

NATIONAL SERVICES**INTRODUCTION**

The basic purpose of national services is the same in every country: they provide the national NA community with means of carrying out tasks which benefit the entire national community, and of maintaining an active voice and effective conscience concerning issues affecting the fellowship nationwide. The needs and abilities of national communities vary, as do the forms and specific activities of national service systems, but the purpose remains constant worldwide. Our steps, traditions, and concepts lay a foundation of solid principle for NA service at all levels; but they do not dictate precisely what the service structure must do, nor how it must organize itself. Those matters are left to the best judgment of each NA community, based on the needs and ability of the community itself.

Each national community is encouraged to develop its own services to meet its own needs, in accordance with its own national laws, and cognizant of its own cultural background, provided that the structure which is developed does not conflict with NA's essential principles. This chapter will look at the basics of national services, describing some of the kinds of structures and activities almost certain to be a part of any national service structure. For a look at the details of a fully developed model for national services in one country, see the addendum, "National Services in the United States," at the end of this book.

BASIC ORGANIZATION—NATIONAL CONFERENCES OR ASSEMBLIES

The primary element of any national service system is the national service conference or assembly, composed of delegates and other national-level trusted servants. In some countries, delegates are elected at state or regional assemblies; in countries not large enough to require the intermediate regional level of service, area assemblies of GSRs elect conference delegates.

27 National conferences and their service arms fulfill a wide range of tasks: the
28 translation of existing NA literature, the development of new recovery material and
29 service aids, and their publication; coordination of the fellowship's contacts with
30 the national government, with nationally-organized civic, professional, media, and
31 religious organizations, and with other twelve-step fellowships in the country; and
32 communication between the national community, other national NA communities,
33 and NA World Services.

34 NATIONAL SERVICE BOARD

35 Some national service assemblies or conferences meet only once a year;
36 some meet quarterly, or even monthly, depending on the amount of business
37 facing the entire conference. But the conference itself is usually capable only of
38 establishing priorities for national services. The responsibility of fulfilling national
39 services between conference meetings, in ways consistent with conference-
40 established priorities, is usually delegated to a smaller body of national-level
41 trusted servants, elected by the conference--a national service board.

42 The form of this smaller national executive body will differ from country to
43 country, depending on a number of factors. A national service system not
44 administering an office or publishing NA literature indigenously may well be able
45 to establish an unincorporated administrative body, composed of conference
46 officers and the chairpersons of the various national conference committees.
47 National communities which administer a national service office, distribute
48 significant quantities of literature, or publish NA literature in their own country may
49 well be required by their national law to incorporate their national board, or
50 establish some other kind of legal identity for their services. If you are unsure of
51 what kind of legal organization your national services require, consult with a local
52 attorney, your national government, or NA World Services.

53 Regardless of the legal form taken by your national service board, there are a
54 couple of things to consider concerning the extent and limitations of the board's
55 authority. In order for the board to fulfill the kinds of responsibilities any national

56 service system calls for, the board will have to be delegated substantial authority.
57 To balance that authority, careful checks ought to be built into the working
58 relationship between the conference and the national service board. A close
59 examination of the needs of your national community, of the Twelve Concepts for
60 NA Service, and of the group conscience of your conference should provide you
61 with the guidance you need in crafting such an arrangement.

62 NATIONAL SERVICE OFFICE

63 National offices in different countries provide a wide range of different services.
64 Some national offices serve primarily as a central contact point for the national
65 Narcotics Anonymous community, also storing literature purchased from NA
66 World Services for distribution to area committees and groups. Others publish
67 and distribute their own NA literature and service aids, coordinate the logistics of
68 the national convention, produce the national fellowship journal, and employ
69 special workers assigned to assist the national board. The need for a national
70 office, and the kinds of services to be provided by that office, will be determined
71 by the needs of the national community, the national service board's level of
72 activity, and the community's ability to support the venture. For more information
73 on operating a national service office, contact NA World Services.

74 NA LITERATURE

75 The availability of Narcotics Anonymous literature has been found to be of
76 great importance in the development of any national NA community. In many
77 countries, the first service work conducted on behalf of the entire national
78 community, in cooperation with NA World Services, is the translation of basic NA
79 literature into the local language. Once such translations are available, it may be
80 a while before the country's national services are developed enough to support
81 their own publishing operations; in some countries, indigenous publishing will

82 never be feasible. NA World Services is prepared to publish literature in
83 translation for national communities not able to publish it themselves...

