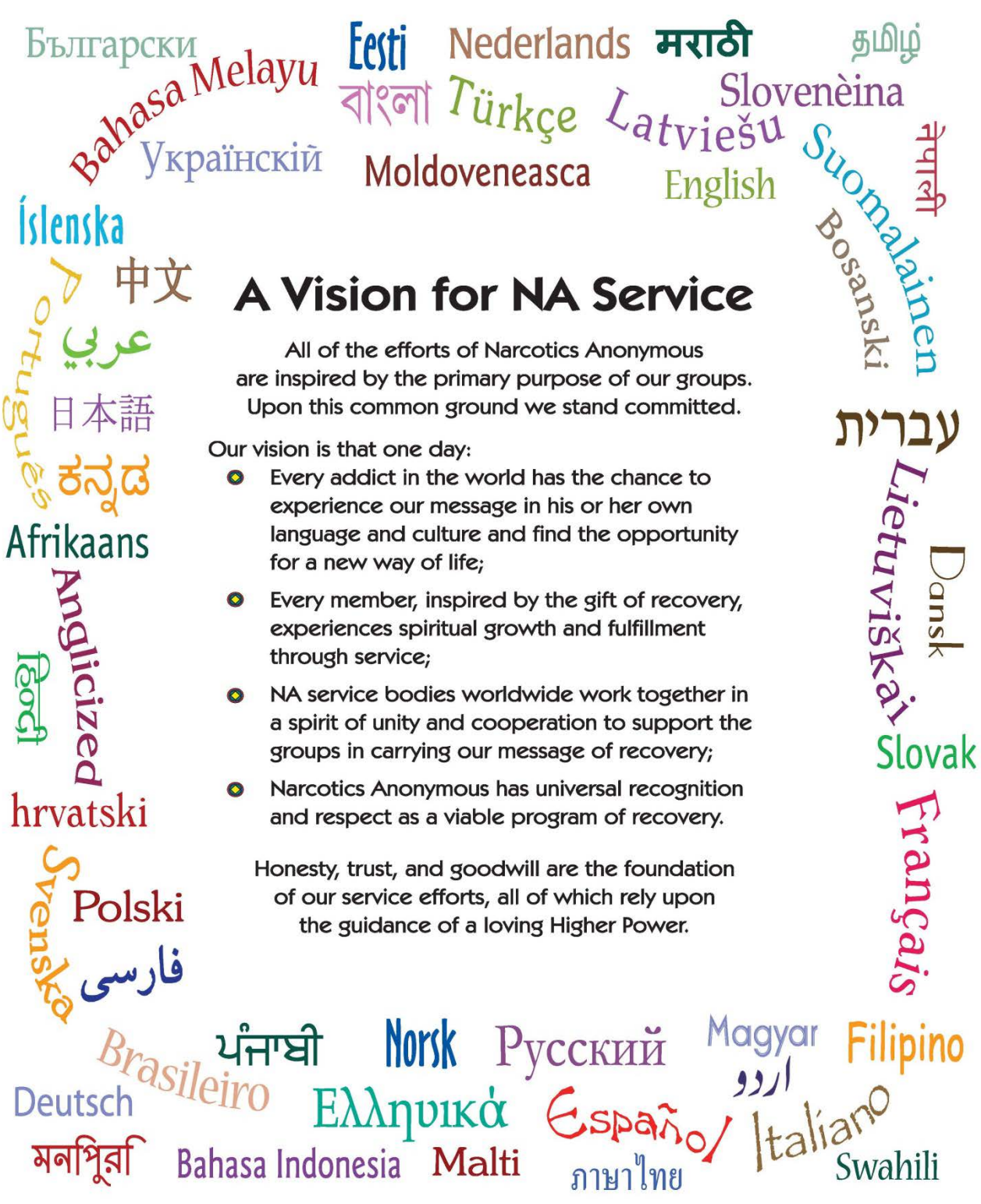
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A Vision for NA Service

All of the efforts of Narcotics Anonymous are inspired by the primary purpose of our groups. Upon this common ground we stand committed.

Our vision is that one day:

- Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;
- Every member, inspired by the gift of recovery, experiences spiritual growth and fulfillment through service;
- NA service bodies worldwide work together in a spirit of unity and cooperation to support the groups in carrying our message of recovery;
- Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

World Board Report

Greetings from your World Board. The theme of this year's conference is "Inspired by Our Primary Purpose," and we look forward to the work we will do together at the upcoming World Service Conference to help our groups in their efforts to carry the message to the addict who still suffers. This World Service Conference will be our 31st, and it will take place from 29 April through 5 May 2012, in Woodland Hills, California, USA.

The theme for this conference comes from the introductory paragraph of A Vision for NA Service, "All of the efforts of Narcotics Anonymous are inspired by the primary purpose of our groups. Upon this common ground we stand committed." This is true for all of world service's efforts in the 2010-2012 cycle.

These past two years, we have continued to discuss and report on ways that we might improve our service delivery so that we can reach more addicts in more places. You'll see many of those ideas captured in the Service System Proposals in Addendum A and in the resolutions and straw polls that begin on page 11.

We drafted a new book, *Living Clean: The Journey Continues*, that focuses on the recovery journey. The first chapter explains:

The message we carry has three parts: Any addict can stop using, lose the desire to use, and find a new way to live. We talk a lot about the first two, because stopping is an emergency when we get here, and losing the obsession is necessary for us to enjoy our lives. But the hard work does not end there. Finding a new way to live is not something we do just once. Some of us experience great upheaval as we try again and again to find a life that makes sense for us. But we continue to carry the message, using our experience to help others. The more experience we have to share, the richer our message can become.

Living Clean addresses many aspects of finding a new way to live, from physical health to relationships to spirituality. The approval draft of the book is contained in Addendum B and is up for approval at this conference.

In addition to drafting a new text, we published the revision of *In Times of Illness* and two new IPs on self-support, IP #24, *Money Matters: Self-Support in NA* and IP #28, *Funding NA Services*. We held another world convention in San Diego with addicts from 47 countries pre-registered. We attended zonal forums, NA events, and professional events. We answered calls and emails from local members and service bodies, sending tools, forwarding experience from others, or providing whatever other support we could.

We could fill this whole *Conference Agenda Report* with details of the work we've done these past two years, "inspired by our primary purpose," and we know the same is true of your regions, areas, and groups. Together we are reaching addicts who need to hear our message and we are improving the ways we do service so that we can reach even more.

The word "inspiration" comes from the Latin "*inspirare*," which means to breathe. Indeed we are truly inspired by our primary purpose. It not only serves to motivate us

and gives us an ideal to strive for, it is like our breath. It's fundamental to our existence as a fellowship; we need it to survive.

The World Service Conference Mission Statement explains that

- Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.

There is much on our plate in this conference and there are always surprises at the WSC, but we can all rest assured in the certainty that our efforts do indeed make a difference.

Preparing for WSC 2012

We distribute copies of the *Conference Agenda Report*, at our cost, to all conference participants and regional service committees. Any NA member, group, or committee can purchase copies of the CAR from the World Service Office for US \$13.00, including shipping and handling, or download the document from our website, <http://www.na.org/conference>. In order to post the CAR in one location, including the approval drafts of recovery literature, this location is password protected. The username and password have remained the same this entire cycle and are both still WSC2012. The CAR is published in English, French, German, Portuguese, Spanish, and Swedish. Translated versions will be published 28 December 2011. We always hope every interested member has access to the CAR, which is why we make it available as a free download. We are always working on ways to improve communication and increase accessibility to our reports.

If this is the first time you've read a *Conference Agenda Report*, welcome. It can be a bit daunting to confront the CAR for the first time. We've tried over the years to make the CAR more accessible. We've moved much of the material that is not of immediate concern to the groups (service material, budget, project plans, etc.) to a separate mailing: the Conference Approval Track material. We've tried to highlight discussions and issues upon which we wish to build consensus, and not just emphasize motions and the pro/con debate they engender. We continue to work with the formatting and layout of the CAR. This is an evolving document and some of our efforts to improve it are more successful than others. We've tried, for instance, to put discussion questions in the last few *Conference Agenda Reports*. We like the idea that the CAR can be used as a vehicle to promote discussion and build consensus, but we haven't perfected tools to collect a conscience on a local level. Most delegates know how to measure whether their region is for or against a particular motion. They may not, however, know how to collect their region's thoughts on a more open-ended question.

This CAR does not contain discussion questions, but it still may be a bit challenging to discuss and deliberate upon on a local level. There is much here that is new, or unusual. Perhaps most significantly, there are four different types of items you are asked to consider: motions, resolutions, straw polls, and regional proposals.

An Overview of the Contents

This CAR begins with a section devoted to conference preparations. Here we touch on the sessions that will take place at the conference, the different mailings and

reports to expect, and how to prepare for the conference. The rest of the CAR is focused on the issues that will be discussed and decided upon at the WSC.

As with the last *Conference Agenda Report*, the first major section is devoted to the Service System Project. That section gives some background to the project, especially to the proposal report that is contained in Addendum A. The Service System Proposals outline in detail proposed changes to our service system. You aren't being asked to vote on the proposal report itself or the details of those changes, but the report does provide the background thinking for the service system resolutions and straw polls.

The next major section is "Living Clean" which talks about the process of creating the approval draft for that book and gives a brief outline of its contents. The approval draft itself is found in Addendum B.

Then there is a section that presents several motions related to the *Fellowship Intellectual Property Trust*. These motions seek to amend the FIPT to allow for non-substantive corrections to texts, bundling of texts, and enhancements to electronic versions of texts. The accompanying essay explains in detail what those things might entail. The final section that presents a motion is devoted to WCNA rotation, seeking to change the convention to a three-year event alternating inside and outside of North America.

The final two sections from the World Board are devoted to the Issue Discussion Topics from the 2010–2012 cycle and to a final look forward at the work of the upcoming cycle.

If you've ever read a CAR before, you'll notice something different about this one: in place of the regional motions section, there is a "Regional Proposals" section. As the introduction to that section explains, we are trying an experiment this cycle in response to a unanimous straw poll at the last conference. We are asking that regions submit ideas to discuss and about which to build consensus and measure support. There are five such proposals along with a board response to each.

As is our practice, we have included a summary sheet in this CAR that lists all the motions, resolutions, straw polls, and regional proposals. A glossary follows the summary sheet. The last items in the CAR are the addenda, which include the third draft of the Service System Proposal Report, the *Living Clean* Approval Draft, and the proposed new world convention map. Addenda to the CAR are not translated by World Services, but some local communities may wish to do so.

A Discussion-based Conference

It's become customary for us to include a section in the CAR reporting on our progress toward a discussion-based conference. As we've explained in many previous CARs, scheduling discussion sessions before old and new business has helped the conference discuss and develop ideas and measure support for motions and amendments. As a result, motions for which there is little to no support are often not introduced in formal business, and motions that need clarification are often refined.

In general the conference has evolved to the point that discussion sessions make up the majority of time we spend together. Over the past several conferences we've

managed to make those discussions much more productive. We've been using the closing session of the conference as a way to measure support for some of the ideas that develop and are discussed in the course of the conference. After straw polling some ideas, we've been able to make some changes and improve processes, without having to enter into lengthy business discussions about the issues. For instance, we have discussed the process for developing service pamphlets and we added a delegate review to the process. We discussed how to improve the method and timing of getting the needed information for making decisions about nominees into the hands of delegates, and we are trying sending out the information about nominees in advance for the first time. We talked about how to make distribution of *The NA Way* more cost effective, and made a number of significant changes as a result of straw polls at the conference that clearly demonstrated support. In consequence, we have reduced the number of paper subscriptions significantly and it costs far less to distribute. We are saving money that we can use to carry the message in other ways.

We've made a number of changes to regional reports over the years and encouraged use of the reporting template—most regions use it now. We use the information from those reports to help determine what regions most want to talk about at the conference. We've included sessions on planning and communication, for instance, because these are areas that consistently come up as subjects upon which regions would like to focus.

We've tried a number of different approaches in the *CAR* to reflect the conference's increased emphasis on discussion: including discussion questions to be workshopped on a local level, using the motion summary sheet to call attention to the topics that will be discussed at the conference, and now in this *CAR*, including regional proposals rather than motions. This new experiment may take some adjustment on a local level, but we are encouraged by the amount of flexibility it gives the conference in responding to ideas from regions. Rather than simply voting an idea up or down, we can discuss these ideas—what the regions are trying to accomplish, what is the best way to achieve their aims. This new approach may take some getting used to—both in workshopping on a regional level and in discussions at the conference, but we are eager to try out this new process.

Again, the straw polls during the closing session of the conference helped motivate this experiment. After talking at several conferences about the challenges often posed by regional motions, the conference supported the idea of experimenting with a process for discussing regional ideas rather than voting on regional motions, both in the *CAR* and in new business. We plan to discuss this process at the conference to get input about how it went, whether we should continue with this process, and how we can improve it. Perhaps we will be able to use what we've learned in the future to move even further toward a consensus-based conference.

Conference Sessions

The *Conference Report*, published in March of each conference year, breaks down the schedule for the conference week, day by day. It's not possible in November to give an accurate overview of the week's schedule. By March we have a better idea of the specific sessions and a preliminary sense of the agenda for each day. We use ideas from regional reports, as mentioned above, together with discussions at the

January board meeting about the NAWS Strategic Plan and the cycle ahead to block out the WSC agenda.

Even though we don't know the specifics of the schedule for the 2012 conference, there are certain sessions that are consistent from conference to conference:

- Orientation, giving an overview of what to expect for the week
- Welcome session with introductions
- NAWS report
- HRP report
- Strategic plan small group session
- Public relations presentation
- Fellowship development presentation
- Zonal forum reports (space will be provided for zonal forum meetings during the week)
- Old and new business, with each business session preceded by a discussion session
- Presentation of proposed budget and project plans for the cycle ahead, to be voted on in new business
- Elections for World Board, HRP, and WSC cofacilitators

In addition to these sessions, we know that throughout the conference, we'll be focused on discussing the service system. We'll also discuss the literature survey and literature development process, self-support, Issue Discussion Topics for the upcoming cycle, and ways to more effectively forward our primary purpose through workshops. We will also talk about some of our conference processes, most notably the experiment with regional proposals rather than motions (see page 34 for more information) and WSC seating and the expiring moratorium. We're not yet sure whether there will be particular sessions on these topics, but they will be discussed at the WSC.

Together we cover a lot of ground at the conference. It can be, frankly, exhausting. Four conferences ago we began scheduling a mid-week break—to spend an afternoon at a nearby ranch. The chance to socialize together—talking, playing football (soccer to the Americans), have lunch, relax, listen to music, and have a meeting—actually makes for a more productive week. Conference participants sit in the same room for days having serious discussions about how to improve our services, plan strategically, do public relations, develop literature, do fellowship development, and so on. Having a chance to get outside and interact with each other as fellow recovering addicts changes the tenor of the work we do in the conference itself. For most of us, attending the WSC is a life-long memory. We get a chance to make a difference on a scale we rarely experience, and we meet friends we keep all our lives.

Conference Approval Track and Other Material

As you may know, the *Conference Agenda Report* is one of several conference-related mailings. Some of what will be decided at the conference is contained in the Conference Approval Track mailing that we send out in January. The CAT material contains some of the service material, the NAWS Strategic Plan, and the budget and project plans that we will discuss at the WSC. The 2010 CAR explains:

Once upon a time, all of that material would be included in the CAR (well, except the strategic plan because we didn't have a strategic plan then). But the CAR was unwieldy and many, many groups complained because much of the material seemed beyond their purpose and concern. They would try to workshop it and their members would complain that this was not material they cared about and it didn't seem to have much to do with their experience of NA. Couldn't we make the CAR more relevant to their needs, they asked?

In response to this request, we created a separate mailing: the Conference Approval Track, where we include the NAWS budget and project plans, the strategic plan for the upcoming cycle, any revisions to *A Guide to World Services in NA*, and other service materials. Creating this separate mailing allowed us to move up the mailing of the CAR to earlier than ever before, as well. We used to mail the CAR 90 days before the conference. Now, because there are fewer items we need to get ready for the CAR and with a two-year conference cycle, we can mail it 150 days prior to the conference.

The primary motivation behind creating a separate conference mailing was to make the material in the CAR more immediately relevant to groups and to remove the material that groups may find less significant to a separate mailing. Therefore, groups who wish to do so, can more easily delegate decisions about the material in the CAT. There are, however, groups and members who want to review the material in the Conference Approval Track. To make that easier, we've started including a small section here in the CAR reminding members that the CAT material will be mailed in January, giving a short overview of what will be included, and giving instructions on how to access it.

Last conference we tried an experiment and included motions in the CAT for the material that we knew would require motions at the conference, and we'll do so again this year. We didn't receive any complaints about doing so last conference, but honestly we didn't get much feedback at all about the experiment. Nonetheless, we'll do so again for this conference in case it's been helpful for some.

As for contents of the Conference Approval Track mailing, the NAWS Strategic Plan is always included. We revise the plan each cycle. It contains the broad objectives and goals we hope to reach over a long period of time as well as the approaches that we hope to undertake in the cycle ahead. Those approaches give rise to the project plans that are discussed and decided on at the conference. Those project plans and the NAWS budget are also part of the CAT material. These items together are the sort of infrastructure of NAWS work. They can be dense documents and not everyone will want to review them, but for those who are interested, the CAT material will be available for download.

The Conference Approval Track will be linked to from the conference page: www.na.org/conference just as the CAR will be. To ensure that only NA members have access to our budget and other CAT information, the material is password-protected. The user name is CP2012 and the password is WSC2012. The log in information will remain the same through WSC 2012 and conference related material will continue to be posted here. If you'd prefer, you can also purchase the Conference Approval Track material from world services just as you can purchase copies of the CAR.

Other Conference Preparations

For the last several conferences, we have asked, in the CAR, for any ideas to make this material easier to absorb, more interesting to members, and simpler to discuss and gather input on locally. We have made much progress toward a discussion-based conference, but we have a long way to go. We truly do welcome your ideas on how to continue to make progress.

All conference related material is always available from the conference page: www.na.org/conference. Links to the CAR and CAT will be there, as well as a link to the *Conference Report* when it comes out in March 2012.

In addition, there will be a link to a template for a regional report. One of things delegates do to prepare for the conference is to submit a report from their region (zones also often submit reports). As we mentioned earlier, we have started using a template to help standardize information and make it easier for delegates. We appreciate that most delegates have started using this form. It makes it easier for us to collate information and summarize the reports so that we can report back to you regional averages and collected information. You need not use the online form, but we encourage you to do so. You can download the template or send it to us in whatever form you like. The deadline for regional reports will be 1 March 2012. If we receive your report by then, we can make sure the information in it gets included in the summary we compile and publish in the *Conference Report*. The *Conference Report* also includes a day-by-day agenda of the conference with a description of each session and a tentative schedule of times.

That's a lot of material to read through and absorb. It's easy to feel overwhelmed by it all. One place you can get some support and discuss any challenges you may be facing is the conference participant bulletin board: <http://disc.na.org/wsc/index.php>. Here you can reach out to other participants and ask them what they think about issues and get advice about how to workshop material on a local level or best prepare for the conference. It's a good place to share your tips and positive experiences and ask questions.

We help each other in preparing for the conference, just as we help each other through the conference week. We believe in the power of our collective action. Inspired by our primary purpose, the work we do together is so much more than what we could do individually.

Service System

This *Conference Agenda Report* asks you to consider several different items about the Service System Project: the third draft of the Service System Proposals Report is contained in Addendum A and explains in detail ideas for possible improvements to our service system. This report is included in the CAR not for formal decision but to provide background information for the items which are included for decision here: the resolutions and straw polls.

There are eight resolutions related to the service system—as resolutions they don't require a specific action; they set a general direction for the project. Over the years since the Service System Project was approved at the 2008 World Service Conference, the board has presented a number of ideas for potential changes—some of which represent significant differences from the way we are currently structured or our current processes. Before developing an actual plan for transition and drafting the motions that will accompany it, it's important that we make sure there is actual agreement on the basic ideas—a service body devoted to group needs, geographically-based boundaries for service bodies, a purpose- and plan-based system, and so on. The resolutions which follow this essay are intended to measure this support.

In addition we have, for the first time, included straw polls in the CAR. As straw polls they are designed to measure support for some of the specifics of the proposals without making binding decisions at this time. Without a plan for transition it would be premature to decide on the details of the proposals, but it's important to measure the level of support for those specifics before moving forward. The board will use the results of the straw polls and resolutions to inform their work in the upcoming cycle.

Technically, decisions relating to the service system are “service related” and it's our practice to include those sorts of materials in the Conference Approval Track. Policy only mandates that we include a plan for the next phase of the Service System Project in the Conference Approval Track material and include motions for changes to the service system in the CAT material when those motions are framed in 2014. But it makes sense to us to include resolutions and straw polls related to the Service System here. We want to use the CAR to get a sense of how the fellowship as a whole feels about these ideas as soon as possible. Just as involving the fellowship early in the process of writing *Living Clean* resulted in a better book, we know that engaging as many people as possible earlier in the process of change will result in a more effective, stronger service system.

Background

Through the life of this project we've been reporting on its history and we aren't going to devote a lot of space to the history that pre-dates the project since there is already so much to absorb in this CAR about where we are right now. For more information on the history of the Service System Project (or any other aspect of the project), see the webpage: www.na.org/servicesystem.

Briefly then, the Service System Project grew out of an increasing awareness that some of our struggles in service (apathy, lack of mentorship and training, duplication of efforts, no atmosphere of recovery in service meetings, and so on) may require a

more holistic look at the service system as a whole to alleviate. For years at workshops and in input from Issue Discussion Topics, we have been hearing about, talking about, even lamenting, the same issues. At the 2008 World Service Conference we presented a plan for the Service System Project and that plan was renewed at the 2010 WSC.

Creating a Common Vision

The first major piece of work from the project was to create a “common vision for all NA services.” We used the NA World Services Vision Statement as a foundation, adding a bullet about the growth and fulfillment members feel from service and expanding the language to cover all service bodies, not just world services. The resulting “Vision for NA Service,” was unanimously approved at the 2010 WSC.

A Vision for NA Service

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- Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

Ideally: A Vision for NA Service focuses us on the same set of ideals—a shared, common vision.

First Draft Service System Proposals

With that common foundation laid, we drafted a set of proposals in August 2010 and distributed them as widely as possible. The proposals outlined our ideas about a revitalized service system (see Addendum A for the latest draft of the proposals). They talked about a “system” of service consisting of structure, process, people, and resources. The work that happens in such a system is collaborative and plan-driven. The service bodies themselves are formed deliberately. Their boundaries are logical, drawn along city, county, state, country, etc. lines. We proposed splitting the dual function of ASCs into two separate bodies, one devoted to discussing group needs and the other devoted to providing local services. We suggested that these local service bodies coordinate their efforts at state-, province-, or countrywide service bodies to make public relations efforts easier.

All of the ideas in the proposals, and these are just a few of them, were underpinned by four core principles: purpose-driven, group-focused, defined by geographical boundaries, and flexible. These ideas are foundational to all of the changes being proposed.

We posted these proposals on the web, announced them in our periodicals, held a series of weekend-long US workshops about them and did sessions at zonal forums and conventions in locations around the world.

We asked for input until 31 December on the first draft proposals and used that input together with our experiences at workshops and talking to members to make decisions about revising the proposals.

Changes in the Second Draft Proposals

Most of the changes to the proposals since they were first published are more “evolutionary” than “revolutionary.” In the second draft proposals we elaborated on how a local service body might work. Rather than monthly meetings focused largely on administrative matters, we suggested quarterly meetings focused on stages of the planning process. The day-to-day administration of service efforts would be handled by a local service board, project coordinators, and committees all overseen by the local service body as part of the quarterly planning sessions.

We also added a fifth “foundational principle,” collaborative. The notion that all elements of the service system work together to achieve our primary purpose is absolutely central to our thinking about what constitutes a “system,” and it seemed right to call out that idea as fundamental to the proposals.

Our thinking about some of the options that had been presented in the first draft proposals started to come into sharper focus. Initially we had presented two different possible ways to structure local services, but by the second draft proposals, fellowship input and our further thinking about quarterly planning meetings led us to recommend what we are calling the “two-track” model as the norm or standard. We also had initially offered two different seating models: seating by zones or seating based on state/national/province service bodies. The more we discussed it, the more we realized that changing to zonal seating needs to be further thought through. State/nation/province seating seems more realistic and it’s the model we are recommending at this time, as reflected in the resolutions.

Changes in the Third Draft Proposals

We released the second draft of the proposals in March 2011 and continued to collect fellowship input about the ideas and, of course, we had more discussions about the ideas in our meeting. Once again we have revised the proposal report draft, this time to be released with this *Conference Agenda Report*.

In addition to relatively minor changes to clarify points and update information, the third draft proposals have new material on zones and literature distribution and fund flow. We added diagrams to the appendix that gives examples of how the proposed structure might work in different contexts, and we added an explanation of how service body boundaries may be collaboratively determined.

Despite our many discussions and the several versions of the report we’ve published, there are still some aspects of the proposals that we know need more clarification and discussion—things like how to best sync planning cycles throughout the system; what to recommend for large states and nations that currently have several service bodies such as Brazil, Mexico, and California, for example; and further seating criteria beyond the state/nation/province criterion. These are among the details that we will

discuss in the cycle ahead, providing the project plan for work on a transition process.

In some respects this continues to be a work in progress despite there being resolutions and straw polls for consideration in this CAR. If we move forward to transition into a new system, aspects of the proposals will, no doubt, be refined and adapted. The proposals in this CAR represent our thinking at present. We look forward to continuing to refine them with your help.

What It Means to Be a Service *System* Not Just a Structure

What will remain constant, however, is the fact that we are talking about a service system, not just a new structure. As we mention above, that means that structure, process, people, and resources all work together to provide services and help the groups to carry the message to the addict who still suffers.

It also fundamentally means that the service work we do is cooperative and collaborative. Service bodies coordinate their efforts internally and with others throughout the system. As we discuss in the following essay on the resolutions themselves, this is why we are suggesting service body boundaries be collaboratively decided upon and no longer self-determined, so that collectively we can decide how services might best be delivered and how to most effectively serve all parts of a state, nation, or province.

Better collaboration and syncing of planning cycles will help make our communications more effective and eliminate duplication of services. We will be able to roll out workshop sessions, trainings, and other service efforts on a state- or nationwide basis more easily.

Our Second Tradition speaks to a leadership that is motivated by service not governance. We are all reading and deliberating about this *Conference Agenda Report* and the ideas before us in a spirit of service. Collaborative decision-making and service work are about a system not made for us but by us. We hope you will consider these resolutions in that spirit. As we've said over and over throughout the life span of this project, we cannot successfully undergo systemic change unless we work collectively.

Resolutions

These resolutions are the broad-based ideas about which we need to reach consensus before we can move forward in the transition to new service system. This is not the first time a *Conference Agenda Report* has included resolutions. When world services restructured, many of you may remember, we went through a similar process: First we presented a set of resolutions in the *Conference Agenda Report*. After those resolutions were voted on, a transition group was formed and, upon the basis of those resolutions, created proposals for fellowship consideration for world services to restructure. We are at a similar place now where we are offering a set of resolutions to be voted on to make sure we have agreement on the basic ideas that underpin the service system proposals. We will offer a plan for a transition project in the Conference Approval Track material and discuss the details at the World Service Conference. The results of the votes on these resolutions and the straw polls that follow will form the basis upon which we will move forward.

These are resolutions rather than “motions” because they are calling for an agreement in principle, but not for any specific action at this time. Motions call for specific actions; resolutions establish the conceptual foundation of any future change. If the conference adopts them, these issues will be “resolved”: The principles outlined in the resolutions will be binding insofar as they will determine the direction we will take in transitioning to a new service system. Adopting these resolutions does not, however, mean agreeing to any concrete action. If we are resolved, as a fellowship, to move forward in this direction, the results of the discussions, votes, and straw polls at this conference will help the board develop a set of motions for the 2014 CAR. These 2014 motions will call for specific actions.

The ideals described below are important principles we feel need to be realized to achieve our vision and be true to the spirit of the traditions and concepts. At the same time, we are attempting to design a system that is flexible and practical; variations in the application of the ideals laid out here are expected. For instance, while one of the agreements in principle below mentions consensus decisions, many service bodies will still want to use voting for elections. To give another example, seating by national/state/provincial boundaries is mentioned, but the cases of very large or small nations/states may differ.

Our Basic Text explains, “Everything that occurs in the course of NA service must be motivated by the desire to more successfully carry the message of recovery to the addict who still suffers.” These resolutions are offered in that spirit.

- Resolution 1. Our service efforts will be carried out through a system that includes structure, process, people, and resources.**
- Resolution 2. The service system is group-focused and includes a local-level body dedicated exclusively to addressing group concerns.**
- Resolution 3. Training and mentoring of trusted servants are essential functions of the service system.**
- Resolution 4. Service bodies are purpose- and vision-driven.**
- Resolution 5. Service bodies work together to utilize planning processes to organize and coordinate their efforts.**
- Resolution 6. Service bodies make decisions by consensus.**
- Resolution 7. The service structure includes local service bodies, state/nation/province service bodies, and intermediate bodies if needed. Service bodies follow established geographic boundaries. They are not self-determined, but are formed, based on need, through a collaborative planning process and agreement with other affected service bodies at the next level of service.**
- Resolution 8. State/national/province boundaries are the primary criterion for seating consideration at the World Service Conference.**

These resolutions are broad statements. As we mentioned above, in some respects, they are like the resolutions that were proposed in 1996 that led to the restructuring of world services. While the conference agreed to all of those resolutions, when it came time to create proposals for their implementation, it wasn't always obvious how to proceed. In some cases, people agreed to a broadly stated resolution but actually disagreed on what that resolution might mean concretely. Perhaps the most obvious example is the second item in Resolution A: which called for "a change in participation at a new WSC...to provide for equal representation from all geographic entities." There was overwhelming support for the resolution, but the transition group was really challenged when putting together proposals when they realized that there were so many different ideas about what "equal" might mean. They offered several proposals to the conference, but the WSC was never able to agree on a single model.

When putting together these resolutions we worried about the same sort of potential confusion. In fact, one could argue that these resolutions are even more potentially ambiguous because they are at the level of principle or philosophy. For instance, Resolution 7 above says that service bodies will be formed "through a collaborative planning process." Here we are trying to capture the idea that it may best serve the needs of addicts within a particular state or country, for instance, to take a holistic view of the state or country and make collective decisions about the borders of the service units within it. How the boundaries of local service units are determined would be a decision made, not just within each individual service unit, but through a discussion with neighboring service units and the next level of service. This would better ensure that all parts of the state, country, or province are served, even the remote or sparsely populated areas, and it would limit the duplication of service caused by the proliferation of service bodies within the same county or area code, for instance. Part of what is implicit in a service system, not just a service structure, is that service provision is something that is coordinated among bodies. Just as the bones in a skeletal system are connected and the planets in a solar system act in concert, the bodies in a service system are connected through communication, cooperation, and planning. This is a big change from how we do things now, and we're not at all certain that it's a change everyone will agree with. That's why we're offering Resolution 7. We think geographically bounded service bodies and collaborative decisions about boundaries is the best approach to carrying the message effectively throughout the state/province/nation, but we need to make sure there is agreement within the fellowship about this approach.

That's a lot of explanation for just one word ("collaborative") in one resolution. You see the challenge here: We've tried to make the resolutions as clear as possible, but there are a lot of implications to each of them. If you haven't read the service system essay in this CAR or the proposal report (Addendum A), we urge you to do so. We know that the CAR can feel like a long, dense document and not everyone reads every page, but we want to make a particular plea about the service system material. The proposal report outlines some of the specific ways those broad resolutions might shape a new service system. Reading (or rereading) the proposals will help provide some of the background to make an educated decision about the resolutions. We really need to know how the fellowship feels about these ideas. Sometimes we hear the protest "Why should I bother to vote? This is a done deal." Not so. We cannot move forward successfully in this project unless we have broad understanding and

agreement. These resolutions are designed to measure that, so please help us by letting us know what you think.

In addition to taking a vote on the general agreements in principle expressed in the resolutions, we would also like to gauge your level of support of some of the specifics outlined in the proposals. In order to create a proposal for a transition plan that reflects the wishes of the fellowship and to make sure we share a common vision of what those agreements in principle might look like in actual practice, we plan to take a number of straw polls on more concrete ideas. As with the resolutions, the items to be straw-pollled below will make much more sense if you have read the detailed descriptions in the proposal report. We have provided page numbers next to the items to be straw-pollled to make it easier to reference the relevant sections of the proposal report and get caught up.

We plan to straw-poll the ideas in the bulleted list below to get a sense of the fellowship's preferences about some of the specific ideas in the proposals. In those proposals, we've described a great deal of the specifics of what a new service system might look like. We don't yet feel like we are ready to vote on motions that are as specific as the following because we know that there are still details to be worked out and because we have not yet worked out all of the detail of how a transition to a new system might actually take place. We do, however, need to make sure that the basic ideas in the proposals have broad support. We've already spent several years (two conference cycles) and thousands of dollars on the work to date and now is the time we need to know whether there is agreement (or not) on the specific ideas being proposed. The results of these straw polls will help gauge the strength of your support and guide the board in the next steps in the process of developing and transitioning to a new service system.

Straw Polls

- A. There is a small, neighborhood-sized body devoted to group needs. This group forum, which is typically not part of the delegation stream, is informal in nature and operates through conversation not formal decision making. (See page 56 for a detailed explanation of the body devoted to group support.)**
- B. Groups send a delegate quarterly to a local service planning meeting. One of those quarterly meetings is a general assembly where all interested members are encouraged to attend and input is given to help plan service activities for the cycle. (See page 61 for a detailed explanation of the local service body.)**
- C. Services are coordinated by a local service board and carried out by members, committees, and project workgroups who report to that board.**
- D. Local service bodies follow county, city, or town boundaries, where practical. (They are much larger than the group forums mentioned above and in many cases larger than the current ASCs.)**
- E. The boundaries of those local service bodies are agreed to at the state or national level.**
- F. Planning cycles are synchronized from level to level (local to state to global) as well as across each level.**

- G. When service needs cannot be accomplished effectively by local service bodies and state/national/province bodies, an intermediate level of service can be added. (See page 64 for a detailed explanation of an intermediate service body.)**
- H. Most states, provinces, or countries have one state-, province- or nationwide service body that is responsible for state- or national-level public relations and coordinating efforts such as training across local service bodies. (See page 67 for a detailed explanation of state-, province-, and nationwide service bodies.)**
- I. Zonal boundaries are decided through a collaborative process with neighboring NA communities, other zones, and the WSC.**

A Vision for NA Service ends by assuring us, “Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.” We have faith that the group conscience spoken of in our Second Tradition and Sixth Concept will guide us in the direction best for NA. Change is difficult, and we’ve heard from many of you about strife in your communities or service bodies over the prospect of change or over the details of proposals (from world services and elsewhere). It is our sincere hope that this conference represents a turning point of sorts and that we can move forward in unity in the direction of whatever course the resolutions set for us.

“Honesty, trust, and goodwill are
the foundation of our service efforts,
all of which rely upon the guidance of a
loving Higher Power.”

A Vision for NA Service

Living Clean

Over the last several literature projects, we have worked hard to capture the fellowship's voice. We consider the draft of *Living Clean: The Journey Continues* (see Appendix B of this CAR) a great success by these standards. This is a different kind of book than we have written in a long time, and it took some different tools to bring it into being. This book absolutely belongs to the Fellowship—it is entirely a collection of our experience, strength and hope. From the very beginning, it was clear that if this book was to mean anything at all, it would have to depend on the wisdom of the Fellowship as a whole. After all, the therapeutic value of one addict helping another is without parallel—and it follows that the answers to all of our questions about recovery are contained in our Fellowship... somewhere.

This project, more than any we've taken on, called for every means we could think of to solicit experience from members around the world. We are a global fellowship now, and it would be impossible for us all to come together in person for centralized, face to face workshops. Nonetheless, technology is helping us come together to collect our experience, even if it's difficult for us to gather in one room.

For both *Sponsorship* and the Sixth Edition Basic Text, we devoted a full cycle to gathering fellowship ideas for the projects. For *Sponsorship*, we solicited ideas asking what people would like to see in the text. For the Basic Text, we distributed a survey about literature needs including revisions to the Basic Text. While we had varying success with these attempts, we have learned from each project. We have learned to reach out more effectively, and earlier in the process of development. We've gotten better at constructing questions and prompts that more clearly capture the fellowship's ideas about a project or topic. For each project we developed session outlines and encouraged local workshops. We started to devote a specific page on our website to each project while we were soliciting ideas and experience for the Basic Text. We used all of these ideas and more in putting together *Living Clean*.

We began with a few simple questions about "turning points" and challenges in recovery, and e-blasted that as a survey. Two primary things came out of those responses: the overall categories from which the outline was built, and a beginning of our "harvest of gems" from which the text was composed. The topics that recurred gave us a sense of what issues we struggle with as members and how we find a way through them. From here, the first outline of the book evolved.

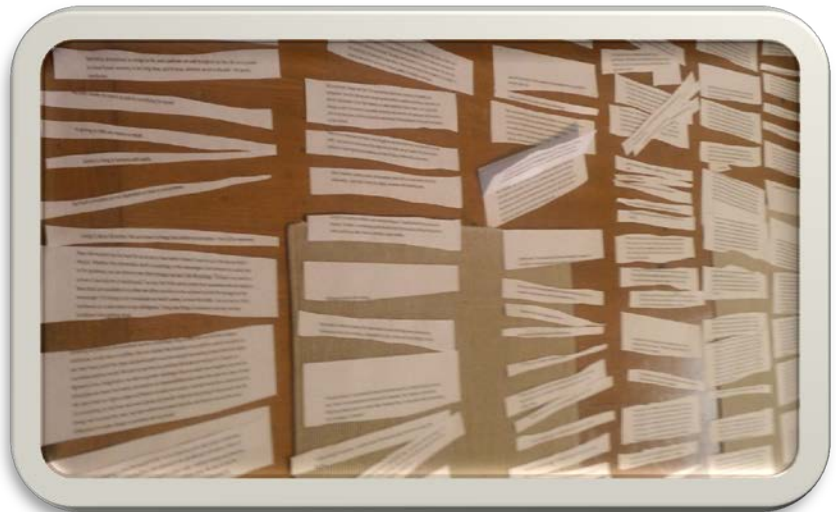
Once we had built that outline into a form that seemed to make sense and to make space for such wide experience, the workgroup began reading the input looking for "gems"—choice lines, situations, turns of phrase—anything that might be relevant to the work we were creating. As we got a sense of what that might be, we started looking elsewhere, as well—listening to convention tapes, reading letters to *The NA Way*, reading back through old drafts of our literature. We created some workshop templates for gathering input, and again the process was one of combing through and highlighting choice lines and new ideas.

We had thought in our early outlining that we could identify some issues or processes as markers of clean time (“at five years you get your head out of your....”), but what we found was that these markers simply were not universal. We let go of what had been a central organizing principle for the material because the experience shared by the fellowship showed us it was wrong. This is just one example of the ways in which early engagement by the fellowship helped guide and shape the first draft of *Living Clean*.

Overall, the process was one of weaving rather than writing. This was accomplished using two main tools: brainstorming software and scissors. Innovations in software allowed us to engage in an old process in a new way. It enabled us to work with fellowship input, “mapping” the input around general topic headings. The material was thus organized by idea rather than by story—and radically anonymized. It became virtually impossible to recognize a statement as belonging to a specific member, even a member with a really distinctive style. It also meant that the ideas and experiences of members from around the world could be “cooked down” to what was true for all of us—because when we put the ideas next to each other in this way, it was much easier to find the spiritual principles underpinning our experiences. We might have ten different ways of resolving the same issue—but all of us might find that honesty, integrity and compassion, for example, lead us to the one answer that is right for us.

Once we had a draft in basic prose, we then resorted to the old standby—tape and scissors. Arranging and rearranging the material, we were able, ultimately, to find a flow in the material that worked. The logic revealed itself as we went.

That happened often. Members would write in with input or experience and it was exactly right. Letting ourselves learn in the process meant that while we could use the outline as a guide, we couldn't be married to it; we had to let it change as we learned. As it developed, a reader pointed out that the chapters themselves were in the wrong order, that there was a progression to the material that we hadn't seen. We worried that it might be disorienting to some members to change the chapter order after the outline had been sent out, but in the end, that's really what review and input is for—to allow the fellowship to impact the draft, even if it's just one member with a great perspective who helps us see the material differently than we did before.



We also put together an online bulletin board which we used to solicit experiences about particular topics ranging from relationships to spirituality to physical health. Members participated in the discussion board from across the US, Saudi Arabia, Germany, and Israel. Sometimes workgroup members posed questions in the discussion to help fill a gap in our material, and sometimes they shared their own

stories here. In some ways the bulletin board enabled us to invite the fellowship as a whole into the workgroup process.

In the end, we believe all of these efforts to capture the voice of the fellowship resulted in a text that is almost magical. In the 2010 *Conference Agenda Report* we included an essay about our struggles to develop a more responsive literature development process. As we discuss in detail there, we have tried a number of different approaches to review and input, varying the process and timeline with each book, but what we've come to understand through the past few book projects, particularly with *Living Clean*, is the more we can get the fellowship involved in the early development of a text, the more the text as a whole can truly be shaped by our collective ideas and words rather than just fine-tuned by input on a completed draft. We hope to continue learning how to meet the challenge of literature development in a global fellowship and moving in the sort of direction indicated in the Carolina Proposal (see page 35). Despite the success of *Living Clean*, we still have much to learn. We began this essay with a statement that the answers to all of our questions about recovery are out there in the fellowship somewhere, but we are still learning how to access that wisdom—how to get it into the process of literature development. In all of our projects, we struggle on a basic level just to get the word out to the fellowship that the project exists at all. It's not always clear to those who do participate (including us sometimes!) exactly what we are looking for in the beginning, and even after the project is well underway, we could still improve the ways we use the tools we have—bulletin boards, workshop templates, and other tools to gather input.

In the end, however, we have a wonderful book. It's not clear that increasing the involvement of any one of us would have resulted in a text that better captures the wisdom of the fellowship. So while we hope to continue learning and improving the process, we are pleased with where we are.

Over and over, in working on *Living Clean*, we sought ways to express the wide range of experience in NA without being absolute and without being so careful that we took the power out of the message. And over and over, that brought us back to the spiritual principles on which our recovery is based. When we look for the similarities rather than the differences in our experience, whether we're sharing at a meeting or writing a book, we find what we share is always about the principles we practice and about the tools we use to learn them.

There are seven chapters in *Living Clean*. [These chapter descriptions are abbreviated from the more detailed descriptions of each chapter in the table of contents in the approval draft contained in Addendum B]:

Chapter One: Living Clean talks about finding the spark that makes our recovery an ongoing, rewarding, and exciting journey. For many of us, this is a shift from desperation to passion.

Chapter Two: The Ties That Bind focuses on our self-exploration: the changes to our identity and relationships; the growth of our acceptance, love, and faith; and the tools and principles that we all share. Together we rise to a point of freedom.

Chapter Three: A Spiritual Path explores the simple, practical experience of spirituality NA offers—spirituality not as a part of our lives, but as a way of life.

Chapter Four: Our Physical Selves addresses the way we treat ourselves in recovery, learning to find pleasure in being physically alive and aware—and facing our aging, our vulnerability, and our mortality.

Chapter Five: Relationships is, perhaps unsurprisingly, the chapter for which we had the most input or raw material. Our recovery is based in relationships, and most of us struggle with them in one way or another. This chapter addresses our relationships with one another in the rooms, our relationships with our families and with the families we create.

Chapter Six: A New Way of Life touches on some of our responsibilities as recovering people—education, work, money, stability, and “growing up.”

Chapter Seven: The Journey Continues is about the ways in which we continue to grow and evolve—through surrender, spiritual awakenings, being of service, and opening up to the spirit of love that surrounds us.

Living Clean is a special text that truly is *our* book. Everyone can really claim a piece of it. Someone who worked on the project observed, “The text is wiser than we are,” and that seems like a wonderful testimony to the Second Tradition at work. Just as our Second Tradition speaks of the ways in which we collectively are so much more than the sum of our parts, the approval draft of *Living Clean: The Journey Continues* is a testimony to the idea that “together we can.”

Motion 1: To approve the book *Living Clean: The Journey Continues* contained in Addendum B.

Intent: To have a book on the recovery journey available to our members.

Financial Impact: The cost of creating this material has already been incurred. The only additional costs that will be incurred by adopting this motion are initial production costs, which would be minimal.

***FIPT* Motions: Corrections, Bundling, and Electronic Versions of Texts**

In the “Literature Development” section of the last *Conference Agenda Report* we mentioned that we would like to begin a conversation about how to make minor changes to Fellowship-approved literature without having to wait two years and include a motion in the *CAR*. For the purpose of the *FIPT*, a minor change would be called a “non-substantive correction.” This means, in legal terminology, only changes to fix typographical errors, obsolete references, references to outdated literature, and similar corrections—nothing that would impact the original meaning of the Fellowship-approved text.

The examples we gave in the 2010 *CAR* essay had to do with updates to get rid of obsolete references in literature: The *Additional Needs* IP mentions “cassette tapes,” where now we would say “CDs,” or simply “recordings,” for example, and *The Loner* IP references *Meeting by Mail*. These sorts of updates are just common sense housekeeping matters to keep our literature useful and relevant to the fellowship. It doesn’t seem like they should require a motion in the *Conference Agenda Report*. Yet as it stands, we are bound to make a *CAR* motion and obtain a fellowship conscience on this sort of update or correction. In the case of an IP like *The Loner*, this would mean we would have to include an outdated piece of literature in the *Conference Agenda Report* in order to make a small correction. *The Loner* does not mention the internet, for instance, and so without a project to revise, it would not represent current practices, making it even stranger to include in the *CAR*.

On a similar note, the Sixth Edition of the Basic Text contains an obvious typographical error in one of the stories. In the second paragraph of the story “The Only Requirement” the text is missing the word “in.” The sentence currently reads, “The only difference was that there was something else going on their lives besides the daily struggle to score and stay out of jail.” It should say, “The only difference was that there was something else going on *in* their lives besides the daily struggle to score and stay out of jail.” Although we’ve discussed this type of issue at the last few conferences and wrote about it in the 2010 *CAR*, we are still a bit reluctant to make a simple correction such as this one, particularly in our Basic Text, without a clear decision at the conference.

The first motion below addresses correcting these kinds of errors and making simple updates to texts.

In addition to these sorts of corrections, we’ve been considering a couple of other kinds of revisions. First, we’ve talked about bundling, excerpting, and/or repackaging literature where there would be no changes to content. For instance, we’ve had requests to put together all of the material we have on the Fourth Step and make it available on a thumb drive—the *Working Step Four in NA* booklet, the relevant questions from *The NA Step Working Guides* and the chapters in the Basic Text and *It Works: How and Why*. In such a case, we wouldn’t make any changes to the texts themselves. We would just excerpt the relevant portions and combine them in one place, whether that’s on a thumb drive or some other format, clearly noting where each excerpt comes from. We often get requests for all of our material on a particular

subject, and it seems to make sense to be able to repackage, excerpt, or bundle literature in this way without necessitating a CAR motion, particularly because the texts themselves would not change.

The third type of revision we've talked about that we'd like to get a conscience on is the ability to create enhanced electronic or digital versions of texts. Current digital technology allows us to combine video, audio, or text clips from NA material that might or might not be Fellowship or Conference-approved with Fellowship-approved literature. For instance, material drawn from the Jimmy K archives, such as a video clip of the survivors group or an image of some hand-drawn drafts could be included in an electronic version of Fellowship-approved literature.

To offer a current example, we are in the process of developing an electronic version of the Basic Text, right now, but we are not able to offer any enhancements. If we had the ability to do so, we could, for instance, include a sound clip of Jimmy K reading some material in the text or related to the text. In such a case, we'd clearly label the material that was Fellowship-approved and the material that was part of the electronic enhancement. Or if we produced electronic versions of *It Works: How and Why* and *The Narcotics Anonymous Step Working Guides*, we could include hyperlinks within each text to the relevant sections in the other text, and we could number the questions in the SWG. Similarly, we could offer an electronic version of *Just for Today* where you could click on a quotation at the top of a page and bring up the whole paragraph from which the quote was taken.

Currently we're unable to include these sorts of enhancements without a motion in the CAR. In most cases, we wouldn't hold up the production of an electronic version of a text to get permission to add enhancements, so the effect of our current policy is simply to produce e-versions that are exactly the same as the paper copies without any supplemental material. We believe these sorts of enhancements add value to the text but we want to make sure the fellowship agrees.

Online Versions of Our Literature

As most of you know, we already have rudimentary electronic versions of our texts— .pdf files—posted online at www.na.org. We began posting these versions several years ago as an experiment to improve access to the available information about recovery in NA. We continue to give away or subsidize more than a half million dollars' worth of printed literature every year. Making electronic versions of our texts available on our website seemed like an easy way to help carry the message. The online texts were always intended to be for personal use, but the uses have extended well beyond the personal. Some people are distributing the texts through mass-emails. Our electronic versions of the texts are even being offered for sale online through public commercial sites.

In the face of the mass distributions and sales, we believe the responsible course of action is to remove the book-length .pdfs from our site and instead offer excerpts online, not the full text. This is action we are taking regardless of the outcome of the motions on the *FIPT*: We are including this update in the CAR to keep the fellowship advised on this upcoming change. To summarize, we will be replacing the full text of online books with an excerpt, either the table of contents or the first chapter, and we will be producing electronic or digital versions of the books for sale. We do plan to leave all IPs and booklets online in 41 languages in order to serve our members and

potential members. The question before the conference is simply whether or not the electronic versions will be enhanced as described above.

Conclusion

As we said in the last CAR, we didn't want to move to motions in new business on these sorts of issues without having a better sense of the fellowship's conscience. We wrote the initial essay in 2010 to encourage more of a conversation about the issue, but we have heard little—positive or negative. Now, two years later, it seems that the best way to get a sense of how the fellowship feels about allowing these sorts of housekeeping changes to Fellowship-approved literature without a specific CAR motion each time is, in fact, to offer these formal CAR motions to make the relevant policy changes.

As we state in the intent of the motions below, we would announce any such revisions in advance, perhaps through an article in *NAWS News*. We recognize that regardless of how the law establishes “trustor” and “trustee,” trust in a spiritual sense depends on clear communication. We offer these motions now because we believe that trust in our fellowship has increased to the degree that these sorts of revisions might be possible without having to wait two years and involve a fellowship and conference conscience.

Motion 2: To allow the World Board to make non-substantive corrections to Fellowship-approved literature which do not impact the original meaning of the Fellowship-approved text and which fix typographical errors, obsolete references, references to outdated literature, and other similar corrections. The World Board will announce such corrections in advance of publication.

Intent: To allow corrections to literature that do not impact the original meaning of the Fellowship-approved text to be made without necessitating a fellowshipwide vote. Any corrections of this type to be made in Fellowship-approved literature would be announced in advance.

Policy Affected: This action would directly amend the operational rules of the *Fellowship Intellectual Property Trust* [Note: Motions 2-4 add language to the same article and section of the *FIPT* in some cases, so the precise placement of this language in the paragraphs involved may differ slightly from what is shown here, depending on the disposition of all three motions.]:

ARTICLE 2, SECTION 5: NATURE OF OWNERSHIP OF THE TRUST'S COPYRIGHTED RECOVERY LITERATURE

The creation of all new or revised Trust literary properties will be commissioned by the Trustor, either directly or through a subordinate board or committee of the World Service Conference. The process used to create those properties, from commencement to conclusion, will be under the constant control of the Trustor, exercised directly or by a subordinate board or committee of the World Service Conference. The Trustor authorizes the Trustee to make non-substantive corrections to Trust literary properties as those needs arise, so long as the Trustee provides prior notice of such proposed corrections to the fellowship. Individuals who take part in the creation of those properties will do so as employees of either the Trustor or the Trustee, whether salaried or volunteer, with full knowledge of the commissioning and controlling interests of the Trustor. No individual participant in any project designed to

create or revise Trust recovery literature will retain any claim of copyright with respect to their contributions thereto. The ownership of these Trust Properties will be registered in the name of the Trustee.

ARTICLE 4, SECTION 7: TRUSTEE AUTHORITY WITHOUT NOTICE OR PERMISSION

In the absence of the Trustor's specific direction to the contrary, the Trustee may make the following decisions relative to administration of the Trust without prior notice to or permission of the Trustor:

1. The Trustee has complete discretion as to the manufacturing format of products generated from Trust Properties, including appearance, design, typeface, paper grade, binding, cover, ink, or other material.
2. The Trustee has complete discretion in the management of all affairs related to the perpetuation of the Trust's business, including contracts, leases, licenses, covenants, manufacturing specifications, inventory and production quantities, distribution and marketing policies and programs, and pricing of products generated from Trust Properties.
3. The Trustee has the complete discretion to make non-substantive corrections to Trust literary properties as those needs arise.