84 *The committee has yet to make the decisions that would determine what kind*
85 *of discussion would appear here about indigenous publication of NA World*
86 *Services literary properties and of indigenously developed new literature. For*
87 *more information about the questions currently at issue, see page xviii in the*
88 *report at the front of this book.*

89 **RELATIONS WITH NA WORLDWIDE**

90 *Again, discussions continue in the committee on what should be said here.*
91 *See the report for more detail.*

92 **NONADDICT TRUSTED SERVANTS**

93 It often takes many, many years for a national NA community to develop
94 leaders with significant educational, business, and professional backgrounds. Yet
95 much needs to be done at the national level that requires just such backgrounds,
96 particularly in countries administering a national office and publishing their own
97 NA literature. Our nonaddict friends in government, business, the clergy,
98 community organizations, and the helping professions can provide our national
99 services with access to the kind of expertise we require, but are not yet able to
100 provide from among our own ranks. Nonaddict trusted servants, familiar with our
101 program and supportive of our aims, but not dependent on the Narcotics
102 Anonymous program for freedom from active drug addiction, can also offer a
103 degree of objectivity to our service discussions. For these reasons, most national
104 communities--and especially their national service boards--actively seek out
105 qualified nonaddict assistance in their service efforts. Once found, nonaddict
106 trusted servants are not asked to run our services for us; that would run counter
107 to the spirit of our tradition of self-support. Nonetheless, the value of their
108 assistance, carefully applied, cannot be denied.

109

MORE WILL BE REVEALED

110 Each national community is unique. The number of years the community has
111 been in existence, the number of groups, the form of government serving the
112 country, the nation's economic circumstances, the religious, cultural, linguistic,
113 and historic background of the people, the geographic setting, all combine to
114 make the needs addressed by NA national services in each country unique, and
115 all shape the specific form taken by the national service system. The brief
116 discussions in this chapter may help your national community focus on the
117 general areas that must be addressed in crafting a system capable of meeting the
118 needs of recovering addicts in your homeland--but only you and your fellow
119 members can actually answer all the questions involved. More specific guidance
120 may come from consultation with national service bodies in neighboring
121 countries, or with NA World Services, but, ultimately, the choice will be yours.

122 Our words of advice are few: Focus on needs, not formulas. Remain flexible,
123 able to adapt your services to the circumstances. Be prepared to make changes
124 as your national community grows and your service abilities expand. And,
125 through it all, remain grounded in the guiding principles of our fellowship--the
126 Twelve Steps, the Twelve Traditions, and the Twelve Concepts for Service.

2

LOCAL SERVICE CENTERS

3 Local service centers--also called central offices, area service offices, or
4 regional service offices--are established for a variety of reasons. Some serve
5 merely as storage locations for the area committee's stockpile of NA books and
6 pamphlets. Others fill local literature orders by mail, as well as making materials
7 available for sale over the counter during business hours. Some area and
8 regional service offices facilitate the operation of local NA phonedines. A few local
9 service centers are large enough that they can make space available for service
10 committee meetings and storage of committee records. Some even have special
11 workers available to assist service committees with their projects. Regardless of
12 what else they do, local service centers provide the NA community with a physical
13 presence and a public identity, a specific point at which Narcotics Anonymous
14 and the larger community can interact with one another.

15 Local service centers become incorporated in order to meet requirements of
16 local and national law regarding business licenses, taxes, insurance, and
17 employment. The local NA office corporation is managed by a board of directors.
18 That board is *separate* from, but *responsible* to, the service committee which
19 created the office, whether that be an area or regional service committee.

20 An NA community considering the possibility of opening a local service center
21 will encounter a number of challenges. Local service centers require substantial
22 business expertise in order to operate effectively. Legal problems often arise,
23 most often associated with incorporation procedures, taxes, and personal liability.
24 Offices are expensive, and usually do not generate enough net income from
25 literature sales to support themselves. Offices also require a great deal of
26 attention from the NA community's most knowledgeable and experienced trusted
27 servants, who are usually called upon to serve on the office board.

28 Despite the numerous challenges to be overcome, some NA communities
29 have managed to effectively integrate the local office into their overall service

29 delivery program without serious disruption. Those who have done so have
30 moved cautiously and carefully through the maze of questions about local
31 community strength, personnel and financial resources, business organization,
32 inter-service relations, and legal restrictions that must be answered before an
33 office can be opened. They have also given consistent attention to the
34 maintenance of office affairs once the service center has opened its doors for
35 business.

36 Because the needs of each community and each local service center vary so
37 greatly, it's not been possible to create a uniform handbook providing clear
38 direction on how to operate all local service centers. The national service office,
39 however, has substantial experience in advising local offices in many phases of
40 their work, and will be happy to lend assistance to area or regional committees
41 who may be considering the creation of a local service center. In addition, the
42 NSO regularly conducts workshops around the country on local service center
43 operations, bringing board members and special workers from a number of area
44 and regional offices together with national service office staff for the purpose of
45 sharing information and brainstorming problem topics. For information, contact
46 the national service office.

WORLD (A)
[NATIONAL SERVICES USA]

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3

4 This addendum describes how the general concepts, purpose, and structure
5 examined earlier in the *Guide to Service* chapter on NA national services are
6 specifically applied by the NA Fellowship in the United States. The American
7 national community is the world's oldest, and, as of this writing, also the largest.
8 Because of that, many of the arrangements described in this addendum will be of
9 use only in the U.S. However, with appropriate adaptation, many of the
10 specifically American elements shown here can be used by any national
11 community in developing and fine-tuning the kind of service structure that will help
12 the country's groups, areas, and (where they exist) regions more effectively carry
13 the NA message to the addict seeking recovery.

14 **AMERICAN NATIONAL SERVICES—CONFERENCE AND BOARD**

15 The purpose of NA's national services is the same in the United States as in
16 any country: to provide the national community with a collective voice on issues
17 affecting all its local elements, and to coordinate those services administered on
18 behalf of the entire national community. The National Service Conference of the
19 United States, composed of trustees (as National Service Board members are
20 known) and delegates, meets annually to review the work of the U.S. National
21 Service Board, elect new board members, and establish NSB priorities for the
22 coming year. Between conferences, the board is responsible to carry out the
23 actual work involved in administering national services in a way consistent with
24 conference-established priorities.

24

NSB, INC.—ACCOUNTABLE TO THOSE IT SERVES

25 Earlier, we talked in general terms about the need to establish a service
26 corporation or some other kind of legal identity when certain kinds of activities are
27 being conducted—handling large sums of money, for instance, publishing
28 literature, or conducting national conventions. A corporation provides continuity
29 for the body engaging in such activities, stability not afforded by the comings and
30 goings of individual trusted servants. It provides a clearly recognizable, legally
31 binding structure of accountability. And it provides protection for the fellowship at
32 large; liability related to actions of the service body is limited to the service body
33 itself, and cannot spread outward to the entire fellowship. For these reasons, the
34 U.S. National Service Board has been registered as a California public benefit
35 corporation.

36 The level of national services required in the United States is tremendous.
37 Consequently, the U.S. National Service Board is an active, hands-on service
38 body, administering substantial responsibilities and granted substantial delegated
39 authority by the national community. Because of the nature of corporations, the
40 conference should not make a regular habit of directing the day-to-day details of
41 the board's operations; if it does, the conference will be held responsible for those
42 operations, and not the board. But the National Service Conference does have a
43 number of means of tempering the authority delegated to the National Service
44 Board without itself assuming the board's responsibilities. Conference delegate
45 panels review all trustee activities on a regular basis. Delegates and trustees
46 together establish the board's priorities each year at the conference meeting. The
47 conference itself elects trustees to the National Service Board, and has the ability
48 to either remove individual trustees or replace the entire board. These abilities
49 serve as the American national service system's checks and balances.

50 **CONFERENCE ADVISORY ACTIONS--SETTING PRIORITIES FOR NATIONAL**
51 **SERVICES**

52 "Policy cannot be created on the conference floor," one former delegate has
53 said, "but priorities can." In the American national service system, the trustees are
54 charged with actively fulfilling services affecting the fellowship nationwide; the
55 conference develops the priorities underlying the board's policy decisions
56 concerning the fulfillment of those services. The conference defines those
57 priorities in motions called *conference advisory actions*. These actions describe
58 the kinds of things the conference wants the board to do, but they do not dictate
59 how the board is to do them. A conference advisory action might say, we want
60 the board to have a book on NA's steps and traditions developed; the action
61 would then leave the details of how to produce such a book to the board and its
62 literature committee. Proposed advisory actions can come from any of a number
63 of sources: a trustee committee or subsidiary corporation, a delegate review
64 panel, the National Service Board itself, or an individual trustee or delegate.
65 However, they generally come either from NSB committees and sub-corporations
66 or the delegate review panels attached to them.