ARTICLE 4, SECTION 8: TRUSTEE OBLIGATION FOR NOTICE AND APPROVAL

Other than alterations that consist of non-substantive corrections, the Trustee must notify the Trustor at least ninety days prior to any given biennial World Service Conference meeting of the Trustee's intent to publish or otherwise manufacture a product based on an alteration of any Trust Property. The Trustee may not publish or manufacture such a product prior to receiving the Trustor's approval at that biennial meeting. For such a proposal to be approved, two-thirds of the regional delegates recorded as present in the WSC roll call immediately prior to the vote must vote "yes" to the proposal. Where an alteration consists of a non-substantive correction, the Trustee shall provide prior written notice to the Trustor of its intent to publish that product.

Motion 3: To allow the World Board to bundle, excerpt, and repackage Fellowship-approved literature without changes to the texts themselves. The World Board will announce these actions in advance of publication.

Intent: This would allow literature or portions of literature to be combined so that members who were interested in a particular topic could more easily access all of the material on that topic in one place.

Policy Affected: This action would directly amend the operational rules of the *Fellowship Intellectual Property Trust* [Note: Motions 2-4 add language to the same article and section of the *FIPT* in some cases, so the precise placement of this language in the paragraphs involved may differ slightly from what is shown here, depending on the disposition of all three motions.]:

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1. The Trustee has complete discretion as to the manufacturing format of products generated from Trust Properties, including appearance, design, typeface, paper grade, binding, cover, ink, or other material.
2. The Trustee has complete discretion in the management of all affairs related to the perpetuation of the Trust's business, including contracts, leases, licenses, covenants,

manufacturing specifications, inventory and production quantities, distribution and marketing policies and programs, and pricing of products generated from Trust Properties.

3. The Trustee has the authority to bundle, excerpt, and repackage Trust Properties.

ARTICLE 4, SECTION 8: TRUSTEE OBLIGATION FOR NOTICE AND APPROVAL

Other than alterations that consist of bundling, excerpting, and/or repackaging Trust Properties, the Trustee must notify the Trustor at least ninety days prior to any given biennial World Service Conference meeting of the Trustee's intent to publish or otherwise manufacture a product based on an alteration of any Trust Property. The Trustee may not publish or manufacture such a product prior to receiving the Trustor's approval at that biennial meeting. For such a proposal to be approved, two-thirds of the regional delegates recorded as present in the WSC roll call immediately prior to the vote must vote "yes" to the proposal. Where the alteration consists of bundling, excerpting or repackaging Trust Properties, the Trustee shall provide prior written notice to the Trustor of its intent to publish that product.

Motion 4: To allow the World Board the ability to create and approve enhanced electronic or digital versions of texts that include supplemental materials or connections to other NA materials. The World Board will announce such enhancements in advance of publication.

Intent: To allow supplemental material such as sound files, historical images or texts, and hyperlinks to other NA materials, to be included within an electronic or digital version of a text with clear labeling indicating what is Fellowship-approved and the source of any additional material.

Policy Affected: This action would directly amend the operational rules of the *Fellowship Intellectual Property Trust* [Note: Motions 2-4 add language to the same article and section of the *FIPT* in some cases, so the precise placement of this language in the paragraphs involved may differ slightly from what is shown here, depending on the disposition of all three motions.]:

ARTICLE 2, SECTION 5: NATURE OF OWNERSHIP OF THE TRUST'S COPYRIGHTED RECOVERY LITERATURE

The creation of all new or revised Trust literary properties will be commissioned by the Trustor, either directly or through a subordinate board or committee of the World Service Conference. The process used to create those properties, from commencement to conclusion, will be under the constant control of the Trustor, exercised directly or by a subordinate board or committee of the World Service Conference. Individuals who take part in the creation of those properties will do so as employees of either the Trustor or the Trustee, whether salaried or volunteer, with full knowledge of the commissioning and controlling interests of the Trustor. The Trustor authorizes the Trustee to make enhanced electronic or digital versions of texts including supplemental material or connections to other NA materials so long as the Trustee provides prior notice of such proposed enhanced versions of texts to the fellowship. No individual participant in any project designed to create or revise Trust recovery literature will retain any claim of copyright with respect to their contributions thereto. The ownership of these Trust Properties will be registered in the name of the Trustee.

ARTICLE 4, SECTION 7: TRUSTEE AUTHORITY WITHOUT NOTICE OR PERMISSION

In the absence of the Trustor's specific direction to the contrary, the Trustee may make the following decisions relative to administration of the Trust without prior notice to or permission of the Trustor:

1. The Trustee has complete discretion as to the manufacturing format of products generated from Trust Properties, including appearance, design, typeface, paper grade, binding, cover, ink, or other material.
2. The Trustee has complete discretion in the management of all affairs related to the perpetuation of the Trust's business, including contracts, leases, licenses, covenants, manufacturing specifications, inventory and production quantities, distribution and marketing policies and programs, and pricing of products generated from Trust Properties.
3. The Trustee has complete discretion to create enhanced electronic or digital versions of Trust Properties that include supplemental materials and connections to other fellowship materials.

ARTICLE 4, SECTION 8: TRUSTEE OBLIGATION FOR NOTICE AND APPROVAL

Other than alterations that consist of enhanced electronic versions of the Trust Properties, the Trustee must notify the Trustor at least ninety days prior to any given biennial World Service Conference meeting of the Trustee's intent to publish or otherwise manufacture a product based on an alteration of any Trust Property. The Trustee may not publish or manufacture such a product prior to receiving the Trustor's approval at that biennial meeting. For such a proposal to be approved, two-thirds of the regional delegates recorded as present in the WSC roll call immediately prior to the vote must vote "yes" to the proposal. Where the alteration consists of an enhanced electronic version of Trust Properties, the Trustee shall provide prior written notice to the Trustor of its intent to publish that product.

WCNA Rotation

Those of you who keep up with world service news know that the World Convention of Narcotics Anonymous has been an issue in terms of attendance, profitability, and effective planning, for some years now. There are many rumors floating around about this event so we will try to provide a snapshot of the WCNA financial history here. These figures do not include WCNA 34 in San Diego since we are still reconciling this event. It takes at least 90 days before all bills are in and paid. We will report this event as soon as we have the final figures.

For the last ten world conventions, not counting WCNA 34, NA World Services has realized a total net profit of slightly over \$358,000. For the last five conventions, NA World Services shows a total net loss of just over \$10,000. The two most significant factors for that loss are WCNA 32 and 33. For WCNA 33 the WSC-approved budget projected a net loss of \$158,453. Due to the economics of the world at that time and the fact we took on a new and far reaching PR campaign for this event in Spain, a decision we reported extensively, our actual loss was \$212,895. The PR campaign continues to prove its worth, but that is another story for another time. Our most dramatic loss, which has been reported and discussed extensively, was WCNA 32. Our net loss for this event was \$596,000, primarily due to the fact that only about 9,000 people chose to attend and we had contracted space for far more attendees more than five years earlier based on past statistics.

The trend of WCNA financial loss is distressing. The World Convention of Narcotics Anonymous has become both a celebration of our collective recovery and a fellowship development activity. It is not planned as a fund raiser but ideally it should at least break even financially. Of course, holding a global event such a world convention, where thousands of members from dozens of countries attend is one way to invest in our vision and at times deliberate fellowship development decisions are made as happened in Spain. And even then our hopes are to find a way for the event to minimally break even.

We did some things differently for this last convention—we made the convention a registration-required event and we more strongly encouraged pre-registration—that helped the financial outcome of the event. Nonetheless, attendance is down at world conventions in general, and we find it increasingly difficult to plan a successful event with an unpredictable population and an attendance hovering in the 10,000 to 20,000 range. We are at a very difficult size for a convention—what meeting planners call a “tween.” We are obviously far too large for a hotel to handle but we are not really large enough to profitably deal with most convention centers without raising registration prices to an amount that would be intolerable for most of our members.

The reality is that the world convention competes with well over 1,000 other NA events in the US annually. People are forced to make a decision, and with tougher economic times it seems an increasing number of members are choosing local events over WCNA. We believe every two years is too frequent for the world convention; WCNA may not be a unique enough experience for people to prioritize every two years. Our registration numbers at WCNA 34 in San Diego this past September seem to bear that out; registration numbers were slightly less than they were eight years ago in the same city for the 50th anniversary of Narcotics

Anonymous. Furthermore, regardless of the number of registrations, world services puts a tremendous amount of financial and human resources toward the world convention. These factors together seem to point to the wisdom of a less frequent world convention. By holding the convention less often, we can, we hope, make it more of a special occasion members may have a higher desire to prioritize.

We are proposing a three-year schedule rather than our current two-year schedule. We are also proposing alternating US and non-US locations, so that WCNA would be in North America every six years and outside North America every six years. The current WCNA rotation schedule and explanatory text in *A Guide to World Services in Narcotics Anonymous* is as follows in the box below:

World Convention Zone Rotation Plan		
Historically, the world convention has usually been held the first weekend in September, which is the Labor Day holiday weekend in the USA. However, the World Board retains the right to set the date of the world convention as appropriate. WCNA will be held every two years.		
Year	Zone	Actual Site
2011	Western North America	San Diego, California, 1–4 Sept 2011
2013	Eastern North America and the Caribbean	Philadelphia, PA, 29 Aug–1 Sept 2013
2015	Central and South America	
2017	Western North America	
2019	Eastern North America and the Caribbean	
2021	Asia, Middle East, and Africa	
2023	Western North America	
2025	Eastern North America and the Caribbean	
2027	Europe	
The current rotation plan will either continue or a new rotation plan will be presented to the conference in sufficient time for planning for the site of the 2029 World Convention.		
There are two zones in the US and Canada, as well as zones in Asia-Pacific-Middle East-Africa, Europe, and Central and South America. Rotation for WCNA is based on every third convention being held outside of North America.		

The next world convention is set for 2013 in Philadelphia, and we are currently finalizing plans for WCNA 36 in 2015 in Latin America. This proposed rotation would, thus, take effect in 2018. If the conference approves the motion the board is offering, the scheduling and rotation would look like this:

<u>Year</u>	<u>Location</u>
2018	North America
2021	Asia/Middle East/Africa
2024	North America
2027	Europe
2030	North America
2033	Central and South America

This three-year rotation is what we feel is in our best interest at this time but may prove to be something else in the future. By no means are we trying to create a binding rule for all time; we are just trying to take the next step in an evolving process. We would like to try this new rotation schedule with the awareness that we may need to revisit the issue as a conference at some point. We do believe this would be a step in the right direction. This rotation schedule maintains the current goal of having an event outside of North America every six years but reduces the frequency in the US.

Revisions to *A Guide to World Services in Narcotics Anonymous* are accomplished through motions that normally are part of the Conference Approval Track material, but we know the World Convention of NA is very important to our members so we are including the proposed change here in the CAR to make sure as many members as possible can discuss and weigh in on the issue.

Motion 5: To hold the World Convention of NA every three years, beginning 2018, alternating North American and non-North American locations, as follows and contained in the revised World Convention Map contained in Addendum C.

<u>Year</u>	<u>Location</u>
2018	North America
2021	Asia/Middle East/Africa
2024	North America
2027	Europe
2030	North America
2033	Central and South America

Intent: Considering the trend of decreasing attendance and a changing global economy, to decrease the frequency of the World Convention of NA, thereby making it a more special event.

Policy Affected: This action would directly amend the following portions of *A Guide to World Services in Narcotics Anonymous*:

World Convention Zone Rotation Plan		
Historically, the world convention has usually been held the first weekend in September, which is the Labor Day holiday weekend in the USA. However, the World Board retains the right to set the date of the world convention as appropriate. WCNA will be held every two <u>three</u> years.		
Year	Zone	Actual Site
2011	Western North America	San Diego, California, 1–4 Sept 2011
2013	Eastern North America and the Caribbean	Philadelphia, PA, 29 Aug–1 Sept 2013
2015	Central and South America	
2017	Western North America	
<u>2018</u>	<u>North America</u>	
2019	Eastern North America and the Caribbean	
2021	Asia, Middle East, and Africa	
2023	Western North America	
<u>2024</u>	<u>North America</u>	
2025	Eastern North America and the Caribbean	
2027	Europe	
<u>2030</u>	<u>North America</u>	
<u>2033</u>	<u>Central and South America</u>	
The current rotation plan will either continue or a new rotation plan will be presented to the conference in sufficient time for planning for the site of the 2029 <u>2036</u> World Convention.		
There are two zones in the US and Canada <u>are zones in North America</u> , as well as zones in Asia-Pacific-Middle East-Africa, Europe, and Central and South America. Rotation for WCNA is based on every third <u>other</u> convention being held outside of North America.		

Issue Discussion Topics

We do not have any new Issue Discussion Topics to propose in this *Conference Agenda Report*. As we've done at the past several conferences, we will present topics at the WSC itself. We did, however, want to briefly mention the 2010–2012 Issue Discussion Topics because they were released late in the cycle, and we suspect they may not have received as much attention as they deserve.

In May 2011 we sent out copies of session profiles and PowerPoints for three IDTs: A Vision for NA Service, In Times of Illness, and Self-support. As with all of our IDT resources, these outlines and PowerPoints are also posted on the web on our IDT page: http://www.na.org/?ID=2011_IDT.

In the past, we've often used Issue Discussion Topics as a way to gather new information. The input we've collected has led to tools like the Building Strong Home Groups worksheet and the *Disruptive and Violent Behavior* service pamphlet. This cycle, the IDTs are a bit different. These topics are more about stressing new work than about gathering new information.

The three Issue Discussion Topics for the 2010–2012 cycle concentrate on resources newly approved at the 2010 World Service Conference. We feel that these resources and the topics they center on are central enough that focusing the IDTs on them was a good way to increase fellowship awareness of these resources—our new Vision for NA Service, the newly revised booklet *In Times of Illness*, and the new self-support IPs—and encourage fellowship discussion of the issues they address. We all have to find ways to make the “new” vision statement central to our service efforts, and to continue to try to shift our reliance from fundraisers and literature sales to member contributions. We would love to hear any input you have on these topics—challenges, success stories, or otherwise. We consider IDTs an example of our critical partnership and line of communication with delegates and their communities.

A Vision for NA Service

One of the first tasks of the Service System Project was to draft a vision statement for all NA service. The end result, A Vision for NA Service, was unanimously approved at WSC 2010. Adapted from the NA World Services Vision Statement, which it replaced, A Vision for NA Service focuses our service efforts so that we are all working toward the same set of ideals—that “every addict in the world has a chance to experience our message in his or her own language and culture,” to name one.

The IDT session about A Vision for NA Services asks members to look closely at the various parts of the vision statement and discuss how we can better work toward each of the ideals it expresses.

In Times of Illness, Revised

Also approved by unanimous consent at WSC 2010 was a revision to *In Times of Illness*. The revised booklet uses the original as a framework, shifting, updating, and adding content. New sections in the booklet address mental health issues, chronic illness, chronic pain, terminal illness, and supporting members with an illness. The booklet also has updated and expanded material in the sections devoted to

members informing healthcare professionals of their addiction, medication in recovery, and emergency care.

The IDT session invites members to draw on their own experiences and the material in the booklet to discuss some of the challenges *ITOI* addresses: dealing with illness, injury, medication, and supporting other members when they face similar circumstances.

Self-Support Sessions

Again, this IDT centers around material approved at the 2010 WSC: IP #28, *Funding NA Services* and IP #24, *Money Matters: Self-Support in NA*, which replaced our previous IPs *Self-Support: Principle and Practice* and *Hey, What's the Basket For?* These new IPs are intended to raise awareness about the need to contribute enough to pay for the services that support our groups and NA worldwide. It may sound overly ambitious, but we hope for a change in our culture over time, so that we can shift from a reliance on events, literature sales, and fundraisers and instead, support our services through member contributions. Of course, that's an ambitious goal, but we believe it can happen, and these IPs and the IDT sessions that focus on them are meant to be a step in that direction.

We put together two separate sessions for self-support. One of the sessions is a simpler discussion of the principles of self-support, including how we each participate individually and why it is so important to our groups and services. The second session offers a more in-depth look at the contents of the self-support pamphlets approved at the conference. We sent out both session outlines and posted them each online so that trusted servants can choose which seems most appropriate for their workshop.

Looking Ahead

The World Service Conference serves both to approve (or not) the work that has been done over the last two years, and to agree on and help plan the next two years. In this respect, the *Conference Agenda Report* represents both the end of one cycle and the beginning of another. This CAR therefore asks you, among other things, to consider the draft of *Living Clean: A Journey Continues* as well as the work of the Service System Project over the last several years. The decisions you make about the service system resolutions will “resolve” issues that will help frame the work that will be done on the Service System Project during the next two years.

It’s like that line in the Basic Text: “The steps do not end here. The steps are a new beginning!” (Basic Text, “How It Works,” Step Twelve). This CAR does not simply evaluate work that has been done; it helps to lay the foundation for the work in front of us. The results of the resolutions, straw polls, and discussions about the Service System Project at this conference will all be considered by the World Board if we are to develop a transition plan. We know that this CAR contains a lot of difficult material on the subject. However, understanding and making decisions about the items before us at this conference may prove to be relatively easy compared with the developing a transition plan and, if it’s approved at the 2014 conference, undergoing that transition. We continue to need “all hands on deck” for this project. It affects us all, and we cannot be successful unless we are unified in our efforts.

As conference veterans know, the CAR is the first in a series of materials related to the conference. The Conference Approval Track material will be mailed by 28 January, and will contain the budget and project plans, as it always does. Included in the project plans will be a transition plan for the Service System Project, a project plan for workshops with particular emphasis on developing effective affordable workshops, and a two-cycle project for a traditions workbook, with the first cycle devoted to gathering fellowship input to help determine what sort of approach to take to such a text.

We would also like to increase our public relations presence next cycle. We have cut back on our PR efforts substantially since we have been experiencing such difficult times financially, but we don’t feel we can continue to cut in this area. We plan to continue our attendance at professional events and our interactions with researchers. We’d also like to better target professional audiences and possibly work on some more “basics” tools—fellowship development and outreach basics.

For many cycles we’ve had a project plan for service material included in the CAT material. We would like to work on an events handbook. We recognize that we have been without an up-to-date handbook for too long now. But frankly, we don’t think that we will have the resources, human or financial, to start on this project in the foreseeable future. This is one of many service tools that is long overdue. Perhaps we will be able to take it on after the next conference.

Other things to be on the lookout for in the near future: We will be including some information about the results of our literature survey in the *NA World Services, Inc. Annual Report* and the *Conference Report*. We are working on revising the template for the regional reports to help us capture more relevant information.

In short, there is much going on and much coming up. There's always so much more we could do... Inspired by our primary purpose, we really can accomplish amazing, even "impossible" things together. We look forward to a productive and inspiring conference.

Regional Proposals

At the 2010 World Service Conference, participants unanimously supported an experiment for WSC 2012 that would replace regional motions with a process for discussion of ideas from regions. This experiment was to cover both regional motions in the CAR and in new business. As a result, what you are seeing here is a section with regional proposals rather than motions.

This is the latest step in our continued direction toward a consensus-based conference.

Background on a Consensus-based Conference

Since the 1990s the WSC has been moving toward a discussion-based conference with strategic planning at its core and away from a conference dominated by motions and parliamentary procedure. Increasingly, most of the conference focused on open discussion designed to shape the short term and long term goals of the strategic plan and direct the World Board in the further development and execution of that plan. Business sessions have become a small part of the conference week.

The conference has repeatedly asked for the principles of consensus to be incorporated further into the decision-making processes. As a result, there are now discussion sessions preceding each business session which allow full participation and discussion of motions without the strictures of *Robert's Rules*. Consensus is sought and measured through straw polling. These sessions support the consensus principle of ensuring that all voices are heard and those proposals before the conference can be modified as necessary to better reflect the consensus of the body before they are considered in a business session.

Additionally, the board has used discussions at workshops, articles in *NAWS News*, online discussion boards and input from the fellowship to help shape the elements of the strategic plan. The proposals in the CAR have, in this sense, nearly always been shaped by consensus going into the conference.

As for regional motions, the board has long been saying let's figure out how to discuss regional ideas within the discussion-based, consensus-based culture of today's conference. We have initiated a process by which project ideas could be directly submitted to us. We've invited regions to begin discussion on the various boards on the NAWS website, to bring up concerns and ideas in workshops, to e-mail the board about them. The board then considers all of this in developing issue discussion topics, session profiles for workshops, and project proposals for consideration at the conference.

We hope that the process of discussing ideas and proposals rather than debating motions will bring the spirit of consensus to the conference to discuss these proposals.

WSC 2012

Eventually, we would like to be able to apply this sort of discussion process toward more than just regional motions and proposals. Conference policies related to NAWS motions on things like budget or recovery literature are more involved and do not contain "new" ideas, so undertaking a discussion process rather than a motion

process is a slightly different enterprise. For now, however, this is a first step. We look forward to talking with conference participants about how the process went and learning from that input to continue to refine the process.

Regions submitted the following proposals just as they would have, in the past, submitted motions. It seemed to be an easy enough process for the regions who submitted and happily we didn't receive any negative feedback about it.

The process of considering these proposals, both on a local level and at the conference, of course, will differ from simply voting yes or no on a motion. At the conference we will discuss and perhaps refine these ideas and measure support for them among conference participants. As we've reported in *NAWS News*, we may try a process to somehow weight the ideas in the proposals and see which seem to have the greatest support of the fellowship. Ideas with enough support may be moved into the planning process where action might be taken on them or we would simply report back about them.

A similar process would take place during new business where new ideas that arise in the creative mix of the conference could be submitted during the conference week and then discussed and straw polled during the new business discussion but not included during the new business session itself for formal decision.

The board will continue to use the wrap-up session at the conference to seek consensus on matters that rise to the level of a decision that the conference clearly wants to make, just as the idea that resulted in this proposal was in 2010. The board will clearly state its understanding and intent on the matter, and we will seek consensus through a discussion and straw polling process.

Matters that require a change in conference policy will be carried forward to the following conference through the CAR and CAT processes as appropriate for action in the business session of the conference.

Please remember that this is simply a first step and will require discussions at WSC 2012 about what worked well, what did not, and what we would like to see handled in this way for the future.

Proposal A: Carolina Region: For the Fellowship of NA and the WSC to consider a proposal for the creation of Written Service Material dedicated to assisting the members of NA as a whole on (1) how to actively participate in literature and publication projects as well as (2) to have resource material available in providing guidance for the development of Literature and Publication processes locally.

Intent: To enhance and broaden fellowship service material for the development, input, and review processes of our printed publications: Informational Pamphlets (IPs), Service Related IPs, Books, Booklets, Service Manuals/Handbooks, Journals, Newsletters, and other written materials for the good of the NA Fellowship.

Regional Rationale: NA literature, written by addicts and for addicts, speaks volumes to members and for members, but there is currently no service material for these efforts of involvement. The 2010 CAR had 4 motions to define

consistency, and a WSC session discussion helped clarify these same processes in place today, however, ambiguity remains regarding global fellowship involvement.

How can we provide best practices and examples for collecting content effectively and conducting various workshops in local communities?

What are some examples of the different literature project life cycles? Can we illustrate proposal and idea submissions, project planning, feedback processes and methods, source material preparation, project team workflow, fellowship review and input, draft preparation processes, priority and decision making processes

What are best practices for developing local resource material?

Provide material that describes our publications and associated development processes for: Fellowship-approved, Conference-approved, Board-approved as well as publications such as NA Way Magazine, NAWS News and Bulletins?

Literature development projects can create venues that encourage membership participation in worldwide projects. Group involvement instills a sense of ownership and consensus that many see lacking in service efforts for NA as a whole. Connection and participation limit "us and them" thinking. Broadly tapping the vast wealth of experience and spiritual conscience in our Worldwide Fellowship through enhanced participation and communication could bring greater consensus, diversity, and richness to all our Literature/Publications initiatives. It is our hope that more members from around the world contribute to the process of all our literature and publications.

World Board Response: This proposal joins what has been an ongoing conversation we've been having about literature development. It's an exciting time to think about participating in literature projects because the way the fellowship's voice can best be captured seems to be changing. Time was that we would use review and input as the primary opportunity for the fellowship to affect a piece of literature, but for the most part, input on a fully drafted text tends to fine tune the text rather than fundamentally shaping the content. We've been experimenting with a variety of methods to increase fellowship participation in literature creation earlier in the process. The past several literature projects have used bulletin boards, workshops, focus groups, and more—increasingly effectively. The fellowship has been able to shape the direction of projects better and better, actually contributing words and ideas on the front end of a project, not just weighing in on or polishing an already-constructed piece. The *Living Clean* essay in this CAR (see page 16) tells more of this story of how literature development is evolving.

The process has been different for each project, but we are learning more and more about what seems to work and what is less effective. We've also seen increasing numbers of members, particularly members outside the US, respond to our surveys about literature needs. Carolina's proposal is right in line with this enthusiasm and evolution. We agree that certainly our service material hasn't kept pace with these changes in literature development. The

need expressed here is real, and every cycle we include a project plan for service material along with the other proposed projects. The 2010 World Service Conference approved a Service Materials Project Plan that talked about the urgent need for a convention and events handbook, and our sense of that priority hasn't changed over these two years. But the reality is we are still short on resources—money, people, and time—to accomplish most of these projects. We like this proposal and we are moving in this direction. With each project we have tried to utilize more methods for fellowship involvement and have tried to make it easier to participate, for instance, by putting tools on the web or using workshops and bulletin boards. But our ideas are still evolving and we don't really have the resources to prioritize this as a formal tool or collection of tools at this time.

Proposal B: Hawaii Region: To produce a book-length publication called 'The NA WAY: Celebration Edition' comprised of a compilation of articles published in the NA WAY 1982-2012.

Intent: The publication of a book length piece literature featuring the selections of message(s) of recovery illustrated by already reviewed and published articles contributed by members to the past 30 years of Recovery in the NA Way.

Regional Rationale: The NA WAY magazine celebrates 30 years of publication in 2012. Many articles in the magazine are personal narratives of members experiencing recovery in their daily lives. A significant number of these articles address issues in recovery that are not described elsewhere in our literature in the narrative form. In narrative or story form, these articles can serve as a complement to the *Living Clean: The Journey Continues*. In addition, the articles published in the early days of the NA WAY are valuable for their historicity as they describe the recovery process and growth of NA in a unique era. Some articles offer profound exposition on key concepts of recovery and have value as informative essays. Taken as a whole, the NA WAY has published many experiences of members ranging from the humorous to the deeply spiritual. Because of this, a published compilation of articles selected from the rich library of the NA WAY could further the message of recovery in the compilation proposed.