67 The National Service Board and its committees and subsidiary corporations
68 have substantial authority in their defined areas of service, but not unlimited
69 authority. The Seventh Concept states, "Our service boards and committees
70 ought to be given the ability to determine which decisions fall within their own
71 defined authority and which will be brought back to the delegating body for further
72 consultation." In their regular reports, trustee committees and subsidiary
73 corporations consult with the full National Service Board on questions they may
74 have concerning their "defined authority." Depending on the nature of the
75 question, the board may itself be able to offer the necessary direction. In matters
76 of policy, finance, or NA tradition likely to seriously affect the national fellowship
77 community, however, the board will seek the advice of the National Service
78 Conference. Sometimes, that advice will be sought by proposing a conference
79 advisory action.

80 Before being submitted to the full conference, the proposal will be reviewed by
81 the delegate review panel attached to the trustee committee or sub-corporation
82 involved. The panel may simply agree with the proposal, sending it on verbatim
83 for the conference's concurrence. It may disagree, sharing its reasons with the
84 conference. Or the delegate review panel may modify the trustees' proposed
85 conference advisory action, explaining its reasons for doing so when the modified
86 proposal is presented to the full body. If the panel suggests either rejection or
87 modification, their recommendation will be presented to the conference side-by-
88 side with the trustees' original proposal, leaving the choice between the two to the
89 full conference.

90 Delegate review panels often propose conference advisory actions on their
91 own. As we'll see later in this addendum, panel members are kept completely up-
92 to-date on the affairs of their related trustee committee or subsidiary board. Being
93 familiar with, yet distant from, the responsibilities associated with their particular
94 service areas, delegate panels often see some of the priorities for those areas
95 more clearly than their related committees do. Panel-proposed conference
96 advisory actions, independently establishing new priorities for the National Service
97 Board, help remedy the shortsightedness which sometimes occurs when a
98 trustee committee gets too close to its work to be able to see the larger service
99 picture. When problems arise which the trustee committees and sub-
100 corporations seem unable to correct for themselves, panel-proposed actions can
101 help the National Service Conference correct those problems for them.

102 The National Service Conference seeks to establish a substantial consensus
103 among its members when considering whether to approve a proposed
104 conference advisory action. In order to pass such actions, two-thirds of the
105 conference must approve them.

106

APPROVAL OF LITERATURE

107 The primary purpose of an NA group, according to our traditions, is "to carry
108 the message to the addict who still suffers." Both the identity of Narcotics

109 Anonymous and the nature of the NA message are fundamentally dependent on
110 our literature. For this reason, it seems appropriate to offer a few words about
111 how new NA literature may be approved for use by our fellowship.

112 Once a new, revised, or translated literary item is completed by the NSB
113 Literature Committee, it is submitted for the acceptance of the National Service
114 Board. At that point, the board must consider whether to ask for a direct ballot of
115 the nation's NA groups, to consult with the National Service Conference, or to
116 publish the piece on its own authority. Book-length pieces are always submitted
117 for the groups' approval, while booklets and pamphlets are usually submitted to
118 the conference for its consent prior to publication; only rarely does the board
119 decide to publish an item on its own authority.

120 **RECALL AND REORGANIZATION OF THE BOARD BY THE CONFERENCE**

121 Earlier, we described the checks and balances built into the American national
122 service system, devices designed to insure that the National Service Board's
123 delegated authority is adequately tempered by the conference. In electing
124 trustees, the conference should choose candidates it feels are worthy of its trust.
125 Regular review of board activities by delegate panels is meant to assure both the
126 trustees and the fellowship at large that board projects cannot go awry unnoticed.
127 Should the trustees not make suitable adjustments on their own, the conference
128 has the ability to redirect trustee priorities by means of advisory actions. And,
129 should all else fail, the National Service Conference has the ability to recall
130 individual trustees from service on the National Service Board, or, in the most
131 extreme circumstance, to replace the entire board with new members.