Furthermore: The NA WAY throughout its history has been directly supervised by the World Conference using several different processes. Articles published in the NA WAY are not conference-approved literature, but rather can be viewed as conference-reviewed literature. As such, they have passed the test of maintaining fidelity to our Steps/Traditions/Concepts. In contrast to a literature project that has to be developed from the ground up, the proposed NA WAY collection would include a corpus of works that have already benefited from editing and review.

In summary, the intent of this motion is to republish articles reflecting the recovery experience of NA members in a book form to further carry the message of recovery. A secondary intent is to create a book-length publication using a very cost-effective manner.

Board Response: This proposal generated a good discussion in the board meeting. As a result, we are planning to introduce a “flashback feature” perhaps in the electronic version of *The NA Way* where we could republish some of the magazine’s previous articles on an ongoing basis.

We do not, however, believe that a book-length compilation is a good idea at this time. While it’s true that republishing *NA Way* articles would be less labor intensive, in some respects, than developing new material for an NA project, such an enterprise is actually not as cost-effective as one might think. The expenses associated with editorial choices, the production process, and the actual publication materials themselves are not negligible. This may not be the most prudent use of funds, particularly considering that the *Living Clean* draft, as well as the personal experience in the Sixth Edition Basic Text, already address many of the topics of *The NA Way* articles. In addition, this idea wasn’t raised by anyone in our recent literature survey. We feel it’s our responsibility to prioritize the strongest literature needs first.

Proposal C: Tejas Bluebonnet Region: For Board Approved Literature be clearly marked on front “Service Related Material” and not intended to be read during recovery meetings.

Intent: To further make it clear to fellowship that this is not fellowship approved Literature and not intended for use in recovery meetings. We feel that the statement on the back in somewhat small print is not noticeable enough for members that may not know or understand the difference. That although this is explained in the GTWS that many members do not read that service handbook.

Board Response: We support the intent and spirit of this proposal. We agree that service pamphlets should be clearly distinguished from other types of literature. From their first publication, we determined to make the format and layout distinctly different than other literature. Service pamphlets are slightly larger in format than standard IPs and their front covers are designed to look similar to each other and different than any other pieces of NA literature. They are plainly labeled “World Board-approved,” but we understand the concern expressed in this proposal that not everyone may understand what that means in terms of the use of the pamphlets. We would suggest adding the descriptive language from *A Guide to World Services in Narcotics Anonymous* to the back of the pamphlets so that under the World Board-approved symbol it could say, “Service pamphlets should be used by members, groups, and service committees as a resource rather than being read in an NA meeting.” We have already added this explanatory text to the new service pamphlet on Social Media and will include it on any future service pamphlets or new printings of existing SPs.

For more on the history of service pamphlets, see the “History of the Board Approval Track” document on our website: http://www.na.org/admin/include/spaw2/uploads/pdf/servicemat/Board_Approval_Track_History.pdf^[tk1].

Proposal D: South Brazil Region: That members who wish to receive the NA Way Magazine in hard copy format pay a subscription fee to cover the costs of printing and mailing.

Intent: To distribute the costs of printing and mailing the magazine in hard copy format among members who wish to receive the magazine in that format rather than having NAWS cover those costs.

World Board Response: We appreciate that the message about a cost effective NA Way is clearly being heard. Happily, our current strategy to contain publication and distribution costs seems to be working. Our paper subscriptions are 15% of what they were at WSC 2010 and our e-subscriptions are 159% of the 2010 figures. (You can e-subscribe to *The NA Way* here <http://www.na.org/?ID=subscribe>.) Our costs in English are 16% of what they were before the 2010 conference with our distribution cost only about 13% of the former figures. We've recouped \$100,000 a year already.

On the face of it, it certainly seems as though a subscription fee would help recoup more of the cost of publishing a hard copy *NA Way Magazine*, but the reality is that the magazine has never had a broad enough appeal to make paid subscriptions a viable alternative, particularly once you factor in staff time and processing costs. We've repeatedly attempted in the past to bolster subscriptions, diversify content, and provide incentives for paid subscriptions, but we have never been able to make a paid subscription model worthwhile.

The NA Way is our broadest distribution list, and we think there's great value in that reach. We would hate to lose the ability to communicate with so many of our members at once, particularly now that the finances are working out. At the last conference, a straw poll showed strong support for soliciting donations to offset the cost of *The NA Way*. Perhaps that might be a more prudent way to proceed given that mandatory paid subscriptions don't seem to be cost effective.

Proposal E: Upper Midwest Region: Our idea is to revisit the discussion of the world board members no longer having voting status at the world service conference.

Regional Rationale: This thought, or similar forms of it, have been brought forward in motion form eleven times to world service conference since 1989. Currently there is a change in our service system going on; we are moving toward a consensus based decision making body as opposed to what we currently utilize with motions, pros and cons, but rather ideas, suggestions, and proposals.

The fact of the matter is that world board members vote in new business only. However, the board members as a whole have made recommendations on what they believe would be best for the fellowship regarding (CAR) Conference Agenda Report motions; or like what we are trying out this year with notions or ideas, suggestions. It does appear to many addicts that they, the world board

members, have input on the decision making process, by offering suggestions to adopt or to not adopt.

We are simply proposing that we collectively, as a world service entity, take a look at this voting process. We offer a suggestion that the board members no longer have individual votes. We would like to see the board members to step up to the leadership positions in Narcotics Anonymous and “show us don’t tell us” how to come to a collective conscience and set the example that we can pattern after.

We believe this will lead us to fulfilling the intent of the 2010 committed motion intent that stated “to provide a more spiritual method of doing business”

This motion originated from a group and went to its area service committee and supported by the Upper Midwest Region of Narcotics Anonymous

World Board Response: The Seventh Concept explains that, “All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision-making processes.” Consensus-based decision making is based on a principle of full participation for all members of a decision-making body. The idea is that better decisions get made when all voices are heard. To limit the participation rights of the World Board members, who are elected by the conference itself, in the interest of consensus seems to go against the spirit of CBDM and the principles of the concepts.

As the regional rationale mentions, this idea has been in the CAR eleven times. We are not sure what has changed, but if the conference wishes to revisit the issue of who has voting rights, we wouldn’t stand in the way of such a discussion. In fact, in 2004 we recommended against a moratorium on motions about the board’s voting status because we recognize that policies do not create trust and we support the conference working through or deciding whatever it needs to decide. Our hope is that the WSC continues to move in a direction where we make decisions through discussion and consensus more than debate and parliamentary maneuvering. We don’t believe limiting participation will bring us there more quickly.

WSC 2012 Summary Sheet

Motions, Resolutions, Straw Polls, & Proposals

World Board Resolutions

- Resolution 1.** Our service efforts will be carried out through a system that includes structure, process, people, and resources.
- Resolution 2.** The service system is group-focused and includes a local-level body dedicated exclusively to addressing group concerns.
- Resolution 3.** Training and mentoring of trusted servants are essential functions of the service system.
- Resolution 4.** Service bodies are purpose- and vision-driven.
- Resolution 5.** Service bodies work together to utilize planning processes to organize and coordinate their efforts.
- Resolution 6.** Service bodies make decisions by consensus.
- Resolution 7.** The service structure includes local service bodies, state/nation/province service bodies, and intermediate bodies if needed. Service bodies follow established geographic boundaries. They are not self-determined, but are formed, based on need, through a collaborative planning process and agreement with other affected service bodies at the next level of service.
- Resolution 8.** State/national/province boundaries are the primary criterion for seating consideration at the World Service Conference.

World Board Straw Polls

- a) There is a small, neighborhood-sized body devoted to group needs. This group forum, which is typically not part of the delegation stream, is informal in nature and operates through conversation not formal decision making. (See page 56 for a detailed explanation of the body devoted to group support.)
- b) Groups send a delegate quarterly to a local service planning meeting. One of those quarterly meetings is a general assembly where all interested members are encouraged to attend and input is given to help plan service activities for the cycle. (See page 61 for a detailed explanation of the local service body.)
- c) Services are coordinated by a local service board and carried out by members, committees, and project workgroups who report to that board.
- d) Local service bodies follow county, city, or town boundaries, where practical. (They are much larger than the group forums mentioned above and in many cases larger than the current ASCs.)
- e) The boundaries of those local service bodies are agreed to at the state or national level.
- f) Planning cycles are synchronized from level to level (local to state to global) as well as across each level.
- g) When service needs cannot be accomplished effectively by local service bodies and state/national/province bodies, an intermediate level of service can be added. (See page 64 for a detailed explanation of an intermediate service body.)
- h) Most states, provinces, or countries have one state-, province- or nationwide service body that is responsible for state- or national-level public relations and coordinating efforts such

as training across local service bodies. (See page 67 for a detailed explanation of state-, province-, and nationwide service bodies.)

- i) Zonal boundaries are decided through a collaborative process with neighboring NA communities, other zones, and the WSC.

World Board Motions

Motion 1: To approve the book *Living Clean: The Journey Continues* contained in Addendum B.

Motion 2: To allow the World Board to make non-substantive corrections to Fellowship-approved literature which do not impact the original meaning of the Fellowship-approved text and which fix typographical errors, obsolete references, references to outdated literature, and other similar corrections. The World Board will announce such corrections in advance of publication.

Motion 3: To allow the World Board to bundle, excerpt, and repackage Fellowship-approved literature without changes to the texts themselves. The World Board will announce these actions in advance of publication.

Motion 4: To allow the World Board the ability to create and approve enhanced electronic or digital versions of texts that include supplemental materials or connections to other NA materials. The World Board will announce such enhancements in advance of publication.

Motion 5: To hold the World Convention of NA every three years, beginning 2018, alternating North American and non-North American locations, as follows and contained in the revised World Convention Map contained in Addendum C.

Regional Proposals

Proposal A: Carolina Region: For the Fellowship of NA and the WSC to consider a proposal for the creation of Written Service Material dedicated to assisting the members of NA as a whole on (1) how to actively participate in literature and publication projects as well as (2) to have resource material available in providing guidance for the development of Literature and Publication processes locally.

Proposal B: Hawaii Region: To produce a book-length publication called 'The NA WAY: Celebration Edition' comprised of a compilation of articles published in the NA WAY 1982-2012.

Proposal C: Tejas Bluebonnet Region: For Board Approved Literature be clearly marked on front "Service Related Material" and not intended to be read during recovery meetings.

Proposal D: South Brazil Region: That members who wish to receive the NA Way Magazine in hard copy format pay a subscription fee to cover the costs of printing and mailing.

Proposal E: Upper Midwest Region: Our idea is to revisit the discussion of the world board members no longer having voting status at the world service conference.

Glossary

Biennial

Occurring every two years.

Candidate Profile Reports (CPRs)

A packet containing information (individual reports) on each candidate nominated by the Human Resource Panel for consideration for election by the WSC. These reports are intended to assist conference participants in their evaluations of candidates.

Conference Agenda Report (CAR)

A publication that consists of business and issues that will be considered during the biennial WSC meeting. The CAR is released a minimum of 150 days prior to the opening of the conference, with translated versions released a minimum of 120 days prior. The front portion of the CAR, in all the languages in which it is published, is available at no charge on the Web at <http://www.na.org.conference>.

Conference Approval Track (CAT)

A term used to describe items sent to conference participants 90 days prior to the World Service Conference. Included are any proposals for seating of regions, the draft budget and project plans for the upcoming conference cycle, and any material being presented for consideration under the service-material approval process.

Conference-approved

NA handbooks and service booklets that tend to convey NA's fundamental ideas about certain areas of service. These pieces may or may not have been sent out for review and input according to the specifics of the project plan presented to the WSC, and are always included in the Conference Approval Track material for approval at the upcoming WSC. Both Conference-approved and World Board-approved material is intended to show how to implement or put into practice the principles established by core NA philosophy and Fellowship-approved literature.

Conference Cycle

The two years between conferences. For the current conference cycle, that refers to the two fiscal years running from 1 July 2010 to 30 June 2012.

Conference Participants

For the purposes of decision-making, conference participants are defined as regional delegates and World Board members. Only delegates vote on old business items that have appeared in the *Conference Agenda Report*.

Conference Report

The full report of all world service activities sent to WSC participants; delegates and regions may also have reports published. Mailed to conference participants and subscribers and also posted at www.na.org. March issue customarily contains board, HRP, and regional reports.

Environmental Scan

An environmental scan is part of a strategic planning process. In NAWS every two years, preliminary to the creation of our strategic plan, we look at internal and external factors that might influence the work we are able to accomplish or that we wish to take on or prioritize.

Fellowship-approved

As explained in GWSNA: “All NA recovery material is Fellowship-approved. This means that it is developed by NA World Services, sent out to the fellowship for review and input, and ultimately sent out for approval by the fellowship in the *Conference Agenda Report*.... This applies to all recovery books, recovery booklets, and recovery pamphlets as well as material that establishes or changes philosophical position or NA principles.”

Fellowship Development

We engage in a large variety of activities that are directed to members and/or designed to help NA communities in their efforts to carry the message and to further our primary purpose and vision. This includes, but is certainly not limited to, publications like *The NA Way* and *Reaching Out*, fellowship workshops, public relations activities, answering emails and calls with questions from members, and free or reduced-cost literature. We refer to all of this activity as fellowship development since that is the purpose.

Fellowship Intellectual Property Trust (FIPT)

A legal trust that serves as custodian for NA's recovery literature and logos (trademarks). The document creating the *FIPT* is called a *trust instrument*; it explains how NA's literature and trademarks are managed and protected for the benefit of the fellowship as a whole. Approved by the fellowship in April 1993.

Guide to Local Services in Narcotics Anonymous, A (GLS)

A service handbook, approved in 1997, intended to serve as a resource for NA groups, areas, regions, and their subcommittees in establishing and providing local services.

Guide to World Services in Narcotics Anonymous, A (GWSNA)

A compilation of policy decisions that have been approved by the World Service Conference, including WSC guidelines. The name was changed from *A Temporary Working Guide to Our World Service Structure (TWGWSS)* in 2002. *TWGWSS*, its precursor, was first published in 1983 as the temporary successor to the *NA Service Manual* (a.k.a. *The NA Tree*), which in turn was first published in 1976.

Human Resource Panel (HRP)

Provides the World Service Conference with a list of qualified candidates for election to the World Board, the Human Resource Panel, and the WSC Cofacilitator positions. Is also responsible to administer the World Pool. Consists of four individuals elected by the WSC.

IP

Acronym for informational pamphlet.

Issue Discussion Topics

Specific topics selected by the WSC that concern the fellowship as a whole, to be discussed by the fellowship during the next conference cycle.

Living Clean: The Journey Continues

This is an ongoing literature project that is working on a book-length piece about our daily lives as recovering addicts with topics ranging from “our physical selves” to “living spiritually.” The approval draft was published in April 2011.

NA Way Magazine, The

Published quarterly, *The NA Way Magazine* currently offers articles about service, recovery-oriented stories, and entertainment, as well as a calendar of international NA

events. Available by request in English, French, Spanish, Portuguese, and German, and posted at www.na.org.

NAWS

Refers to Narcotics Anonymous World Services, the legal name for world services.

NAWS News

A newsletter sent out by the World Board after each board meeting reporting on their current activities. Published in English, French, German, Portuguese, and Spanish. Sent to all conference participants, registered areas, and regions and posted at www.na.org.

Project Plan

Developed by the World Board for all prospective, non-routine world service projects. Includes the proposed scope of the project, budget, and timeline. Included in the Conference Approval Track material as part of the budget.

Public Relations

Creating and maintaining relationships with members, potential members, the general public, including professionals, families, and loved ones in an effort to more effectively carry the message of recovery.

RBZs

Candidates for world service positions who have been put forward to the Human Resource Panel for their consideration by regions, the World Board, or zones. These potential candidates are interviewed by the HRP separate from and after any initial blind screening process.

Regional Assembly

A gathering of group service representatives (GSRs) and regional committee members (RCMs), conducted by the RSC, to discuss regional issues and those affecting NA worldwide, usually in preparation for the biennial WSC meeting. The regional delegate is sometimes elected at the assembly.

Regional Delegate (RD)

Attends the WSC as a voting delegate from an NA region (or equivalent service body). Is responsible to help communicate between the region and world services throughout the conference cycle.

Regional Proposal

An idea forwarded from a regional service committee to be included in the *Conference Agenda Report* and considered by the World Service Conference.

Regional Service Committee (RSC)

A body that draws together the combined service experience of a number of adjoining areas for mutual support of and service to those areas. Composed of RCMs, the regional delegate, alternate delegate, and others as needed.

Resolution

Resolutions call for an agreement in principle, not for any specific action at the time. Motions call for specific actions; resolutions establish the conceptual foundation of any future change.

Service System

The service system in NA consists of four main components: people, processes, resources, and structure. One of our current projects is focused on creating and framing a discussion about alternatives or improvements to our current service system.

Service System Proposal Report

A document including the ideas and recommendations for the changes to the NA Service System. These ideas were developed and formulated as a part of the Service System Project to provide a background for discussing the resolutions and straw polls at the 2012 World Service Conference.

Service Pamphlets

A pamphlet intended for use as a resource for groups and service bodies covering some topic related to service in NA. These pamphlets are developed, released for a 90-day delegate review, and approved by the World Board, who can also revise them if the need arises. They are the board's best attempt at collecting some of the more successful practices in our fellowship in dealing with sensitive or difficult topics.

Strategic Plan

A long-term strategy for world services to provide new or improved services and support that facilitates the continuation and growth of Narcotics Anonymous worldwide. The project plans stem from the objectives in the strategic plan.

Straw Poll

A non-binding vote conducted to gauge the general sentiment of the conference toward a particular topic or idea.

Twelve Concepts for NA Service

Fundamental NA principles guiding our groups, boards, and committees in service affairs. WSC-Approved in 1992; published with essays and study questions as a self-titled booklet.

Workgroups

Small working bodies of the World Board created for a specific purpose.

World Board

The World Board is the service board of the World Service Conference. The board provides support to the Fellowship of Narcotics Anonymous in the fellowship's effort to carry the message of NA. Oversees the activities of NA World Services, including our primary service center, the World Service Office. The board also holds in trust for the NA Fellowship the rights for all its physical and intellectual properties (which include literature, logos, trademarks, and copyrights) in accordance with the will of the fellowship as expressed through the WSC.

World Board-approved

Service-related informational pamphlets and tools approved and published by the World Board. This material contains practical experience gathered from the fellowship about how to apply some of the principles contained in NA Fellowship and Conference-approved material.

World Pool

A pool of members' service resumes (World Pool Information Forms) demonstrating a variety of recovery- and service-related experience as well as any skills necessary for the successful completion of world-level assignments. All NA members with over five years clean are eligible and encouraged to complete the information form.

World Service Conference (WSC)

The conference is not an entity; it is an event—the coming together of the NA Fellowship from around the globe. Every two years regional delegates, the members of the World Board, and the executive director of the World Service Office meet to discuss questions of significance to the Fellowship of Narcotics Anonymous. The World Service Conference is the one point in our structure where the voice of NA as a whole can be heard regarding issues and concerns affecting our worldwide fellowship. The conference is a vehicle for fellowship communication and unity: a forum where our common welfare is itself the business of the meeting.

World Service Office (WSO)

The name of the physical location of the primary worldwide service center for NA World Services. The headquarters is located in Chatsworth (Los Angeles), California, USA, with branch facilities in Ontario, Belgium, Iran, and India. The WSO prints, stocks, and sells NA Fellowship and Conference-approved literature, service handbooks, and other materials. Provides support for new NA groups and developing NA communities. Serves as a clearinghouse for information about NA.

WSC Cofacilitator(s)

Two individuals who preside over the business sessions of the World Service Conference. Elected by the World Service Conference.

Zonal Forums

Locally organized, service-oriented sharing sessions that provide means by which NA communities can communicate, cooperate, and grow with one another. Involves participants from neighboring regions.

Addendum A

Service System Proposal Report

Service System Proposal Report

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This is a third draft of the World Board’s proposals about the service system. The first draft was released in August 2010. The second draft came out in March 2011, and the third draft was put together for this *Conference Agenda Report*. This proposal report forms the background for the resolutions and straw polls in the *Conference Agenda Report*. The resolutions stem from some of the basic principles that underpin these suggestions and the straw polls try to capture some of the specifics explained here. The votes on those items, together with the discussions at the conference, should give us a good sense of whether we have broad agreement among conference participants to move forward or not.

Some of the major changes since the second draft of these proposals include:

- Some of the background material was revised and moved to the essay in the body of the CAR itself
- References to second draft proposals were updated, and we added some references to where we are now in the process
- Some of the descriptions of the foundational principles were revised for clarity
- The two-track model of local services is more clearly the default or standard being proposed
- We’ve added the specification that service body boundaries are determined using a collaborative process
- Material on zones and literature distribution/fund flow was added
- We added diagrams to Appendix 3 (Philadelphia, Wisconsin, Brazil)

A Brief Introduction

In the decades since the first NA meeting in October 1953, our fellowship has grown from a few groups in the suburbs of Los Angeles to a global fellowship of over 58,000 meetings every week. As we have grown, the services we provide to help the groups focus on their primary purpose have grown with us.

Today there are over 1,000 area service committees in well over 100 regions. In many ways, we are a picture of success. We are able to carry the message to so many addicts in so many places around the world. But it’s past time to take a holistic look at our service structure. We have been applying the same service system to an increasingly diverse set of circumstances, and in many cases, it’s not working as well as it could.

For years we have heard about the same challenges in local NA communities: ineffective communication, insufficient resources, frustrated trusted servants, and a poor atmosphere of recovery in our service meetings.

Results from two recent Issue Discussion Topics, *Infrastructure* and *Our Service System*, expressed these same struggles and the same goal—to better align our practices with our principles. Of course, for some of us the system we have is working, but for others it is not. **The proposals described in this report are offered in the hopes that they will improve service delivery throughout the system regardless of how well any particular body is or isn’t working.** The Service System Project, adopted at the 2008 World Service Conference as a four-year project and renewed at WSC 2010, was proposed as a way to begin to solve some of our problems. This report suggests some specific ideas for changes that could improve our ability to work together to carry the message and achieve our vision.

Our system was designed in the 1970s for a fellowship very different from the Narcotics Anonymous of today. Among other differences, we are:

- ❖ Larger, with over 58,000 meetings every week
- ❖ Present in more countries than ever before
- ❖ Living in societies that have a very different view of addiction and recovery than in the seventies

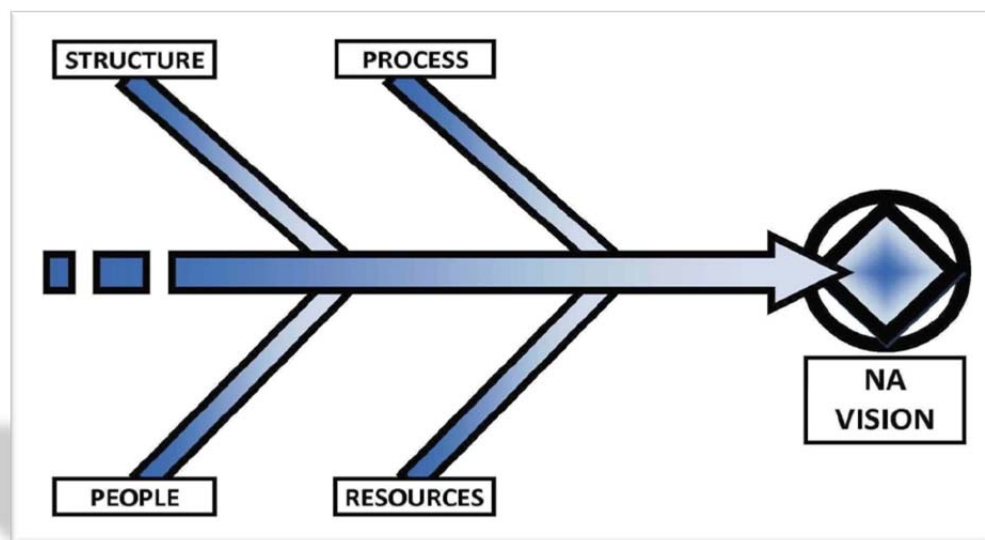
The inventory and subsequent restructuring of world services in the late 1990s helped NAWS become more effective on a global level, but until now we haven't taken a holistic look at how to improve the system on a local level. The structural part of the service system was created long before the introduction of the *Twelve Concepts for NA Service* in 1992. Our hope is that the proposed revisions to the service system will bring us closer to some of the principles expressed in the steps, traditions, and concepts.

The 2008 project plan explains that the first task is “to provide framed options and recommendations for discussion by the conference and the fellowship.” It's been more than a year since the first draft of these proposals was released in August 2010. We're now on the third draft of this report, and it's time to get a sense of whether the fellowship wants to transition into a new system, and to take a more formal pulse of the fellowship about some of the specific ideas in the proposals.

This degree of systemic change needs to be organized and coordinated on a global level. Practically speaking, there's no other way to create a system flexible enough to work in any NA community or to implement something that may affect regions throughout the world. The service system belongs to all of us, and cooperation and communication throughout the fellowship are essential for change to the system to take place. Nothing will change if we don't work together.

The Basic Elements of a System

As we've reported repeatedly throughout the past several years, we have been thinking of the system in terms of four main components: **structure, process, resources, and people**. *All of these should work in harmony to achieve our primary purpose and realize our vision.*



In fact, it's impossible to completely separate “structural” from “process” ideas in these proposals. For instance, the creation of the group support unit (GSU), a body devoted solely to group needs, is both a structural and process idea. All of the structural ideas contained in

these proposals are grounded in ideas about these sorts of processes; this is a process-driven structure. Form follows function.

We know that changes to our processes, the way that we do things in NA service, may have the most profound effect on our success in delivering NA services. This draft of the proposals contains more ideas about processes than the first two drafts contained. Within the description of the local service unit (LSU), we outline some ideas about improving planning, leadership, and communication in local services. We also have included a set of principles that should guide the major processes:

- ❖ Leadership
- ❖ Communication
- ❖ Planning
- ❖ Decision-making
- ❖ Information management

Over the course of the next cycle, we look forward to developing more ideas together about how to put these principles into concrete practice.

Foundational Principles for a Revitalized Service System

Because NA service must always be guided by spiritual principles, we spent many meetings talking about the fundamental principles that underpin a successful service system before we discussed structural change.

There are five principles that are foundational to our thinking and common to each of the structural changes proposed:



Purpose-driven: Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.



Group-focused: The group support unit (GSU) focuses on aiding the groups in their efforts to carry our message.



Defined by geographic boundaries: Following established geographic boundaries for our service bodies where practical will make it easier for professionals and the general public to find and communicate with us. It will also allow us to interface better with professional and legislative bodies.