132 Proposed recall actions must be approved by two-thirds of all eligible
133 participants attending that year's National Service Conference meeting. In the
134 United States, the National Service Board has half the number of members in any
135 given year as the number of delegates at the conference, up to a maximum of
136 thirty trustees. Since delegates and trustees together compose the voting body
137 of the conference, the delegate block must be in virtually unanimous agreement

138 on a proposal to replace the entire board in order for such a proposal to pass, as
139 is appropriate for such radical action. It is possible for the conference to enforce
140 drastic corrective measures should the National Service Board go completely
141 haywire; but it is extremely unlikely that simple dissatisfaction can severely disrupt
142 the board's administration of its substantial responsibilities.

143 THE "SINGLE BOARD" MODEL IN AMERICAN SERVICES

144 The Fourth Concept for NA Service says, "For each responsibility, a single
145 point of decision and accountability should be clearly defined." While the annual
146 conference meeting establishes priorities for national services, the day-to-day
147 responsibilities of actually administering American national services are delegated
148 to the National Service Board. But the board, per se, cannot itself manage all the
149 details of all the projects necessary for responsible administration of those
150 services. To do that, the board has created five committees and three wholly-
151 owned subsidiary corporations, each with its own sphere of responsibility, each
152 with its own Seventh Concept rights of decision, but all coordinated by and
153 ultimately accountable to the full membership of the National Service Board.

154 The board coordinates the activities of its committees and subsidiary
155 corporations with one another, insuring that the board's total resources can be
156 made available for high-priority services. Just as checks and balances are built
157 into the relationship between the conference and the board, so are they built into
158 the single board model. One of these checks allows the board to maintain
159 responsibility for the composition of its committees and sub-corporations. Each
160 year, the board elects some of its members to serve as general officers
161 (chairperson, vice chairperson, secretary, and treasurer), others to serve as
162 directors of its subsidiary corporations; two-thirds of the members of each
163 subsidiary corporation's board of directors must be trustees. Following the
164 annual election, the National Service Board chair and vice chairperson together
165 appoint each remaining trustee to a committee; the remainder of each
166 committee's members are then selected by the trustees appointed to that

167 committee. Remaining members of sub-corporate boards of directors, on the
168 other hand, are elected by the full National Service Board. In the course of the
169 year, the board maintains the ability to replace committee members and
170 subsidiary corporation directors.

171 Non-trustee committee members and subsidiary corporation directors are
172 chosen on the basis of relevant talents, experience, and interest. They may be
173 drawn from anywhere: delegates, former delegates, non-delegate NA members,
174 former trustees, former review panel members, even an occasional nonaddict
175 friend of Narcotics Anonymous. The conference nominations panel, described
176 later, is often consulted for additional candidates; they'll know of a number of
177 people with a variety of qualifications. Regional committees are also asked for
178 recommendations. Non-trustee members of NSB committees and subsidiary
179 corporation boards are selected according to the needs of the particular
180 committee or sub-corporation, so that the committee or subsidiary corporation
181 can be of the greatest possible service to the fellowship.

182

TRUSTEE COMMITTEES

183 Trustee committees handle a large portion of the actual work delegated to the
184 National Service Board by the conference: conducting workshops and creating
185 service aids, developing new NA literature, interacting with professionals
186 interested in Narcotics Anonymous, keeping the media and the general public
187 informed about NA, and serving as the fellowship's contact with federal
188 government agencies interested in our program.

189 **Committee on the conference and forums**

190 This committee is responsible for the conference program and agenda. It
191 develops a program of opening addresses, presentation sessions, and mid-week
192 discussion session topics for the annual meeting of the National Service
193 Conference. The committee also considers questions relating to conference
194 policies and procedures, prepares the final report of the annual conference

195 meeting, and reviews conference advisory actions passed at the annual meeting,
196 developing appropriate revisions to all relevant national service documents on the
197 basis of those actions.

198 Several times a year, *regional forums* bring members of trustee committees
199 together with members of local service committees and other NA members for a
200 weekend of presentations, service workshops, question-and-answer exchanges,
201 and open sharing sessions addressing national and local service topics. The
202 NSB Committee on the Conference and Forums is responsible for developing the
203 programs for these events.