Collaborative: Successful service provision depends on all the elements of a service system working together toward a common goal. Consensus-based decision making encourages collaborative efforts within service bodies. Communication and planning help service bodies cooperate and synchronize efforts both “vertically” and “horizontally” throughout the structure.



Flexible: We feel strongly that form should follow function and that communities need to have the flexibility to adapt the system in ways that work best for them. Structurally, that may be accomplished through optional service bodies, or “intermediate bodies,” which can answer specific needs if the general model of GSU-LSU-state/nation/province cannot accommodate distance, density, or language needs in a given community.

The Groups and Local Levels

“Locally, most area service committees serve dual functions, offering both group support and direct service administration. A small area committee, while providing a forum in which groups can share their experience with one another, often has difficulty administering direct NA services. An especially large committee, on the other hand, may have plenty of money and manpower for direct service administration but be too large to accommodate the kind of sharing that its groups need to support one another.”

A Guide to Local Services in Narcotics Anonymous, Page 70

Since the early days of NA, our service manuals have described the ASC as responsible to both support groups and provide services. That dual purpose does not always work well in practice, however; often both focuses get slighted. The complexity of some of the services provided by the ASC prevent groups from receiving the time they need during an area meeting to raise issues that are affecting their ability to carry the message. This can lead to groups feeling that their needs are underserved.

To fulfill our fellowship’s primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.

Twelve Concepts for NA Service
First Concept

At times some ASCs also encounter difficulties when discussing the practicalities of providing complex services—such as negotiating hotel contracts for conventions and providing PR services to professional bodies—within a service meeting consisting of many members new to service. This can make decision-making difficult, causing the area’s trusted servants to feel frustrated and unrewarded, and new GSRs to feel confused and therefore disconnected from the process.

We all want the same thing—to carry the message to the addict who still suffers—but our current structure seems to make this difficult at times. The aim of the Service System Project is to bring us closer to the ideals expressed in A Vision for NA Service. Revitalized and evolving local services are key parts of achieving this goal. We hope to:

- ❖ Increase the volume and effectiveness of services we can provide
- ❖ Make service a more rewarding process
- ❖ Increase unity throughout NA
- ❖ Improve NA’s reputation as a viable program of recovery

The proposed group support unit (GSU) and local service unit (LSU) divide the responsibilities of our current ASCs. *Each unit has one main focus: The GSU is devoted to group support and the LSU to providing local services.* In the language of our foundational principles, these are purpose-driven bodies, and having a better defined purpose increases the chance of each successfully fulfilling its responsibilities.

“NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.”

Ninth Tradition

The Group Support Unit – Carrying the Message



Group-focused: The group support unit (GSU) focuses on aiding the groups in their efforts to carry our message.

“The primary purpose of an NA group is to carry the message of recovery to the addict who still suffers. . . . The group is the primary vehicle by which our message is carried. It provides a setting in which a newcomer can identify with recovering addicts and find an atmosphere of recovery.”

The Group Booklet, page 2

The NA group will always be the single most effective way we as a fellowship carry the message. Many of our fellowship discussion topics over the last few conference cycles have centered on strengthening groups. All too often in our current service structure, however, groups feel unsupported, like they have nowhere to go to talk about the issues most immediately affecting them.

“Each group has but one primary purpose—to carry the message to the addict who still suffers.”

Fifth Tradition

The GSU is intended to help groups better carry the message within their meetings by separating out the group support function from the “business” of NA. The GSU gives groups the opportunity to share problems they may be encountering and to seek solutions from each other, while avoiding the distraction of discussions about complex services provided outside the group. By functioning as a discussion-based gathering of the local NA community, the GSU will offer an attractive alternative that complements the other more business-oriented service meetings.

The GSU is intended to be like a community or neighborhood gathering, not another level of service. Some of the kinds of things that happen at GSU meetings include:

- Informal training and mentoring
- Discussion of group issues, group sharing— no business
- Welcoming and outreach to new groups and members
- Orientation and introduction to service (recovery literature & service literature, traditions, concepts, etc.)
- Informal information sharing (e.g., upcoming events, LSU activities, new literature items, NAWs issues topics)
- Sending a delegate to the annual planning assembly
- In some instances or circumstances, GSUs may be asked to be involved in some service delivery (e.g., putting up PI flyers in the community)

Size and Attendance

GSU attendance is open. Groups send a delegate and any interested member can come as well. In some cases, a community may decide to send a liaison from the LSU or to make a special effort to invite “veteran” service members or members with expertise in a particular area. Invitations are at the discretion of a local community; what is consistent is that groups send a trusted servant and that anyone who wants to attend is welcome. The GSU is intended to be a “neighborhood” sized body firmly rooted in its local recovery community. Typically a number of GSUs will be found within the geographic area of the LSU.

The LSU on the other hand has the focus of delivering services, and therefore is, where possible and practical, sized to conform with recognized boundaries such as counties, townships, and so on.

The GSU has a less formal atmosphere than found in many current service meetings. Structure and procedures should also be as informal as possible. The GSU meeting will not only assist groups, but will also serve to introduce new members to the basic principles of service. Our hope is that an improved atmosphere will encourage more members, both experienced and new, to attend and prepare them to serve at other service bodies.

Administration of the GSU

There are a number of different options for administering a GSU. Recovery groups could take turns hosting the group support unit, or the LSU could play some part in administering or hosting the GSU, or there could be some sort of administrative component within the GSU itself. The key is to keep it simple, informal, and focused on group support rather than its own administration. There should be a format for the meeting but not much structure. In essence, it doesn't have to be much more or less formal than a recovery meeting. There should be a facilitator that can rotate or be a consistent person, whatever makes the most sense for the GSU and provides the least amount of administrative distraction.

Key challenges in our current structure	Key solutions provided by a GSU
Groups do not always receive help to deal with specific issues like drug court attendees in meetings.	Group support is its main focus.
Members are often unwilling or apathetic about service.	The GSU is an informal, discussion-based body, open to everyone interested in attending.
There is often a lack of NA unity and a common purpose.	The GSU increases unity within local NA communities by bringing groups together and strengthening their ability to carry the NA message.
Members are not always trained in the basics of service.	It offers an opportunity to introduce new members to service and help them learn about the basic principles of service. The GSU's open atmosphere ideally will help to empower, involve, and value each participant and assist them in their personal growth.

Options for the GSU: Linear, Two-track, and Variations

In our first draft proposals we outlined two possible options for the relationship between the GSU and LSU: the two-track option and the linear option. These allow for groups to either send a delegate from their GSU to the LSU (the linear option), or send a delegate to both the GSU meeting and the LSU (the two-track option). Each community has different needs, and our thinking was that the linear model may fit one community better, but the two-track model might work better for another community, while some adaptation of the two may work best for a third. The more we have discussed how local services might function, however, particularly the idea of a quarterly LSU meeting with an annual planning assembly attended by all groups, the more the two-track model seems to make the most sense to us. For one thing it

will keep the focus in the GSU exclusively on group needs rather than the need to communicate ideas and decisions to and from the local service body. Also, with the LSU meeting quarterly it doesn't seem too burdensome for groups to send a delegate to both the GSU and LSU. In some cases as well, the GSU might meet every other month, in which case, groups would need to send a delegate to ten total meetings. Four LSU meetings and six GSU meetings is fewer than a monthly ASC which is the norm in many places now.

Linear Option: Nonetheless, the linear option may still make the most sense in some communities. This option makes the GSU a part of the "delegation stream" between the group and the rest of the NA service structure. The GSU would have the responsibility of selecting a delegate to attend the LSU. We call it the "delegation stream" because delegation (selecting a trusted servant to attend on behalf of the group or GSU) is what connects the group to the LSU, the LSU to the state/nation/province service body, and the state/nation/province body to the global level of NA. This is how the group's voice is heard and how it impacts the decision-making process. Resources and information flow back and forth across the delegation stream, and careful delegation allows for services to be accountable to groups.

The advantages to the linear model are that a group need only send a trusted servant to one body, the GSU. It's also possible that the GSU might function better as a kind of training ground or orientation to the sort of service provided at the LSU if it's within the delegation stream. This close connection to the LSU, however, is one of the disadvantages as well. It's more likely that the focus of the GSU would shift if the GSU were responsible to select a delegate and carry information back and forth from the LSU. Depending on how the LSU is set up and how communication functions in the community, it's also possible that the linear option may make the groups feel more distant from the LSU, the body that provides services on their behalf.

Two-track Option: In the two-track option, the group sends a delegate to both the GSU and the LSU. Perhaps the biggest advantage to this option is that the GSU would be able to focus solely on discussing group issues and would not need to send a delegate to the LSU. This would preserve the simplicity of the GSU meeting. The disadvantage, however, is that groups would also have to find a delegate to attend the LSU meeting, or ask the same person to attend both the GSU and the LSU. As we've already mentioned, if the LSU meeting is a planning conference that happens three or four times a year as outlined below, rather than a monthly or bimonthly meeting, it may be less daunting for groups to send a trusted servant to both the LSU and GSU. Certainly the decision whether to opt for a two-track or linear option should be made in relation to the whole system of service.

Variations: Some communities may decide to have GSU meetings less often (every other month instead of every month) to ease the strain on human resources. In most places, there will be several GSUs for each LSU, but in the case of small or rural communities, the populations may be roughly the same. In a rural part of a state where there are, for instance, eight meetings in a given county, those same eight meetings may gather to coordinate county-wide services and to discuss group needs. In these cases, communities may even decide to alternate GSU meetings and LSU meetings, or to devote the first half of a service meeting to the GSU and the second half to the LSU. It's important to note that this would be exceptional.

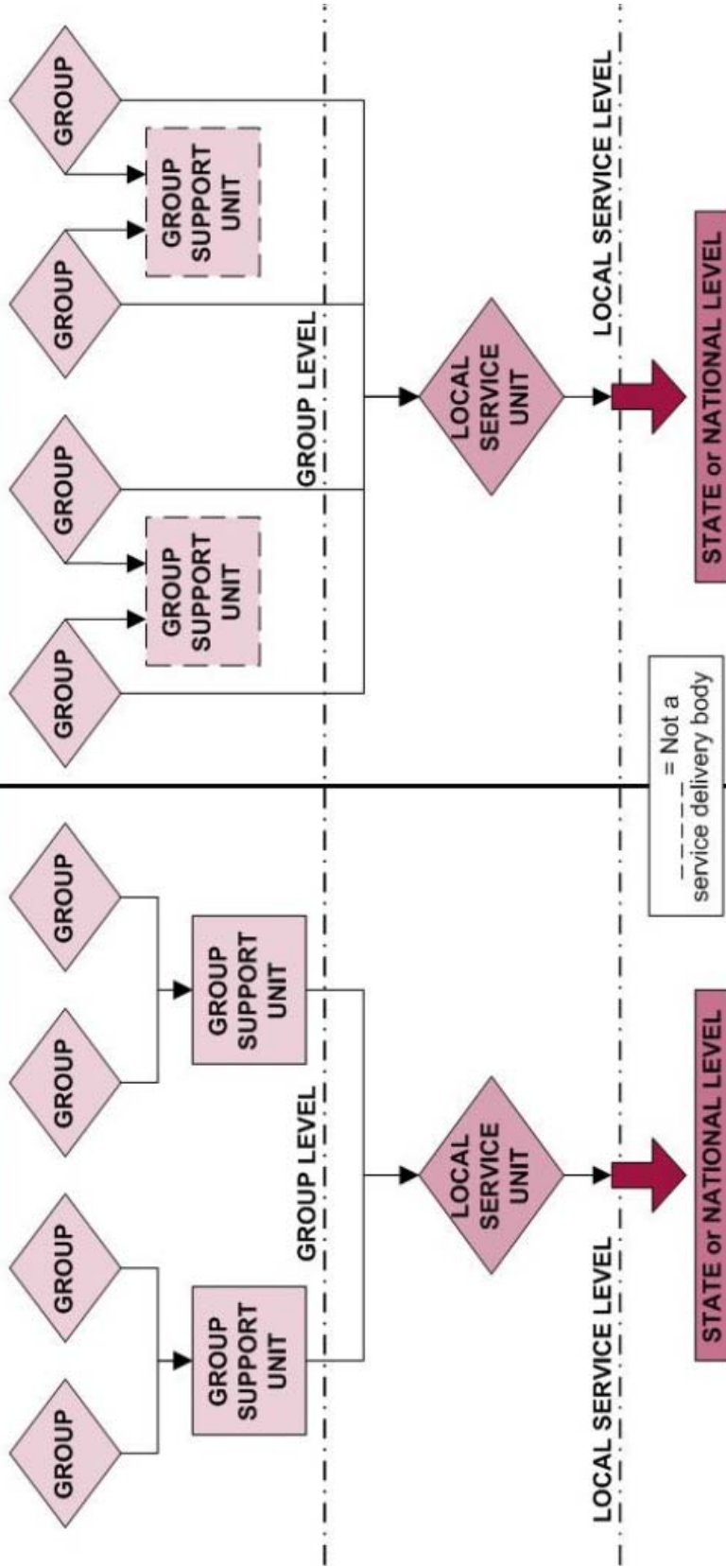
The final responsibility and authority for NA services rests with the NA groups.

*Twelve Concepts for NA Service
Second Concept*

PROPOSED NEW STRUCTURE
Linear Option

PROPOSED NEW STRUCTURE
Two-track Option

One of the foundational principles of the proposals is flexibility. There are two different options for the configuration of groups, GSUs, and LSUs.



In the linear model, groups send a delegate to the GSU, which in turn sends one to the LSU. This helps the GSU function as a training program of sorts to let interested members get their feet wet with service, learn the "language" and how to relate to others in a meeting with this sort of focus. Potential disadvantages are that groups may feel they are further from the LSU that provides services on their behalf, and that the GSU may become more business focused.

In the two-track model, groups send a delegate to both the GSU and LSU. This ensures that the GSU is focused purely on group support, but it may mean that the groups must find two delegates to send. Having the LSU as a quarterly planning meeting makes this less daunting.

The Local Service Unit – Effective Service Delivery



Purpose-driven: Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.

The LSU is the “workhorse” of the service system with the responsibility of carrying the message outside of NA meetings. The greatest number of NA members is involved in services at this level. The LSU will have the responsibility to deliver the bulk of local services, and groups will remain responsible for funding services through contributions to the LSU.

The LSU would utilize a strategic planning process, and services would be delivered through a mix of project-based workgroups and ongoing or routine services (see below for some examples); as throughout the system, form should follow function. Wherever possible, decisions at the LSU will be made using a consensus-based process instead of motions, ideally making it a more inclusive and attractive service body. (For a list of LSU functions, see Appendix 1.)

Group conscience is the spiritual means by which we invite a loving God to influence our decisions.
Twelve Concepts for NA Service
Sixth Concept

A planning process allows for more effective use of our most precious resource—people. For one thing, utilizing a planning process and organizing service bodies according to geographic boundaries should reduce the amount of service duplication. Better planning would allow us to provide the same amount of services with less labor (fewer human-hours). Also, resource pools of experienced, qualified, and available members can be organized to provide the necessary human resources for projects and ongoing services. In this way, we can retain skilled and experienced members to be available for NA service. A service project with a short life span may be more attractive to members unable or unwilling to attend a subcommittee meeting every month for a year or more, but who may still have vital and useful experience to offer.



Defined by geographic boundaries: Following established geographic boundaries for our service bodies where practical will make it easier for professionals and the general public to find and communicate with us. It will also allow us to interface better with professional and legislative bodies.

Size and Attendance

Wherever possible and practical, the LSU will conform to a recognized geographic boundary such as a county, town, or borough. In this way, the LSU will be best equipped to provide services within its community by connecting easily with professional and government bodies that interact most frequently with addicts. These sorts of established boundaries will make it easier for addicts to find our meetings, a crucial element of carrying our message. The borders of each LSU will be discussed and decided on through a collaborative process involving neighboring service bodies and the state/nation/province level. This will ensure the most rational boundaries within the state/nation/province as a whole and that all parts of the state/nation/province are served by the LSUs.

Ideally, the LSU will consist of members whose experience in service might better prepare them to deal with the sometimes complex issues encountered at this level. Attendance will be open to all, but the LSU is intended to be an efficient service body with a focus on planning

The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.

Twelve Concepts for NA Service
Third Concept

and service provision. The LSU 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/province service body. Services will be delivered by a mixture of ongoing work and projects, each of which will have a coordinator who is a member of the LSU and reports to it. The LSU will also consist of quarterly or triannual planning conferences attended by delegates from the group and/or GSU, and of an administrative board with the responsibility to organize and facilitate the LSU meeting. The planning conferences may be attended by any interested members, with the level of participation being determined by the LSU itself using the principles in the traditions and concepts as guidance. The annual assembly should try to draw from as wide a range of experience as possible.

LSU Composition

The local service unit is comprised of a local service board and a regular (three to four times a year) planning conference, including an annual planning assembly event.

“For our group purpose there is but one ultimate authority –
a loving God as He may express Himself in our group conscience.
Our leaders are but trusted servants; they do not govern.”

Second Tradition

Local Service Board (LSB):

- Includes chair, vice chair, treasurer, secretary, delegate(s), and service coordinators for essential services
- Meets monthly or as needed
- Oversees workgroups and routine services; coordinates the planning assemblies; develops budget and strategic plan for review, input, and approval by the planning conference; helps ensure established priorities are carried out; maintains external relationships; sends a delegate to the next level of service. (For a more complete list of LSU functions, see Appendix 1.)

Examples of routine services overseen by the board and/or coordinated by a committee:

- H&I panels
- Phonelines
- Literature supply
- Meeting lists

Examples of project-based services that would be formed as part of the strategic planning process:

- PR work such as having a booth at a professional event
- Fellowship activities like picnics and unity days
- Conventions
- Communications improvements like creating report templates or improving use of technology

Planning Conference:

- The conference consists of group and/or GSU delegates, LSB members, project coordinators, and interested members.
- It meets three to four times a year.
- The conference starts with an annual assembly (see below) to gather input and set planning goals. Planning conferences follow the stages of the planning cycle. They are used to prioritize, approve workgroups and a budget created by the LSB, monitor and report, change direction as necessary, evaluate service delivery, and elect the board.
- There may also be training sessions and a session for interfacing with the intermediate, or state/national, and world services levels (like a CAR workshop).
- As throughout the system, decisions will be made by consensus where possible.

Annual Assembly:

- The annual assembly is a planning event that gathers input from everyone to set service priorities (like our environmental scan on a world service level).
- It consists of everyone who attends the quarterly/triannual planning conference. All interested members are encouraged to attend.

Key challenges in our current structure	Key solutions provided by an LSU
Many members are unwilling to serve on subcommittees, meaning we have too few trusted servants.	Project-based service provision is more attractive to some members.
The atmosphere in some service meetings is off-putting.	Where possible, consensus-based decision making is used rather than motions.
Complex service decisions are often made by inexperienced trusted servants.	Separates “NA business” from group concerns, allowing the business to be carried out by members who may have already been exposed to the basics of service and received some service mentorship at the GSU.
Services are often duplicated or poorly prioritized.	A planning process together with collaboratively determined service body boundaries help eliminate duplication of services and clarifies priorities.

[

 All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision-making processes.

]

Twelve Concepts for NA Service
 Seventh Concept

Intermediate Bodies



Flexible: We feel strongly that form should follow function and that communities need to have the flexibility to adapt the system in ways that work best for them. Structurally, that may be accomplished through optional service bodies, or “intermediate bodies,” which can answer specific needs if the general model of GSU-LSU-state/nation/province cannot accommodate distance, density, or language needs in a given community.

Meeting the Needs of a Diverse Fellowship

One of the pieces of feedback we heard most consistently about the first draft proposals was that it was difficult to understand what was intended by the “intermediate bodies”—why were they proposed and what function do they fulfill?

Perhaps the simplest way to think of intermediate bodies is that they are created to meet needs of density or distance or language. In essence, they would span a gap between one level of service and the next in places where the NA community is densely populated, such as New York, or where the distances are great, such as Texas, or in places where the population is bilingual, such as Montreal.

In our existing system, some NA communities are rural and the population is spread out. Travel to service meetings can be prohibitive because of time and money. Other NA communities are very densely populated, and service bodies are large and difficult to manage. Our current structure presents a limited number of options for forming new service bodies to answer these issues. **Intermediate bodies are intended to help offer new ways to structure our services that best suit a community’s individual needs.** They occupy the space in between existing service bodies, like extra “pieces of the accordion” making it possible to maintain geographic boundaries within service bodies where practical but still accommodate variables of distance, density, and shared language.

Our service structure depends on the integrity and effectiveness of our communications.

*Twelve Concepts for NA Service
Eight Concept*

Intermediate bodies are within the delegation stream. Primarily they serve to facilitate communications and share experience, although they may also deliver some services when appropriate. While it may be tempting to rename an existing service body an “intermediate body” to minimize the impact of restructuring, that’s not the intention of the proposals. A clear need must be established to create an intermediate body, and most communities will not have such a need.

Intermediate bodies would most commonly be created when a group of neighboring LSUs wants to come together to send a delegate to the state/national/province body. This may be a practical option for densely populated communities where attendance by a delegate from every LSU would make the state or national meeting too large and consume excessive resources. This may also help in large states, countries, or places where the community is largely rural with long distances between LSUs and the state or national service body meeting.

Intermediate bodies might also be formed when groups that speak a minority language wish to come together and connect with the larger NA community by sending a bilingual delegate to the LSU.

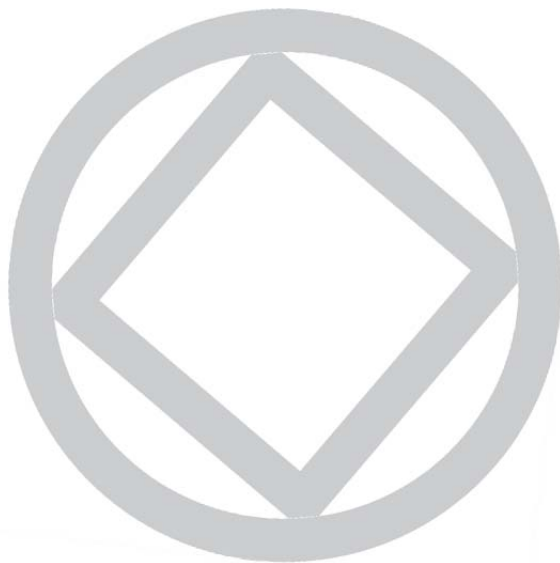
For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.
*Twelve Concepts for NA Service
 Fifth Concept*

Key challenges in our current structure	Key solutions provided by a GSU
Travel to service meetings is often challenging in large countries or states where the distances are large.	An intermediate body can function as a “way station” allowing several LSUs to meet and send a single delegate to the state, nation, or province.
Service meetings in densely populated areas are often too large.	Urban LSUs can form an intermediate body to send a single delegate to the state/nation/ province service body, saving resources and preventing the service body from being too large.

Shared Service Body

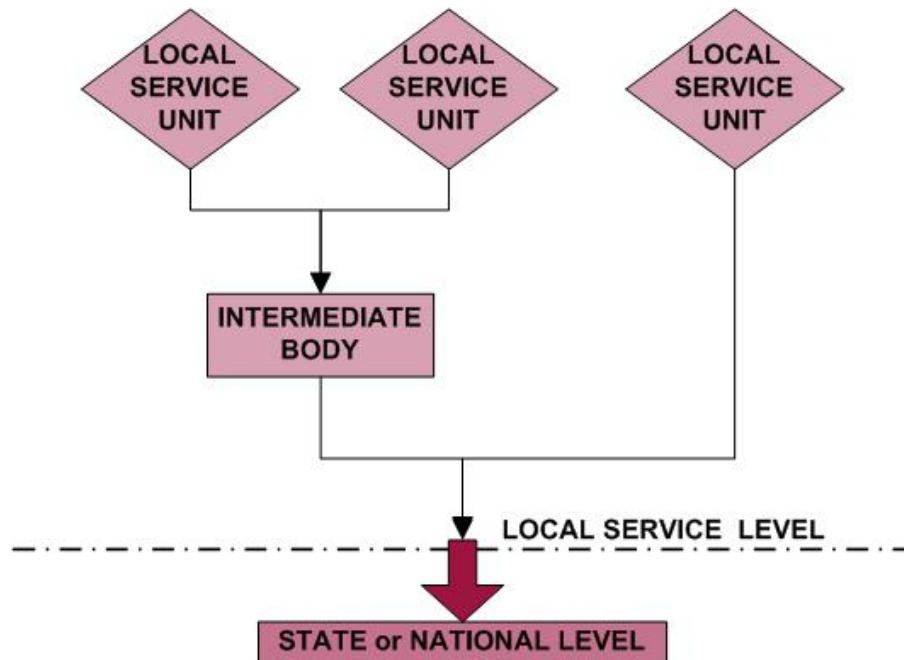
In our current system, some ASCs group together to share resources and deliver services with each other. A meeting list that covers more than one area is an example. A body of this type does not send a delegate on to the next level of service. Some communities have experienced accountability difficulties with service bodies of this type as they are essentially responsible to two different ASCs. We have not yet addressed this type of service as part of the project.

Intermediate bodies are not created to provide shared services outside of the delegation stream. They are not the same as zones, metros, or shared service bodies. We acknowledge the need to explain better how shared services will function in the new system. It may be that more deliberate service body boundaries will eliminate some need for shared service bodies. We hope that those of you who have experience with shared services will continue to share your ideas with us.



PROPOSED NEW STRUCTURE Intermediate Body

The intermediate body is a flexible “accordion” piece to be inserted in the system where needed (because of density, distance, or other factors)



Where practical, several LSUs could send a delegate to the state or national body. Typically this would be to save travel resources, to keep the state or national body manageably sized, or to help minority language speakers participate with the wider NA community.

State/National/Province Service Level & Zones



Defined by geographic boundaries: Following established geographic boundaries for our service bodies where practical will make it easier for professionals and the general public to find and communicate with us. It will also allow us to interface better with professional and legislative bodies.

Making Better Boundaries

A service body at this level could consist of a recognized state, province, or country (or a number of these grouped together) following geographic boundaries that are already established in society. **For many communities this will not alter anything, while for others this will represent a fundamental change.**

The move from our current piecemeal structure of service body boundaries represents one of the major structural changes in the proposed revisions to the service system. If we, as a fellowship, decide to move forward with these changes, we will need to discuss how to most easily reunite some of our existing regions. We currently often structure ourselves according to personal desires, rather than the need to deliver services more effectively and better carry a message. Convenience, resentment, and inertia are frequently our guiding principles when deciding where to draw a boundary, or whether to maintain one. Services are, at times, directly impeded by some of the boundaries we are currently working with as a fellowship. For example, a service body that consists of only part of a state will not be able to interact as effectively with a statewide professional body as would a service body that consists of the whole state.

Fortunately, this is not the case for the majority of existing regions. More than half of the US states are comprised of a single region, and the vast majority of countries outside the US are similarly composed. While restructuring would be a significant challenge for some regions, most regions are already shaped by geographic boundaries.

**“Our common welfare should come first;
personal recovery depends on NA unity.”**

First Tradition

One of the main aims of re-forming our boundaries is more effective public relations services, made possible when our service bodies match up with the professional and governmental bodies that interact with addicts. It will be much easier for the public and for potential members to find us and for us to communicate with them if we have more recognizable boundaries and names for our service bodies.

A body that follows an externally established boundary will also have the clear responsibility to try to provide services to all parts of the area it covers. Our current structure tends to focus service provision in the areas where NA already exists, rather than encouraging outreach and fellowship development.

While the LSU does provide the majority of local services, some service provision makes sense to coordinate on a statewide or national level—in particular, some public relations functions as well as coordination of some service provision at the LSU level. (See Appendix 2 for a more complete list of the functions of a service body at the state/national/province level.) Examples of these are:

- Interacting with statewide government and professional bodies
- Organizing assemblies and conventions
- Coordinating centralized resources like phonedlines, websites, service offices, and liability and event insurance
- Providing a communication link between the WSC and local NA communities

As with the local service level, much of the actual service work will be carried out by a combination of project workgroups and coordinators for specific areas of service. Many of the services provided by a state, province, or national body would require specific skills, training, and experience outside what we all gain as recovering addicts. These are acquired through service and our professional lives, and are enhanced by qualities that we may naturally possess. Not all of us are suitable for every commitment within NA, but there is a commitment for every NA member.

Size and Attendance



Collaborative: Successful service provision depends on all the elements of a service system working together toward a common goal. Consensus-based decision making encourages collaborative efforts within service bodies. Communication and planning help service bodies cooperate and synchronize efforts both “vertically” and “horizontally” throughout the structure.

The state/national/province service body will consist of delegates from the LSUs, an administrative body to organize and facilitate the meeting, any necessary service and project coordinators, and any interested members. As with the LSU, participation will be determined by the service body itself and decisions will be made by consensus whenever possible.

Typically this type of service body will consist of an entire state, province, or country. It’s important to note that the terms “state” and “province” may be applied to more than just US states and Canadian provinces. Some type of “state” approach to service bodies may be applicable to countries such as Brazil, Russia, Mexico, and India that currently have many meetings and multiple regions within their national borders. At the same time it may be practical to combine small states in places such as New England, for example. The principle of flexibility allows states, provinces, or nations to join together to form a single service unit if it makes sense in terms of service provision and use of resources. Also some border communities may be better served by joining a neighboring state, province, or country if doing so makes service provision more practical and is a more efficient use of resources. We know that the terms “state,” “nation,” and “province” could benefit from clarification: When is a state a state and a nation a nation? This is a level of definition that we have not yet discussed in detail.

Key challenges in our current structure	Key solutions provided by a state/ nation/province body
Unclear service body boundaries make public relations with state-, province-, or countrywide professional and government bodies difficult to coordinate.	Using existing geographic boundaries to establish service body boundaries makes communication with the public much easier and makes it easier for addicts to find NA.

There are often underserved areas in our current regions.	State/nation/province service bodies will be responsible for services that affect the whole of the state, ensuring that all areas are served.
Services such as websites are frequently duplicated, creating confusion in service provision and inefficient use of resources.	Having one service body to cover the state, nation, or province will help eliminate some of the duplication of efforts.

Zones in a System of Service

The board has only had preliminary discussions about the possible roles of zones in a new service system. We are sharing the ideas here in part to get a sense of whether interested members of the fellowship agree.

Perhaps the most significant change the board discussed was the sense that, if zones are to be part of a *system* of service, they need some uniform standards both in terms of their composition and their roles. Are zones decision-making bodies, for instance? Should they decide things by consensus? Is there an administrative body at a zonal level? The answers to these questions vary greatly from zone to zone.

Currently, zones are self-determined bodies, but looking at them as part of a larger system, it makes sense to reexamine zones—to look at zonal boundaries and composition to see if it makes sense to consider changes in any or all of them. Rather than having self-determined boundaries, perhaps it makes sense for zonal boundaries and composition to be decided at the World Service Conference, since the conference can take a more holistic view of how NA communities around the world might best be served.

Similarly, zones perform a wide variety of different roles and accomplish a diverse span of tasks. Again, if zones are part of a purpose-driven system, we ought to be able to agree upon a purpose or set of purposes for the zones and perhaps some uniform practices. Because of their position in the structure, between world services and nations/states/provinces, zones present a great opportunity to share laterally across nations/states/provinces, and to receive information from and give information to NAWS. Formalizing the roles of zones may benefit all parts of a revised service system.

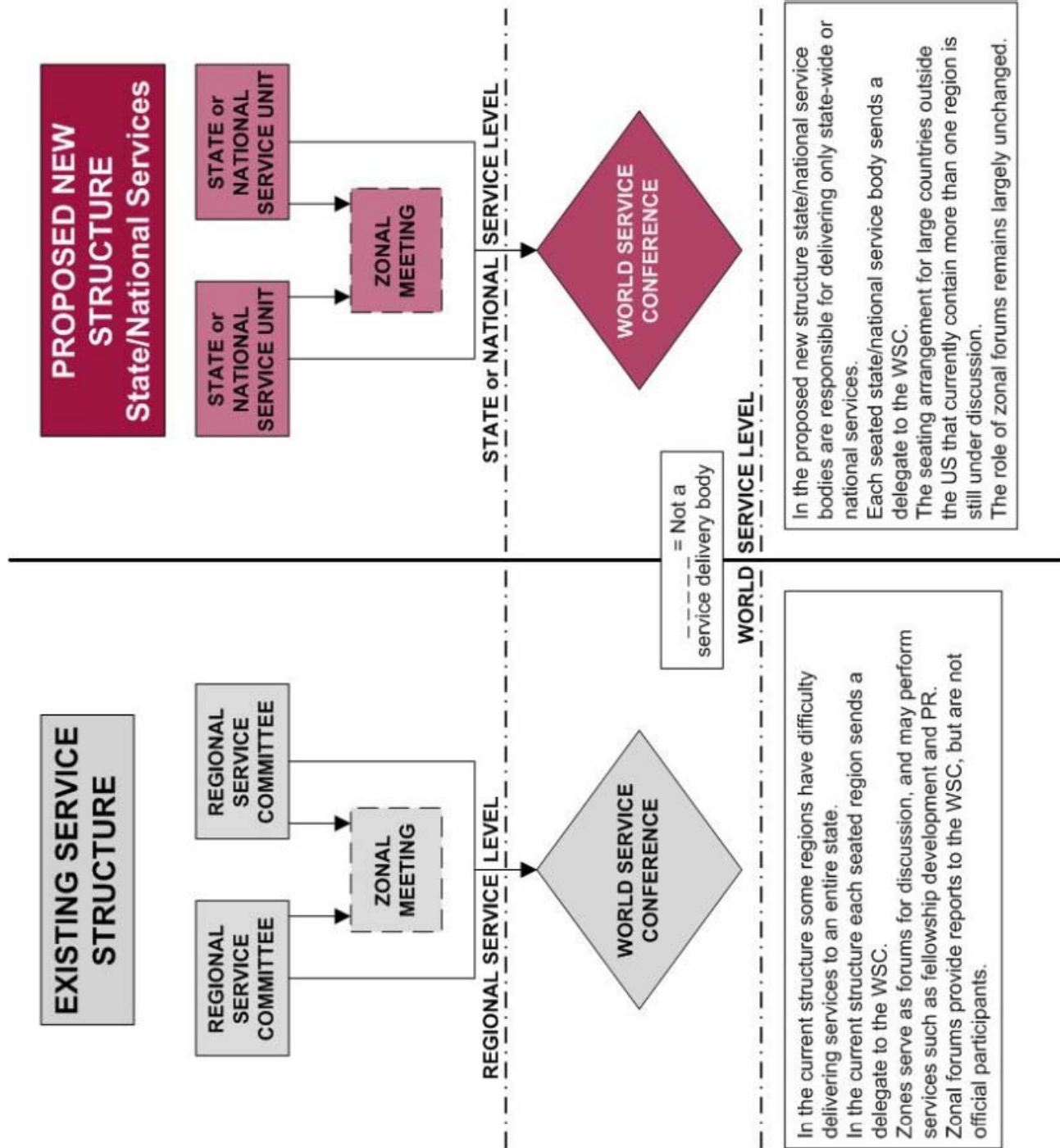
Among the possible roles that the board discussed are the following:

1. Fellowship development: Zones are well positioned to do fellowship development like PR support, outreach, and local community development. In some cases, zones may be well positioned to help meet PR needs on a federal level. Ideally, zones are well placed to have a broad and long vision. They also can facilitate pooling resources and meeting common needs such as the language needs that are currently met at the Latin American Zonal Forum (LAZF).
2. Leadership development: Because world services travels to zones that request a visit, it's an ideal place for NAWS to identify local leaders. Since there are "train the trainer" sessions and workshops at a zonal level, motivated members can get workshop materials and utilize those leadership qualities back home when they put on workshops. This is a place where leaders could be recognized and cultivated; training for delegates or those with positions at a state/national/province body could naturally take place at a zonal level.

3. Planning: Zones can function well to help spot trends and participate in scanning. Information could be collected at a zonal level to feed into an environmental scan at the world level and/or the state/national level. And of course, zones themselves would be plan-driven, as are all parts of an ideal service system.
4. Part of a fund-flow system: Currently zones are not part of the formal fund flow system in a regular sort of way. Ideally, there would be more definition and guidance about the way zones could fit into the fund flow.
5. Exchange of best practices: Many zones currently function well as a place where states or nations can gather to discuss what is working well for them. This role seems natural for zones where open forums or sharing sessions among state/nation/provinces already exist.
6. Point of connection—unity link: Zones form a unity link between geographically related communities, between larger and smaller communities, and between emerging and more developed communities, for instance. Their meetings are a place where unseated communities can feel part of a larger NA community, and more experienced members can stay involved in service. Because of zones' informal nature, it's relatively easy for interested members to attend and feel engaged.
7. Communication link: Zones' potential contribution to environmental scanning and their ability to function as a point of connection or a unity link both fit into their role as a communication forum. Zones are ideally positioned to facilitate the information flow to and from world services and from member state/country/provinces to other state/country/provinces. In addition, border communities may find it helpful to use zones as a way to communicate with their home state if they attend service meetings in the neighboring state. PR forums, Issue Discussion Topics, and other types of workshops at a zonal level could help the flow of communication. Communication from zone to zone may also be productive.

As we mention in the introduction to these proposals, we have talked about the possibility of a zonal seating option for the World Service Conference, but are not recommending that option at this time. Zonal representation would be difficult for zones with a less formal structure. Ideally zones in a new system might function more like an event such as the Florida Symposium or a worldwide workshop—holding workshops, acting in a training capacity, dealing with local service issues and partnering with NAWs. They can be a kind of information clearing house. The zones are good central points for coordination of NA services among NA service bodies. They can function to facilitate communication, coordination, information, and guidance.

Again, these ideas are all part of an ongoing discussion and don't represent final thoughts. The role of zones in the new system needs further discussion by the board and the fellowship as a whole. Should zones be more standardized in their roles? Should their composition be standardized or defined in some way? These are questions we will need to answer collectively. As with any part of the service system proposals, if you have ideas, please send them to the World Board: worldboard@na.org.



WSC Seating

The question of how to determine who is seated at the WSC can arouse strong feelings. The belief that “you’re a region when you say you are” and are therefore entitled to a seat at the WSC is a part of our history and has underpinned the formation and seating of many current regions. As we have grown internationally and seated increasing numbers of regions, the shortcomings to our approach have become obvious. The unrestrained growth of the WSC creates a financial hardship and makes it difficult to facilitate such a large event.

Despite discussing these challenges for several cycles, we have so far been unable to create seating criteria that are applied uniformly and are fair and thorough. In an effort to move forward, and as part of the wider Service System Project, we offered two basic options for seating in the first draft proposals we released in 2010: a zonal seating option and a state/national/province seating option. After further discussions as a board and throughout the fellowship, we have determined to limit our recommendation to a state/national/province seating model at this time. We recognize that this model may have a shelf life due to the size of the WSC, and we will continue to be interested in exploring something like a “zonal” seating model (with the understanding that the “zones” as we now know them might need to be revamped to make such a model workable). At this time, however, state/nation/province seating seems most practical.

State/National/Province Seating

Put simply, this model means that state/national/province service bodies would be seated at the WSC. Each body will elect a delegate to participate in the conference. This model allows us to continue to seat new NA communities while restricting the seating of new service bodies formed from division of already represented communities. The foundational principle of a flexible system allows for several smaller states or countries to continue to join together for the purpose of sending a delegate to the WSC, as well as provide services if it is more effective and efficient to do it this way.

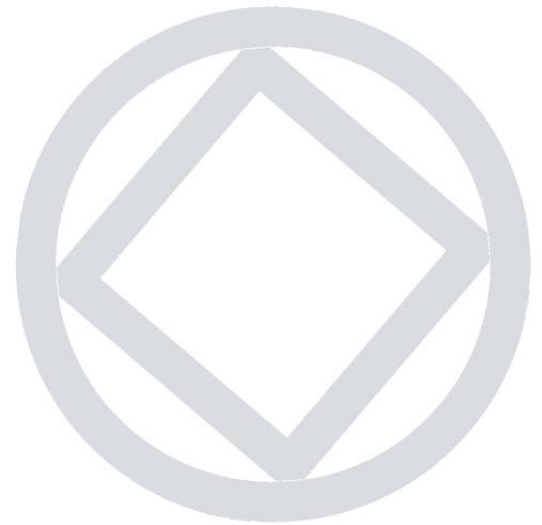
Seating according to this criterion will not represent a difference for the majority of conference participants, but for those it does affect it will represent a significant change. Many of our current regions will have to re-form as single states. Hopefully meeting as an entire state, province, or country would also be seen as an opportunity to provide state-, province-, or countrywide services.

Using recognized, established geographic boundaries will give us a clear requirement upon which to base seating eligibility, and relieve us of at least part of the often emotionally based process of deciding who should, and should not, be seated.

We will still need to create some additional criteria for seating, including but not limited to better defining “state” and “nation” (see the previous section of this report). We expect we will need some way to deal with very large countries and groups of small countries that are closely associated with each other, for instance. In addition, we would expect to retain some kind of criteria requiring seated bodies to have a minimum amount of service provision experience.

Seating according to state/nation/province would slow the growth of the WSC. If there is a need to further reduce the size of the conference, no longer including alternates at the conference is one option that is not elaborated on here.

Key challenges in our current structure	Key solutions provided by seating proposal
<p>Growth of the WSC is not limited, creating resource and manageability problems.</p> <p>There are no consistently applied seating criteria.</p>	<p>An upper limit of seated communities is set by the number of existing state, national, and provincial bodies.</p> <p>Objective criteria are used to establish eligibility before any other criteria are examined, removing the personal element of seating decisions.</p>
<p>The lack of clear seating criteria is one factor that can encourage regional splits, which impacts our ability to deliver services and reach addicts.</p>	<p>State/nation/province seating will encourage regional reunification.</p>
<p>There is a perceived inequality between US and other countries.</p>	<p>The number of US delegates will be reduced.</p>



Service System Processes

We have promised more information about processes in this revision of the Service System Proposals. Among the processes we have talked about are:

- Communication
- Leadership
- Planning
- Decision-making
- Information management

We have, over the course of the last few cycles, made significant progress in outlining some concrete changes for processes such as planning and decision-making. For instance, we have added material to the *Guide to World Services in Narcotics Anonymous* on consensus-based decision-making and we have continued to improve the World Service Conference in this regard. In terms of planning, we produced the Area Planning Tool and the Planning Basics guide. But in the case of other processes, perhaps most notably leadership and communication, the systemic changes needed are so fundamental and wide reaching, it seems wise to take a step back from concrete, detailed suggestions and come to a shared agreement on the principles of a healthy system.

The following sections outline some of those principles. If we can agree upon these as our fundamentals, we can begin to detail more of the specifics of how these processes will work in the system in the future.

Internal Communication

Communication continues to be vexing throughout the NA service system. Our current system is antiquated in many ways and functions more as a delegation stream than a communication stream. The change from a passive to an active communication system will involve all aspects of the service system. Because so much work has been done recently on external communications (i.e., the *Public Relations Handbook*) we are focusing here on communication within NA.

Some principles that should guide communication in an effective service system (with some examples of possible ways to realize the principles):

Collaborative: Members need to have a sense of ownership.

- Rotate location of service meetings, a well-established successful practice used by some existing regions and areas.

Reinforce the big picture: Communications need to be better tied to vision and a cyclical planning cycle. Currently they are tied to representation and administrative detail.

- Make sure everyone has a sense of how the strategic plan relates to them.
- Emphasize the interconnectivity of our service delivery in the local community. Think global but act local.

Responsive: Groups have to be able to express their needs and be aware of what service bodies are doing on their behalf to answer these needs. Communication is a two-way

street. We must learn to “communicate out” better at all levels of service, to listen better and hear groups and members, and to improve tools for collecting information.

- Involve groups in the environmental scanning, prioritization, and evaluation phases of the planning process.

Relevant: Make communication more relevant to members.

- Give people tools to better process and distill information.
- “Push” information when possible, making it easier for people to receive rather than having to go find it.
- Make standardized, up-to-date, and easily updatable information (e.g., meeting lists and maps) available online through a central (state or country-level) website.

Accessible: Broaden the channels of communication. There should be additional ways to communicate aside from within the delegation stream.

- The LSU could have a “communications coordinator” that talks to all nodes in the system.
- Could better utilize technology: econferences, a social network of some kind, enewsletters, cell technology including phone “apps,” podcasting for training modules and other communication needs, and so on.
- Could utilize local service conferences or assemblies as a way to better communicate. Instead of monthly meetings dominated by reports, planning conferences could be less frequent daylong events that include workshops and maybe even a speaker and dance, in addition to the planning activities for local service delivery.

Clear: Processes and roles should be clear and well-defined.

- Create a calendar for the planning cycle so trusted servants know better what is expected of them when it comes to delivering and receiving information. Such a calendar could include key dates for projects and events, such as projected review and input periods for literature projects and WCNA pre-registration dates. Individual communities could incorporate dates relevant to the services they provide on a local level.
- Synch planning cycles across the system.

Targeted: Communication should be better tailored to different “audiences”—we should better consider what we communicate, how, and to whom. Everyone doesn’t need (or want) to know everything. People should understand what the priorities are and how they pertain to their part.

- “Push” communication; don’t just have a passive communication stream.
- Build repositories of information and drive people to them.

Consistent: Yet, there should be some uniformity in how we communicate across the system.

- Utilize templates throughout the service system (e.g., for reports and newsletters).
- Archive communications.

Coordinated: The functions of training, oversight, and standards for communication need to be coordinated at each level of service. Currently those functions are not covered in any way.

- Oversee communication within a service body and train people in communication skills. (Could be a good way for experienced members to contribute.)

Leadership

Four components of any leadership development system:

1. Identification
2. Development
3. Training
4. Coordination of talent

Principles that any effective leadership development system should embody (with some examples):

Proactive: More active leadership identification and development on a local level, including diligence in selecting members that have leadership qualities as outlined in the Fourth Concept.

- Methods of leadership identification (e.g., nominations) should not be exclusively self-selecting.

Confidential: Should use confidential, but not necessarily anonymous selection processes.

- Could use a database or pool.
- Could use a team of people on the state or local level to help identify leaders.

Matches talent to task: Use the different talents our members possess and find a place where they can best serve NA. Nurture people's best qualities rather than challenge them to prove themselves again and again.

- Utilize online service resumes in advance of elections. Could utilize a template like the World Pool Information Form that is adaptable to different levels of service or different communities.
- Utilize non-technological methods as well. Members can share about matching talent to task. Tailor strategies to the needs of different service bodies or levels. Online resumes may work better at the level of the state/nation/province where you would expect people with more service experience and who are used to complicated systems.
- Clearly explain the duties and qualifications for trusted servant positions.

Egalitarian: Values all service contributions not just those that have titles attached, and values people at all experience levels. Works to retain prior leaders.

- Award certificates of participation.
- Provide opportunities to learn and serve outside of formal positions.
- Formal positions are where people who can coordinate services should be in place. Ideally, many more people will be working at service than coordinating services.
- Prior leaders can serve in primary role in training or mentoring systems or in nominating committees.

Scalable: The training and mentoring aspects of the system can be adapted for different sized communities.

- Options with a range of sophistication could meet the needs of different communities and levels of service.

Coordinated: Different levels of the system work together to achieve a common goal. Communication should flow throughout the system.

- Training and recruitment can be performed on a local level but coordinated at the state level. State could roll out training modules or courses and LSUs could implement the training (train the trainer).
- Could have a state-level trusted servant or team who identifies local leaders if it's practical to do so.

Accountable: Effective delegation depends upon accountable leadership and decision-making. As articulated in our concepts, a single point of accountability and decision-making should be identified for each service responsibility.

Cultivate members: Improved training and mentoring results in needing fewer resources.

- Could use somewhat formal training modules or courses (possibly online) with standardized outlines and certificates given at the end.
- GSU could function to some degree as a training ground.
- Conduct orientation session for new trusted servants that includes the prior trusted servants rotating off to provide a warm transition of responsibilities instead of a cold handoff.
- Could make overlapping (e.g., 14-month) service terms the standard—need to improve “on the job” mentoring.”
- Could also create an additional informal mentoring opportunity by matching former trusted servants with newer or potential trusted servants.
- Establish clear expectations for performance and use self-evaluation tools and mid-term evaluation tools to determine how well we're fulfilling our commitments and where we can improve.

Welcoming: Should inspire people to serve and provide opportunity. It should be easy for members to serve by offering broad pathways into service with basic requirements that will not seem overwhelming. The homegroup level serves as the entry point to service. Service is valued as part of recovery and not something you “retire” from when your term ends.

Planning

These third draft service system proposals offer some concrete ideas about how planning would take place in the system, particularly at the LSU level. Here we mention some of the principles that guide those processes. We have already made great progress in NA in improving our planning. This document is meant to compliment the material in both *Planning Basics* and the *Public Relations Handbook*.

Planning before Personalities – Basic Principles of Planning

Group-focused: By gathering information on group issues from group trusted servants, group support meetings, and any other available sources, planning ensures the service system considers group needs.

Fosters unity: We increase our unity by cooperating to fulfill our common primary purpose. Tradition One, in *It Works: How and Why* explains, “Working together for our mutual well-being is a significant source of unity in Narcotics Anonymous.”

Anonymous: Anonymity means that each NA member is equal in their membership and opportunity to recover. Everyone's input is valued, and no one person knows as much as all of us do together. We can put this principle into action by using an objective planning process to provide direction to our service bodies. This direction comes from our combined experience rather than individual opinion.

Collaborative: Planning services is a task we work on together, embracing the ideals of anonymity and unity. Not only do we personally benefit from collaborating in NA service, but the services we provide benefit from our efforts when we work together.

Proactive: Ideally, planning is a proactive process intended to help us deal with issues before they become problems. Dealing with issues early on is often more effective both in terms of outcome and use of resources.

Purpose-driven: A clear understanding of purpose lends structure and direction to our service system. By clearly defining and prioritizing the needs to be addressed, and by clarifying the functions of each service body and the roles and responsibilities of the trusted servants involved, planning can help us to maintain a system that is responsive to our needs.

Effective: Planning helps to increase both the effectiveness and the efficiency of the services we can provide. It also helps us to better manage our fellowship's resources.

Sustainable: Action plans formed as a result of a regular strategic planning process need to take into account our available resources, both human and financial. Services should rely on a stable source of income, such as member contributions, rather than fundraising activities that are vulnerable to unforeseen circumstances.

Consistent: The depth and complexity of planning processes will vary according to the service body performing them. Whether planning takes place as part of our home group's inventory or the NAWS strategic plan, the same basic processes and principles apply.

Inclusive: An accessible planning process uses methods such as scanning and brainstorming, encouraging a broad base of participation and enabling all viewpoints and ideas to be heard. The principles of open-mindedness and tolerance also help us to consider all information and viewpoints carefully.

Honest: A key element of planning is regularly evaluating and measuring the services we deliver to help us determine where changes are required. These may be based on changes in requirements, available resources, or the external environment. Honesty also encourages flexibility and scalability when the need arises to modify our services.

Decision-making

What Do We Really Mean By Decision-Making?

Decision-making in NA can be as simple as an informal discussion among group members over changes to a meeting's format, or as complex as approving the NAWS budget and project plans for a service cycle. Whatever the scale of the decision, the same recovery principles guide the process. Decision-making is a collaborative effort. We work together to decide what is best for NA, both on the local level and for NA as a whole.

Decision-making usually involves more than a simple show of hands. Often the actual decision is just one stage of the process. We begin by gathering information and experience to help us make informed decisions. We then take the time to discuss ideas and share perspectives. By preparing in this way we can ensure that our decisions support our Vision Statement and are in harmony with our principles.

The process does not end once a decision is made. There is a responsibility to clearly communicate and explain the details of the decision to those who are affected by it. In this way we can honor the principle of accountability and help to ensure both trust and support for the decisions we make.

Basic Principles of Decision-Making (with some examples of how these can be realized)

Consensus-based: “Consensus refers to the consent of the group, or, in other words, the willingness to move forward with a decision on the part of all members of a group, rather than a majority or a select group of representatives. . . . Consensus is based on the belief that each person has some part of the truth and no one person has all of it . . . The consensus process is what a group goes through to reach an agreement. It is how we manifest the idea “together we can do what we cannot do alone” in a service setting.” *A Guide to World Services in NA*, pages 8–9

Trustworthy: Without trust there is little chance that a decision-making process will be effective. How we achieve and nurture trust is dependent on certain key practices.

- Carefully select our trusted servants, paying attention to both personal qualities and relevant skills.
- Communicate the nature and implications of decisions clearly and fully, using a variety of methods.
- Provide opportunities for all members to participate in some way in the decision-making process.

Accountable: Service bodies are accountable to the groups that create and support them. This does not necessarily mean the groups must oversee every decision, but it does give groups the ability to exercise authority when necessary.

- Ensure a clear point of accountability is defined when making a decision to do something.
- Report clear explanations of decisions service bodies make to anyone affected.

Practices delegation: Although groups have the final authority over NA services, they must delegate to others the authority to serve in order for these services to be effectively carried out. This allows the groups to focus their attention on carrying the message in their meetings.

- Take care in selecting trusted servants, using the Fourth Concept essay as guidance.
- Allow time during any business meeting for delegates to report.

Inclusive: Ideally any decision-making process has a broad base of participation, ensuring that we consider all relevant experience, and that dominant members do not unduly influence decisions or monopolize the time available for participation.

- Conduct planning assemblies that allow widespread input on issues affecting NA.
- Utilize brainstorming to encourage input to be freely shared.
- Utilize small group discussions to allow quieter members’ voices to be heard.
- Use a consensus based process when practical in making decisions.
- Use secret/closed ballots when needed to encourage voting participants to participate freely without feeling influenced by others.

Plan-driven: Decisions should address our most pressing needs first. Planning helps connect our decisions with the bigger picture of NA services and helps us to work in harmony as a fellowship.

- Use an agreed-upon planning process.
- Prioritize service activities and consider decisions holistically.
- Take the time to ask, “Does this help us move towards the ideal expressed in our Vision Statement?”
- Create a strategic plan to help keep the main goals of a service body in focus.

Sustainable: When making decisions, we need to consider whether we have the resources to implement them on an ongoing basis.

- Create budgets so that financial implications are clear and ongoing commitments can be met.
- Determine what human resources are needed to fulfill decisions.

Information Management

Information management is a general term for the process of dealing with the many types of information related to NA service. Improving the quality and availability of relevant information has the potential to positively affect almost every aspect of service.

The principles and practices of information management overlap with many of our other key processes, most notably communication and decision-making. The Ninth Concept essay offers this thought:

An effective group conscience is a fully informed group conscience.

Basic Functions of an Information Management System

Most information management processes can generally be broken down into five key steps:

1. Capture the information.
 - Take minutes.
 - Keep records of decisions.
 - Make summaries of experiences in service.
 - Gather service resources such as guidelines, trusted servant position descriptions, bulletins on specific topics, etc.
 - Perform an environmental scan to gather information for planning meetings—i.e., collect information such as group issues, financial information, and external and internal trends that may affect NA service.
2. Manage the information.
 - Catalog or index individual pieces of information.
 - Update ongoing resources like meeting lists, trusted servants’ contact information, PR contacts and events, and calendars of fellowship events.
3. Store the information.
 - Keep files in service offices or members’ homes, etc.
 - Maintain electronic archives on computers and websites.
 - Update databases regularly.

4. Preserve the information.
 - Scan hard copies of documents or flyers.
 - Preserve delicate or degradable materials.
 - Utilize back-up storage options, etc.
5. Deliver the information.
 - Maintain connections with other databases—e.g., a regional meeting directory.
 - Make information available when needed—e.g., online meeting lists.
 - Supply information to outside enterprises—e.g., facts about NA to media or treatment facilities, etc.

These procedures should be ongoing but will vary according to what is appropriate for different communities and service bodies. In general, information management will be most effective if it is a team process in which all trusted servants play some part, rather than the responsibility of a single member.

Basic Principles of an Information Management System (with some examples of how these can be realized)

Accessible: Information should be easily available when needed and capable of being shared.

- Create password-protected online archives for minutes and service material on centrally maintained websites.
- Provide orientation packs for new trusted servants.
- Use resource sharing facilities on centrally maintained websites (e.g., www.na.org) enabling different service bodies to share service material.
- Integrate information management and planning so that needs can be known in advance and the appropriate information made available. One such need would be the data collected during the environmental scanning stage of the planning cycle.

Selective: We tend to either save every sheet of paper created or throw it all away when a service commitment ends. A practical system decides what to preserve, considering long- and short-term needs, historical importance, and available storage requirements.

- Understand the legal requirements for how long financial information needs to be stored.
- Offer clear criteria to help determine historical importance.
- Evaluate the physical space and virtual space available.

Current: Wherever possible, information needs to be kept up to date.

- Date information in order to establish how old it is.
- Regularly inventory information stores.

Consistent: Consistent processes and formats should be used throughout the system in order to allow for widespread sharing of information from a broad range of sources.

- Develop reporting templates.
- Create consistent archiving procedures and criteria.

*Appendix 1***Functions of the LSU**

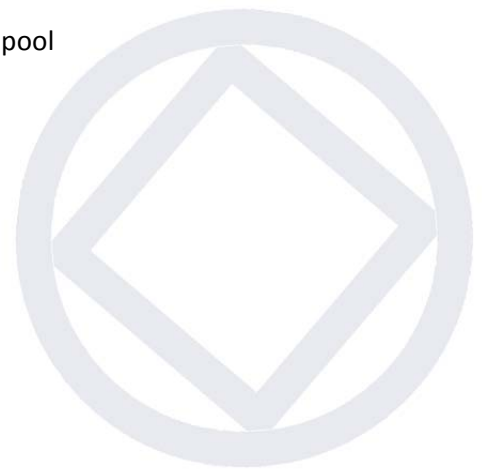
The LSU may do some or all of the following:

- Provide training, including orientation, mentoring, and leadership development
- Serve as a communication and accountability link
- Plan, including developing strategic plans and action plans
- Provide GSU support, possibly including
 - Facilitation
 - Support, both personal and/or financial
- Administer its own affairs, such as facilitating meetings, renting space, setting agendas, etc.
- Put on fellowship events such as conventions, learning days, and CAR workshops
- Coordinate translation work—local dialects in multilingual countries, or service resource translation for sharing with other LSUs
- Conduct PR, including
 - Institutional liaison
 - PI events
- Coordinate human resources, such as a human resource pool
- Oversee financial resources
- Participate in fellowship development and support, including outreach to isolated NA communities
- Maintain a meeting list
- Distribute literature to groups
- Elect a delegate to the state/national/province body

*Appendix 2***Functions of the State/National/Province Service Body**

The roles of this body are again flexible according to local need. Some of the tasks the state/national/province body could undertake include:

- Performing large-scale PR on the state or national level
- Assisting local services, e.g., helping local H&I by working with the state or national corrections department
- Planning, including
 - Environmental scanning
 - Creating action plans
 - Assisting local planning efforts
- Training
- Serving as a communication link to disseminate information, especially to and from the global level
- Upholding legal responsibilities, e.g., maintaining some form of legal identity such as a legal association
- Maintaining a service office with multiple functions such as literature supply
- Holding conventions/events, with a project-based structure rather than a standing committee
- Performing outreach/fellowship development and nurturing emerging communities
- Maintaining information technology, including a website, discussion groups, and a meeting database
- Handling archiving and information management
- Coordinating human resources, such as a human resource pool
- Overseeing financial resources
- Coordinating translations
- Electing a delegate to the global body



Appendix 3

Literature Distribution and Fund Flow in a New Service System

Our ideas about literature distribution and fund flow in a new service system are still preliminary, but we want to share our thinking thus far so that members have an idea of how a literature distribution system and fund flow might work in a restructured service system. We plan to continue discussing these issues and we may have more information or ideas before the next conference.

In this report we will outline a range of ideas about how groups could obtain literature and contribute funds in a new system using methods that are similar to the methods we use now. The “best” solutions for fund flow and literature distribution are those that will most easily put literature in the hands of addicts who need it and ensure that funds reach the bodies that deliver services. Currently groups use a variety of methods to purchase literature and that variance may not change in a new system. We need to ensure the availability and reliability of literature and funds in a new system. We’ve tried to offer information here to help communities think through what method or combination of methods might work best for them, and in that spirit, have included some questions to consider.

The Challenge with the Proposed System

The proposals currently describe two different bodies on a local level. One body is smaller and informal and is devoted exclusively to directly addressing group needs. The group support unit would function as a forum where members of groups come together to discuss their struggles and successes and mutually support one another. The second local body, the local service unit, is larger than the group support unit; several GSUs would make up an LSU. The LSU would provide most local services. It would be comprised of a board that meets monthly and oversees the day-to-day administration of ongoing services and projects, and a quarterly planning assembly where group and GSU delegates gather to create a plan, elect trusted servants, and monitor progress on goals, among other tasks.

The challenge in the proposed system is that neither of these two bodies is, perhaps, ideal as a literature distribution point or a place to collect financial contributions. To distribute literature and accept contributions at the GSU would involve some level of money handling and administration, both of which may undermine the informal character of the meeting. On the other hand, while the LSU may be better suited to literature distribution and accepting contributions, it only meets quarterly, and most groups are used to buying literature and making a financial contribution to their area service committee monthly.

Present Practices

When we began thinking about how groups would get their literature, the dilemma outlined above seemed, while not insurmountable, certainly very grave. After we started researching current practices, we realized that monthly literature distribution at a local service body may be the norm, but it’s far from the rule. We *already* employ a wide range of strategies to distribute literature and contribute funds to service bodies. According to the regional reports submitted for WSC 2010, many areas and regions buy their literature from NAWS, while others purchase from regional service offices, and a few buy from an area service office or area “store.”

The variety of places groups get their literature varies even more widely. While many of us may be used to the ASC as the distribution point for literature, anyone who has been to an ASC recently knows that many groups do not attend an area meeting regularly. Those groups are already purchasing their literature elsewhere. What's more, many ASCs don't make a practice of distributing literature at all. Currently, a very large number of groups order directly from a regional office or from world services. Most groups contribute money to an ASC when they purchase literature, but many make a financial contribution less often or not at all. Some groups contribute money through electronic means, and an increasing number of groups financially contribute to region and world services as well as their ASC.

It seems that whatever changes are made in the service system in the years ahead, we want to make sure that groups continue to have flexibility in how they can obtain literature and contribute financially to service bodies.

Possible Ways for Groups to Get Literature and Contribute Funds in a New System

Attend the LSU quarterly planning assembly

This method is convenient in that groups would already be sending a delegate to the quarterly assembly. In this option, that delegate would also be responsible to carry the literature order and make the group's financial contribution to the LSU. The disadvantage to this method is, as mentioned above, that it would mean literature gets ordered and money is contributed quarterly rather than monthly. It necessitates good planning—in many cases, better than we have now. It also means that groups would have to hold more funds than they may be accustomed to holding. If, however, a group can anticipate its literature needs well enough, a monthly financial contribution could still be made via post or electronically even if literature is only ordered quarterly.

Stop by the LSU board meetings

While the planning assemblies would happen three or four times a year, the LSU board would meet monthly. In some cases, those meetings might take place electronically, but probably in most cases they would be face to face. The board could take time during the monthly meeting to fill literature orders and take financial contributions from groups. If desired, the board could even have a designated literature coordinator or workgroup so that the board as a whole wouldn't need to stop business to distribute literature and collect contributions. Ordering from the local service board would mean that groups would need to send a delegate or other trusted servant just for that purpose during months that the LSU planning assembly didn't take place. Nonetheless, for many groups this may be a convenient option.

Utilize the GSUs to consolidate orders

Groups could consolidate orders through the GSU and then either order directly from NAWs or from an RSO. If orders were placed in advance, the literature could be distributed at the GSU. The disadvantage to this method is that it necessitates money handling and some degree of business at the GSU which ideally would be an informal body free of business and finance. Were that to be the case, however, it could function as a sort of trusted servant training opportunity for members of the GSU. Another drawback of this method is it doesn't address how groups contribute financially to the LSU. If groups are bringing a contribution to the LSU, it could still happen quarterly. Nonetheless, for some GSUs, particularly those comprised of rural groups for whom travel to the local service body is challenging, this might be the most practical option.

Have the LSU distribute literature and collect financial contributions at the GSU

Groups could invite the LSU to come to the GSU to take group contributions and fill literature orders. This would mean that transactions would occur at the GSU, but the responsibility for the business and finances would remain at the LSU. The trusted servant handling the money and literature would be elected at the LSU level. This might be a practical option in places with relatively short distances between the LSU and GSU and a relatively small number of GSUs. In places with many GSUs it could, however, place a burden upon the LSU.

Order electronically from a local service office or NAWS

Many groups already order online from a service office or equivalent, or from NAWS. In a new system, those groups may want to continue ordering electronically and others may want to consider doing so as well. The disadvantage to this method is that it would mean more small orders getting filled by service offices or world services and that's not always the most efficient way to distribute literature. Also, it would mean that groups need access to a means of electronic payment and as in the first option above, would either need to make contributions to the LSU quarterly or could make them electronically more frequently. It's worth mentioning that some of our service materials, such as the Treasurer's Handbook, are badly in need of revision. The practicalities they recommend, such as ensuring that each group has a dual signature bank account, may not necessarily be up to date—in fact, electronic fund transfers can actually be considered more secure—but the principle of oversight is timeless. Regardless of the method a group uses to purchase literature and contribute financially, accurate records should be kept and receipts filed for reference.

Questions Groups May Want to Ask Themselves

As groups try to figure out what method of ordering literature and making financial contributions makes the most sense for them, they may want to ask these questions:

- How often do you want to buy literature and make financial contributions (e.g. monthly, quarterly)?
- Would distributing literature and collecting contributions impact the informal nature of your GSU significantly?
- What proximity do you have to existing literature outlets and/or service bodies where you can make a contribution?
- Do you have an electronic means of ordering literature and making contributions?

The above ideas tackle the issue of group financial contributions to the local service bodies to varying degrees. Groups will still need to determine how to best contribute to state or national services as well as world services (and possibly for the administration of an intermediate body in the cases where one exists). This suggests that groups may need to look into electronic means of making contributions, and of course, this same method could be used to order literature electronically if a group determined to do so. In some cases, service bodies may want to encourage use of a contributions portal, either through their bank's e-commerce services or through a separate service. As technology becomes more available and easier to implement, this option may become more practical in many places.

Conclusion

As we've said, the board will continue to discuss this issue and may have further recommendations as it gets closer to the conference, or perhaps during the next cycle as part of a transition project, if one is approved. What is clear is that there are a number of possible means for groups to get literature in the proposed service system. For many groups, particularly those outside the US, this may not represent a change from their current practices. It may be that the best option is simply to outline the range of options groups have to order literature and make financial contributions to their local service body and help them figure out the method that makes the most sense. We will report any new thoughts about these issues if our ideas develop further, as we have with all aspects of the service system project. Watch www.na.org/servicesystem for the latest updates.



Appendix 4

Structural Examples

This appendix is intended to offer examples of how these proposals could possibly work in different types of NA communities. The examples are offered to give a sense of what these abstract ideas would look like if concretely applied. **They do not** represent a mandate for these communities or any others, and **are not** proposals to be voted on. The actual reality of how any given community may look if it restructured could be very different from these examples. They should be used to aid a creative discussion on ideas for improving local service delivery.

We have chosen to use specific examples of NA communities – Philadelphia, Wisconsin, and Brazil – as examples. They have been chosen because they represent very different NA environments: Philadelphia is an urban community in a densely populated state, Wisconsin is a state with a great deal of rural space (and the unusual consideration that part of another state, Michigan’s Upper Peninsula, is more convenient to Wisconsin), and Brazil is a large country that currently contains many meetings and more than one region. Another part of the reason for choosing these examples is that each of these locations has members of the workgroup and/or the board living there, so we hoped the examples might benefit from their experience as residents in these communities.

We have not repeated all the information from the main body of the report in this appendix—that is, to avoid repetition we have not defined “local service unit” or “planning assembly.” We are assuming that anyone reading these appendices will have already read the main body of the report and will have a basic understanding of the various components of the proposals.

Services in an Urban Environment: Philadelphia

We chose Philadelphia as an example for this type of NA environment. Again, this is just an example – similar environments can be found in many major cities around the world. How Philadelphia would actually look if restructured may differ from the ideas outlined here.

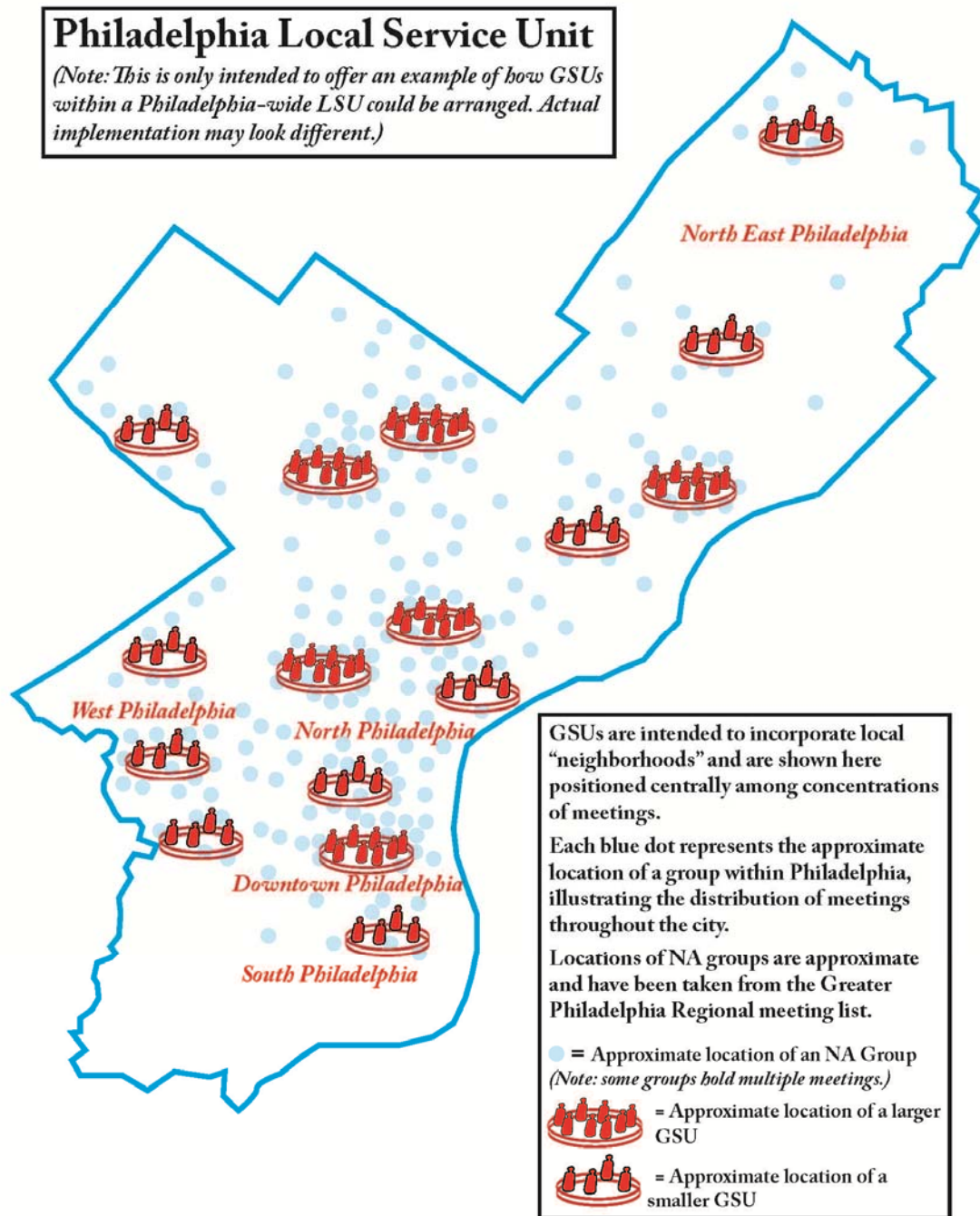
The City of Philadelphia and its surrounding counties are currently served by the Greater Philadelphia Region, which contains an estimated 315 groups holding over 445 meetings per week, and the Eastern Pennsylvania Region, which contains an estimated 100 groups holding around 100 meetings per week. Currently these regions consist of 15 ASCs. (These figures are taken from the NAWS database.) It is estimated that there are about 175 meetings in the City of Philadelphia. There are currently six ASCs within the city boundaries.

The Urban GSU

Ideally GSUs will consist of a manageable and productive number of groups. This should be small enough to avoid the excessive expense of renting a large facility, but large enough to draw in the experience needed to make the GSU effective. For instance a GSU may consist of members from around 10-15 groups, as well as any other interested members. In the more densely populated parts of Philadelphia (for example the Inner City ASC in North Philadelphia) this number may be higher, and in the less dense suburban areas it may be lower.

Each GSU will consist of the groups from a Philadelphia “neighborhood.” In some cases we may see groups with a common language come together from across the entire city in a GSU that encompasses a wider geographical area than a neighborhood. For instance, currently

there are a number of Spanish-speaking groups in Philadelphia that might want to form a GSU. It could be that there will be around 16 GSUs in the city of Philadelphia.



Whenever possible and practical, the borders of a service body should correspond to those recognized in society at large—cities, counties, and states—so that addicts seeking recovery and the main organizations that interact with addicts can more easily find us. It may also be helpful to remember that clearly naming a service body so that its boundaries are understood by those outside of NA is desirable.

The most desirable outcome for Philadelphia could be to form one large LSU that encompasses the boundaries of the city and provides the majority of local services. This could reduce the costs and service duplication associated with the current structure of six ASCs, and enable the more efficient coordination and delivery of citywide services. Again, this is just one example of how these proposals **might** look if concretely applied.

Philadelphia has many independent treatment facilities that are not governed by any central citywide authority in the same way that correctional or medical services are. The Philadelphia LSU could provide services to these facilities by training volunteers, supplying literature for presentations, and maintaining relationships with the facility's staff. The LSU could connect with groups through the LSU delegates to inform members of the need for volunteers and to offer ways for members to get involved.

The section of these proposals devoted to the LSU explains that the LSU is comprised of a local service board and a regular planning conference. In the case of Philadelphia this would mean that the local service board would meet monthly to oversee ongoing services and projects. The entire LSU would meet for planning conferences three or four times a year, with one of these being an annual planning assembly. These three or four meetings would have group and/or GCU delegates in attendance, along with the service board, project coordinators, ongoing service coordinators, and interested members. The exact arrangement for participation would be up to the LSU itself and would most likely depend on whether the Philadelphia groups adopt the linear or two-track option, as that would greatly influence the number of trusted servants attending. Any interested members would be especially encouraged to attend the annual planning assembly.

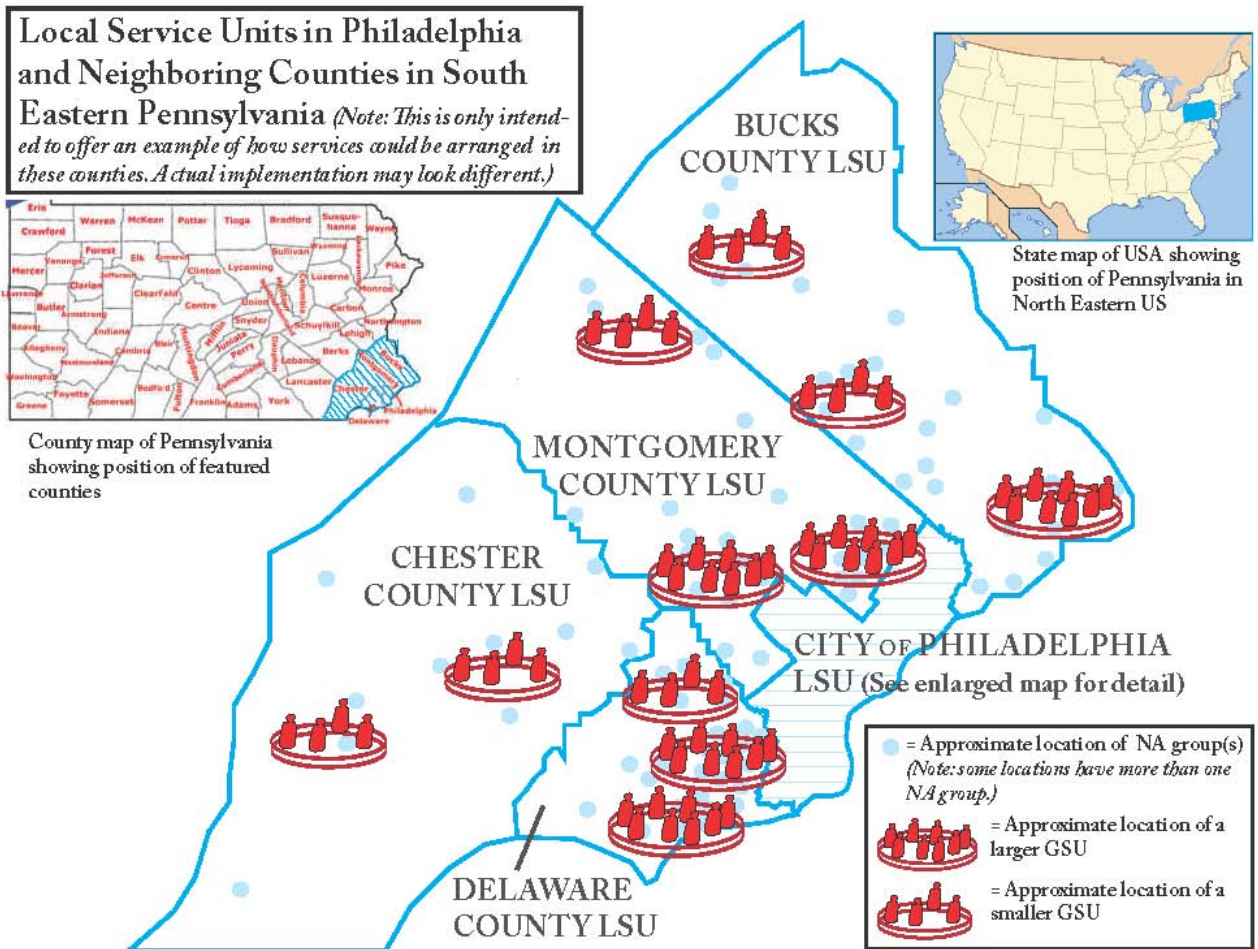
If the size of the planning conference proves to be challenging, one additional possibility for Philadelphia could be to form an intermediate body that covers part of the city, and that would sit in between the groups and the LSU in the delegation stream. This may help to reduce the number of attendees at the Philadelphia LSU making it more manageably sized. It should be noted, however, that the LSU structure of regular planning meetings and separate board meetings is capable of dealing with larger numbers of participants than the current ASC structure.

Some of the services the Philadelphia LSU could provide are:

- ❖ Public relations with the city government
- ❖ Public relations with citywide correctional authorities, as well as facilitating services such as security clearance for volunteers
- ❖ Coordinating the planning of services in Philadelphia and sharing best practices and resources
- ❖ Running a citywide phoneline
- ❖ Producing a citywide (or broader) meeting list
- ❖ Holding a Philadelphia convention
- ❖ Maintaining relationships and providing PR services to local treatment facilities, including supplying literature and gathering trained volunteers for presentations
- ❖ Facilitating local H&I services by publicizing vacant panels, supplying literature for panels, and gathering volunteers
- ❖ Acting as a communication link between groups and the rest of the service structure

The Philadelphia LSU may also be responsible for sending delegates to the statewide Pennsylvania service meeting.

The city of Philadelphia is surrounded by the more rural counties of Chester, Delaware, Montgomery, and Berks. These are currently part of the existing Greater Philadelphia and Eastern Pennsylvania regions, but do not fall within the boundaries of the City of Philadelphia. The number of groups in these counties ranges between approximately 35 and 60. These counties would be encouraged to form their own local service bodies. These would probably consist of a single LSU and 2-3 GSUs for each county. In more rural parts of Pennsylvania it may make sense for an LSU to consist of more than one neighboring county.



Services in an Rural State: Wisconsin

Wisconsin is a state with large rural areas and scattered urban centers, with the greatest concentration of meetings found in the city of Milwaukee. Once again, this is just an example offered to stimulate discussion about how application of the ideas in the proposals *could* work in a similar environment.

There are currently around 380 groups served by 16 areas in the Wisconsin region. (These figures are taken from the NAWS database.) Much of the neighboring state of Michigan's Upper Peninsula is part of the Wisconsin region as it is contiguous to Wisconsin and not to the rest of Michigan. There are also groups situated in northern Illinois and north-eastern Minnesota within the Wisconsin region.

Groups are sparser in the south-western and northern parts of Wisconsin and more concentrated in the south-eastern part. There are 72 counties in Wisconsin, some of which have no NA meetings. Groups either form clumps around sizable towns or are individually scattered across rural areas, often along major roads. It is common for there to be considerable distance between rural groups. Wisconsin also has a regional service office in Oshkosh.

Urban Areas

NA groups in Wisconsin are most dense in the Milwaukee area, and the four neighborhoods in the north, south, east, and west sides of the City of Milwaukee, along with the city center, could form natural boundaries for GSUs. It's reasonable to expect there could be a total of between eight and ten GSUs in Milwaukee County.

Milwaukee is currently served by two ASCs containing around 80 meetings combined. These two ASCs share a meeting list, helpline, and website. It would seem to be practical for a single local service unit covering the County of Milwaukee to continue providing these services, which could be arranged along similar lines to the Philadelphia example.

The Milwaukee ASC also attracts a handful of groups from neighboring Waukesha County. Whether these groups would choose to continue to receive services along with groups in Milwaukee County would depend on what is most practical for them. Waukesha County might also choose to form an LSU if that were a productive option in terms of service provision, or they might defer this decision until later. Similar situations can be found around the other urban centers of Wisconsin and cities in other states and countries as well.

Rural Areas

The LSU will be the main provider of services in rural areas of Wisconsin just as in its urban areas. A largely rural LSU would typically be based wherever there is a concentration of NA meetings, much as our current areas are. Rural LSUs will be composed of varying numbers of counties depending on the density of NA groups within the community. Some could be composed of a few counties, while others, for instance in northern Wisconsin, could consist of a greater number as well as possibly meetings on Native lands. As throughout the system, it is intended that the LSU conforms to recognized boundaries in order to more easily interact with countywide professional and governmental bodies. The basic format would most likely be the same for rural LSUs as it is for those in urban areas, with a series of planning meetings three or more times a year and more frequent meetings of the local service board. As the system is designed to be flexible, each LSU has the option to meet less often if that is appropriate for its resources and workload or to rotate meeting venues if desired.

Rural groups may particularly benefit from the connection a GSU offers. The Waukesha County groups would appear to be a natural example of a GSU, although geographical distance and number of groups could determine if more than one GSU would be formed in the county. It may not be necessary for a GSU to conform to county lines at all as their service delivery role is directed towards its member groups rather than any external body. It could be that groups from neighboring towns that are in different counties could meet as a single GSU. Again local conditions will determine what is practical and sensible. Other groups that are further from more densely populated parts of the state would still form GSUs and meet together whenever possible and practical. GSU meetings could rotate between groups or could happen in a convenient central location, or some combination of the two.

How rural groups choose to participate in the LSU is for them to decide, but may be influenced by factors such as available resources and distance. For some groups the linear model or use of an intermediate body may provide a solution to many of the resource challenges they currently face in attending area meetings, while other groups at the LSU may choose to utilize the two-track model.

Although the LSU provides the majority of local services, it is also true that sometimes rural groups in Wisconsin facilitate services, such as local PI, because the nearest service body is too distant to do it effectively. The reality is that isolated rural communities may continue to satisfy these immediate service needs themselves. Participation in a GSU may make that service delivery easier. The LSU will also be available to help coordinate, give advice, and supply resources. Providing services should not distract a rural GSU from its primary role of group support. Service provision by a GSU should be the exception rather than the norm. GSUs are not intended to become mini-ASCs or LSUs.

Statewide Services

The service system proposals suggest that the state of Wisconsin would be served by a state/national/province service body. This does not represent any significant change from the boundaries of the current Wisconsin Region, except for the Upper Peninsula area of Michigan and some groups and service bodies close to Wisconsin's borders. It may be that these groups could continue to receive support for the local services they deliver from Wisconsin, while also receiving the benefits that their home state service bodies provide, such as improved statewide PR and access to regional websites and helplines. Practical and productive arrangements for border communities are one of the aspects of these proposals that need further discussion.

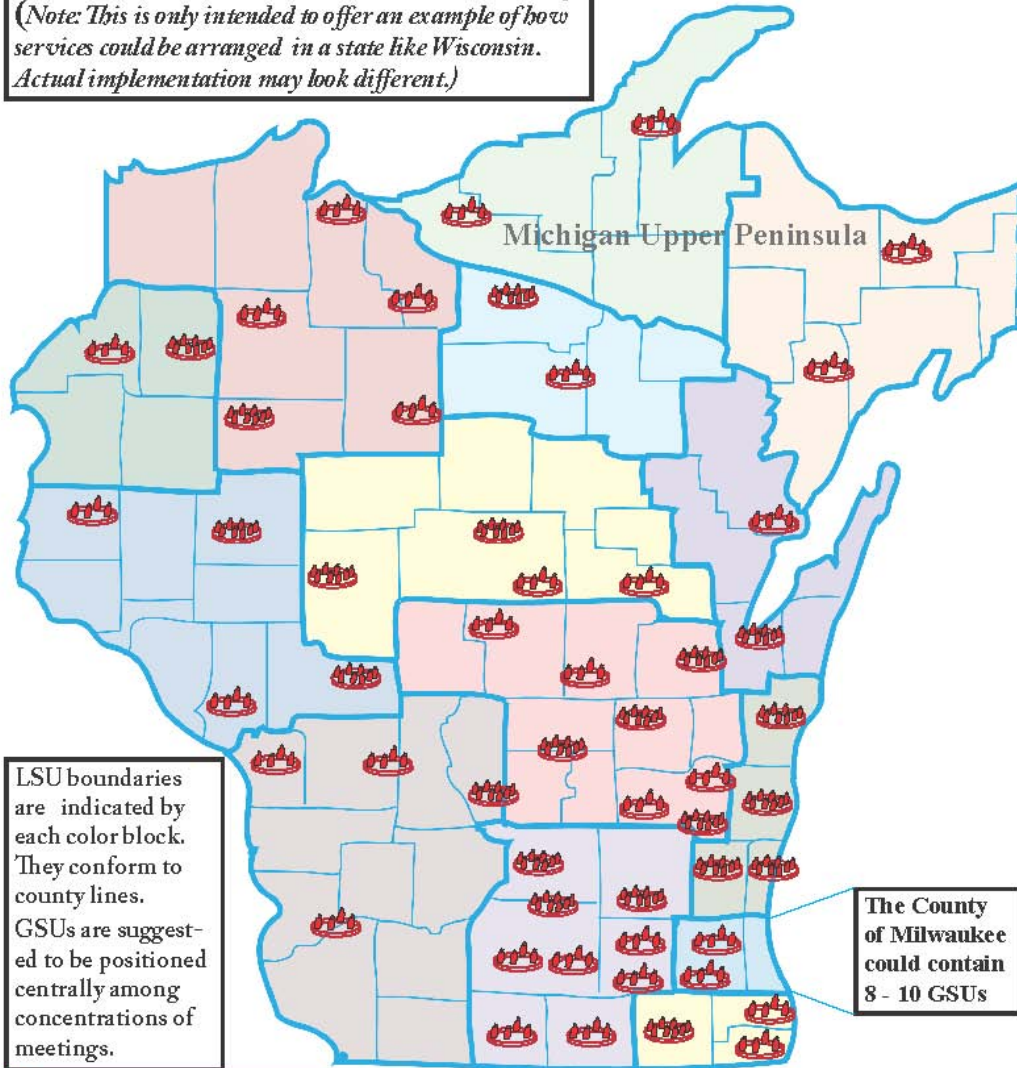
Wisconsin currently has a statewide helpline that directs calls to individual areas, a regional website with links to area sites, and a statewide meeting search facility. Wisconsin has also been able to deliver an effective program of PR work consisting of, in part, regular attendance at a number of professional events. The regional PR committee in Wisconsin assists local areas with resources for professional conferences as well, and helps with local meeting lists. These successful services can continue to be provided by the Wisconsin State service body.

The Wisconsin service body would be formed of LSU delegates and a "state service board" to plan and administer ongoing services and projects. The frequency of this body's meetings could be determined locally. Statewide services may follow the same general pattern as the LSU, with a series of planning meetings with LSU delegates and the state service board in attendance, along with separate meetings of the service board. However, fewer services are

administered at the statewide level so the majority of projects would most likely involve statewide public relations and service to LSUs such as training.

Wisconsin State Service Body

(Note: This is only intended to offer an example of how services could be arranged in a state like Wisconsin. Actual implementation may look different.)





LSU boundaries are indicated by each color block. They conform to county lines. GSUs are suggested to be positioned centrally among concentrations of meetings.

The County of Milwaukee could contain 8 - 10 GSUs



State map of USA showing position of Wisconsin and Michigan's Upper Peninsula in the upper midwest of the US

 = Approximate location of a larger GSU
 = Approximate location of a smaller GSU

Services in a Large, Densely Populated Country: Brazil

Brazil has one of the largest concentrations of NA meetings outside the US and Iran. We wanted to provide an example of how a country outside the US might apply these proposals and Brazil's size and large NA population made it seem like a good place to focus. **Once again, this is an example of how the proposals could work and is intended to aid discussion and the sharing of ideas. It is not a model to be voted on.**

Brazil is the fifth largest country in the world and is divided into 26 states and a Federal District containing the nation's capital of Brasilia. The country's states can be grouped into five regions, which have no political or administrative role and are primarily used for statistical purposes and for allocating federal funds to development projects. Generally Brazilian states have less independence than the state governments of the US.

In addition to the state and federal government, the Brazilian Federation also consists of 5,564 Municipalities. These Municipalities are subdivisions of each of the states, but also have autonomous local governments with the power to approve local laws and collect taxes. All judicial powers, however, are organized at the state and federal level. The number of municipalities in each state varies from 15 to 853.

Brazil is a hugely diverse country, ranging from the vast and sparsely populated forests of the Amazon basin in the north, to São Paulo in the south, one of the world's largest cities. Although Brazil is racially and culturally diverse it has one common language. There is a wide range of approved NA literature available in Portuguese or Brazilian Portuguese, as well as publications such as *NAWS News* and *The NA Way*.

Brazil contains over 2,750 meetings serviced by over 60 ASCs. In some cases, concentrations of ASCs in Brazil formed bodies known as "nucleos." These had clearly defined roles and requirements and were designed as part of a project that offered options for the division of the original single Brazil Region. Nucleos were designed to represent ASCs at the region and to provide services to them. In some cases these nucleos have proven to be the seeds for the formation of regions within Brazil. They have had varying levels of effectiveness, but do seem to have provided an opportunity for groups of ASCs to transition into regions while giving them time to re-evaluate their needs and capabilities.

Currently Brazil has six regions, two of which are seated at the WSC. There is a single service office in Rio de Janeiro that is responsible for printing literature locally and distributing it to the Brazilian regions. Most of these regions have their own offices that take care of distributing literature to ASCs and groups.

Rural Areas

Services for rural groups in Brazil could be arranged along the same lines as those in rural Wisconsin, with groups forming GSUs for mutual support, and receiving services from LSUs. Again, groups would have the choice to use the linear or two-track option for the GSU, as well as the choice of which groups they form GSUs with. As with Wisconsin, the composition of LSUs would vary according to meeting density and distances between groups.

Urban Areas

Services in the urban areas of Brazil would most likely happen in much the same way as those in Philadelphia and urban Wisconsin. Some of the larger cities contain very large NA populations—São Paulo and its suburbs have a population of nearly 20 million people and almost 400 meetings per week. Given the number of meetings in São Paulo, the use of

intermediate bodies may help keep the LSU meeting at a reasonable size. Groups that experience difficulty in attending the LSU meeting also have the opportunity to use the linear option for the GSU in the same way as groups in Philadelphia and Wisconsin do.

State/National/Province Service Bodies

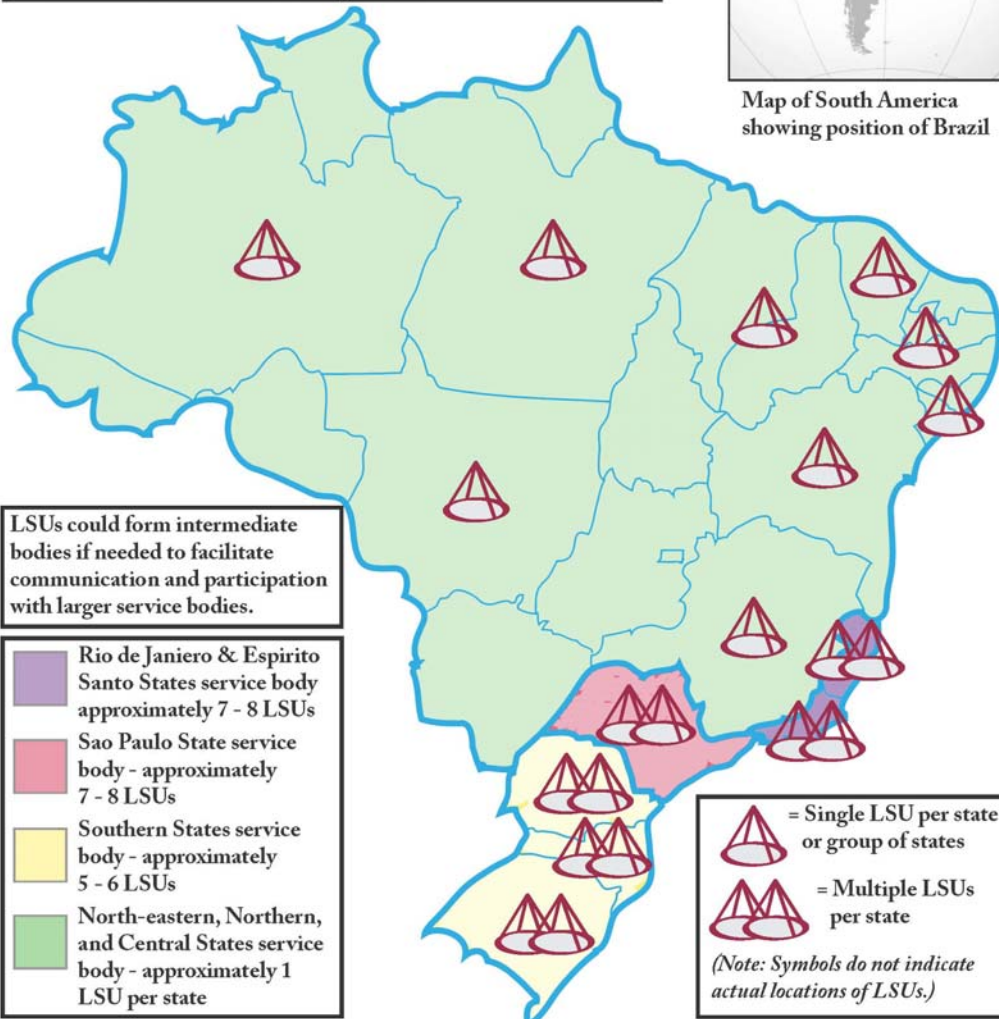
Service bodies that conform to recognized boundaries are encouraged by the proposals. The current six regions of Brazil could potentially be reorganized into four state/national/province service bodies along these lines:

1. **São Paulo:** The state of São Paulo (the capital of which is the city of São Paulo) currently has two regions, Grande São Paulo and HOW. These have 26 ASCs and 1,200 meetings per week between them. With the use of intermediate bodies if necessary, these could be reformed into around seven to eight LSUs, and a single state/national/province service body. The members are well known to each other and are currently sharing some services so redefining the existing regions in the state of São Paulo could be achievable.
2. **Rio de Janeiro/Espirito Santo:** The Rio region was formed in May 2009, having been a Nucleo for about six years, and covers the state of Rio de Janeiro. Originally Rio was part of the larger Brazil region. The Rio region has 15 areas and 200 groups holding more than 500 meetings a week across the state, with the greatest concentration located in urban areas. The state of Rio de Janeiro could also contain more than one LSU, and could also join with the neighboring state of Espirito Santo to form a single state/national/province service body with around seven to eight LSUs.
3. **Southern Brazil:** The current South Brazil Region consists of the states of Paraná and Santa Catarina, and most of the areas in Rio Grande do Sul. A couple of Rio Grande do Sul's areas have recently split off to become a separate region. [The original draft of the CAR mistakenly said that all of Rio Grande do Sul had split off to become a separate region. Our apologies for the mistake.] One possible arrangement is to combine these three states into a single state/national/province service body. Each state could contain multiple LSUs.
4. The remaining states in the central, northern, and north-eastern parts of Brazil currently form the Brazil Region. Many of these states are sparsely populated or currently have small NA populations. Some of these states will be able to form single LSUs that provide services within their borders. Others could combine to form LSUs that serve multiple states in a similar way to the rural areas of Wisconsin. All of these states could be grouped into a single state/national/province service body. Intermediate bodies may help the more geographically distant LSUs connect with the state/national/province service body.

Brazilian National Services
(Note: This is only intended to offer an example of how services could be arranged in a country like Brazil. Actual implementation may look different.)
 Brazil could possibly be divided into four service bodies formed of groups of states (with the exception of Sao Paulo State that would form a service body by itself). The boundaries for these are indicated by each color block.
 More densely populated states may contain multiple LSUs. Less densely populated states may contain only one LSU, or may combine with other states to form a single LSU.



Map of South America showing position of Brazil



National Services

Providing services on a national level in a country the size of Brazil presents some logistical challenges. The Brazilian regions have recently formed the Brazilian Zonal Forum, which meets three times a year at different regional meetings and holds workshops on different NA topics. It consists of delegates from the six Brazilian regions and an administrative body made up of a chair, vice-chair, treasurer, and secretary. Their travel is funded by donations from the regions.

The four reorganized state service bodies may connect with the Brazilian Zonal Forum body by sending delegates in the same way as the current regions do.

The Brazilian Zonal Forum is quite new and is actively discussing its future role, whether it is that of a sharing body or a service provision body. It may be that it eventually occupies a position somewhere in between these roles and could provide a platform for the provision of national services, making it the state/national/province service body suggested by the proposals. The possible tasks for a Brazil-wide body include:

- Helping the Rio service office to coordinate the supply of literature for the groups in Brazil
- PR with government agencies
- Strategic planning
- The sharing of resources between different NA communities in Brazil
- Coordinating translations in Brazil
- A Brazilian national convention

If a countrywide service delivery body formed, it could utilize a similar process of planning and meetings as the Wisconsin service body.

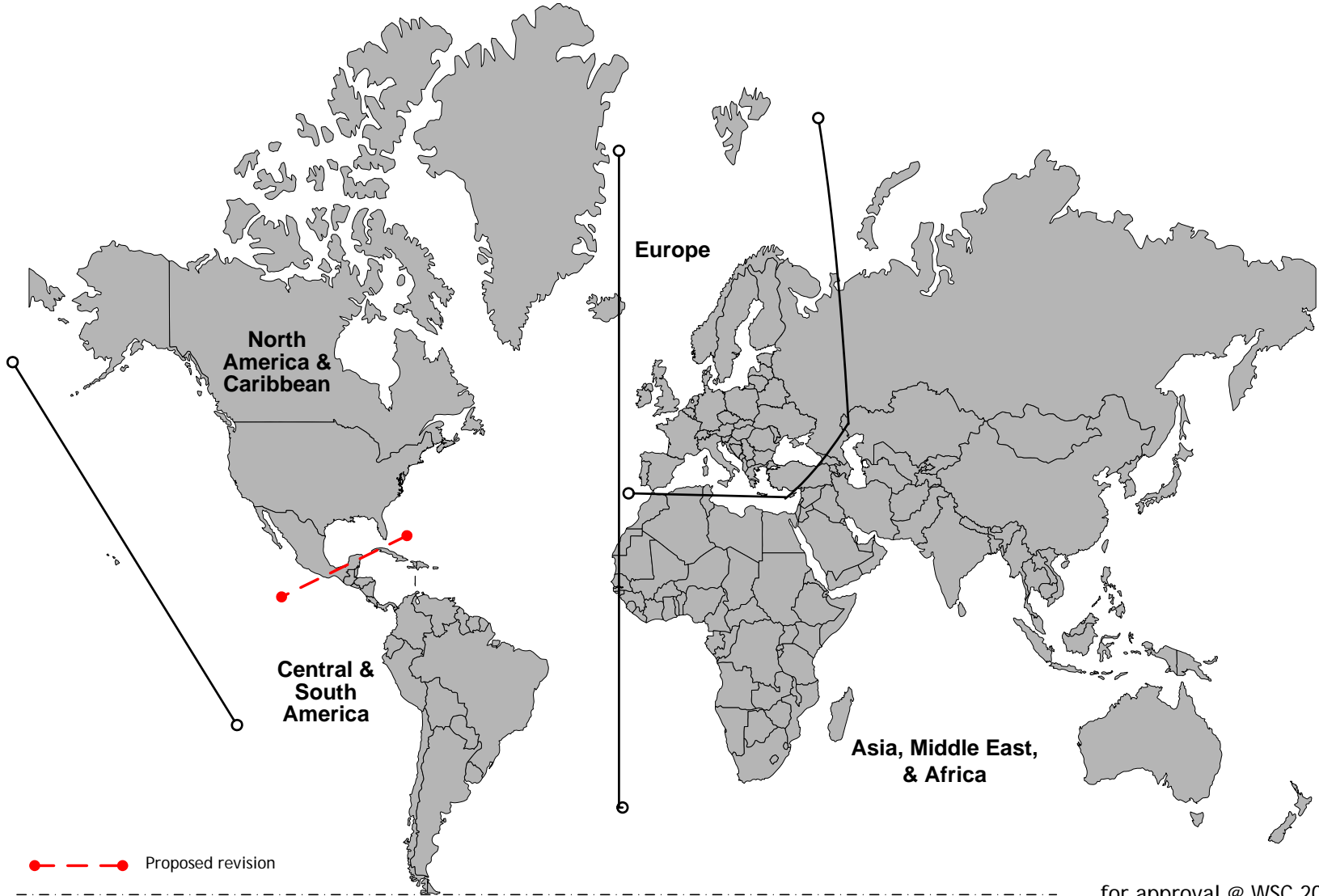
WSC Seating

At this time, it has not been decided which bodies from large countries like Brazil will be seated at the WSC. While most or many countries outside the US will just have one nationwide service body, some places like Brazil (or Mexico, India, and Russia) may have more than one service body consisting of multiple LSUs within their borders, using state boundaries or combinations of states to form seated bodies. It is not clear at this time whether the state/national/province service bodies in Brazil or some sort of service body covering the nation as a whole, like the current Brazilian Zonal Forum, would be responsible for sending delegates to the WSCs.

Addendum C

World Convention Map Proposed Revisions

World Convention Zones – Proposed Revisions

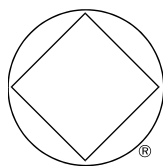


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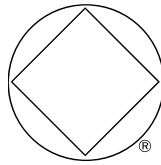
The Twelve Steps of Narcotics Anonymous

1. We admitted that we were powerless over our addiction, that our lives had become unmanageable.
2. We came to believe that a Power greater than ourselves could restore us to sanity.
3. We made a decision to turn our will and our lives over to the care of God *as we understood Him*.
4. We made a searching and fearless moral inventory of ourselves.
5. We admitted to God, to ourselves, and to another human being the exact nature of our wrongs.
6. We were entirely ready to have God remove all these defects of character.
7. We humbly asked Him to remove our shortcomings.
8. We made a list of all persons we had harmed, and became willing to make amends to them all.
9. We made direct amends to such people wherever possible, except when to do so would injure them or others.
10. We continued to take personal inventory and when we were wrong promptly admitted it.
11. We sought through prayer and meditation to improve our conscious contact with God *as we understood Him*, praying only for knowledge of His will for us and the power to carry that out.
12. Having had a spiritual awakening as a result of these steps, we tried to carry this message to addicts, and to practice these principles in all our affairs.



The Twelve Traditions of Narcotics Anonymous

1. Our common welfare should come first; personal recovery depends on NA unity.
2. For our group purpose there is but one ultimate authority—a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.
3. The only requirement for membership is a desire to stop using.
4. Each group should be autonomous except in matters affecting other groups or NA as a whole.
5. Each group has but one primary purpose—to carry the message to the addict who still suffers.
6. An NA group ought never endorse, finance, or lend the NA name to any related facility or outside enterprise, lest problems of money, property, or prestige divert us from our primary purpose.
7. Every NA group ought to be fully self-supporting, declining outside contributions.
8. Narcotics Anonymous should remain forever nonprofessional, but our service centers may employ special workers.
9. NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.
10. Narcotics Anonymous has no opinion on outside issues; hence the NA name ought never be drawn into public controversy.
11. Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, and films.
12. Anonymity is the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.



Twelve Concepts for NA Service

1. To fulfill our fellowship's primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.
2. The final responsibility and authority for NA services rests with the NA groups.
3. The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.
4. Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants.
5. For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.
6. Group conscience is the spiritual means by which we invite a loving God to influence our decisions.
7. All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision-making processes.
8. Our service structure depends on the integrity and effectiveness of our communications.
9. All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes.
10. Any member of a service body can petition that body for the redress of a personal grievance, without fear of reprisal.
11. NA funds are to be used to further our primary purpose, and must be managed responsibly.
12. In keeping with the spiritual nature of Narcotics Anonymous, our structure should always be one of service, never of government.