204 **Literature committee**

205 The NSB Literature Committee takes a careful look at the needs of the NA
206 community in the United States for new recovery literature, and goes about
207 developing that literature for publication. The committee uses any of a variety of
208 practical and appropriate means in developing its drafts, depending on the nature
209 of each project.

210 **Public information committee (PI)**

211 This committee is charged with the broad responsibility of informing the
212 national media, federal government agencies, and the general public of the
213 existence and purpose of Narcotics Anonymous. By doing so, the PI committee
214 helps prevent misunderstandings of our fellowship, and encourages the kind of
215 broad-based awareness of NA recovery that leads more and more addicts to our
216 meetings nationwide.

217 **Hospitals and institutions committee (H&I).** This committee focuses its
218 attention on how better to carry the NA message into treatment and correctional
219 facilities. The committee serves as the national NA community's representative to
220 federal correctional and judicial authorities, national societies of treatment
221 professionals, national correctional and judicial associations, and treatment
222 industry organizations.

223 Budget and finance committee

224 Budgets for all trustee operations are coordinated through this committee.
225 Chaired by the NSB treasurer, the committee reviews income forecasts, activity
226 plans, and anticipated expenses for each trustee committee and subsidiary
227 corporation, developing recommendations for approval by the whole National
228 Service Board.

229 The budget and finance committee is also responsible for maintaining
230 communications with local NA service committees and with the fellowship at large
231 concerning the needs of the National Service Board. The NSB Budget and
232 Finance Committee regularly provides information on national service finances in
233 the national newsletter, and in mailings to groups, area committees, and regional
234 committees.

235 NSB SUBSIDIARY CORPORATIONS

236 The U.S. National Service Board organizes subsidiary corporations to handle
237 some of its responsibilities, particularly those requiring specialized business
238 expertise and separate financial accounting.

239 National Convention Corporation

240 This subsidiary corporation is responsible for all the work involved in
241 organizing our annual national convention. Among its tasks are the selection of
242 sites and speakers for upcoming conventions. The National Convention
243 Corporation also provides logistical support for regional forums, local convention
244 and office workshops, and the annual meeting of the National Service
245 Conference.

246 National Service Office Corporation

247 The National Service Office serves as home base for all National Service Board
248 operations. The board of directors of the NSO Corporation provides oversight for

249 the business affairs and day-to-day activities of the office, including personnel
250 management and the publication and distribution of Narcotics Anonymous
251 literature in the United States.

252 The National Service Office also manages four staff departments responsible
253 to assist trustee committees, correspond with local service committees, and
254 produce service aids and periodicals at the direction of their related committees.
255 NSO service departments include:

256 **Group services.** This department tracks and responds to new group
257 registrations and requests for general information, produces and updates the
258 various group services bulletins, provides liaison and support for local NA service
259 centers, coordinates the NA Loner Group service, and publishes a newsletter for
260 isolated addicts. The group services department assists the NSB Committee on
261 the Conference and Forums.

262 **Literature**, assisting the trustee literature committee.

263 **Public information**, aiding the trustee PI committee.

264 **Hospitals and Institutions**, which works with the trustee H&I committee.

265 **National Magazine Corporation**

266 This subsidiary corporation produces the American NA community's
267 fellowship journal, *The NA Way Magazine*. The magazine provides a forum in
268 which NA members nationwide can share their experience and ideas concerning
269 recovery, unity, and service in Narcotics Anonymous. *For more on why the*
270 *National Magazine Corporation has been designated as one of NSB, Inc.'s three*
271 *wholly-owned subsidiaries, see page xxiv in the committee report at the front of*
272 *this book.*

273 **DELEGATE REVIEW PANELS**

274 The conference empowers the National Service Board to perform certain
275 necessary tasks, and provides for sensible review, through the delegate review
276 panels, of how those tasks are administered. Each trustee committee and each

277 of the NSB's subsidiary corporation boards has a corresponding delegate review
278 panel.

279 To insure that each delegate review panel has enough members to perform its
280 duties, and to assure balance in the membership of each panel, panel
281 composition is determined by appointment of the NSB Committee on the
282 Conference and Forums. Shortly after a conference delegate's election at his
283 regional assembly, he should send a service resume to the trustee committee on
284 the conference, describing the kinds of NA service activities he's taken part in.
285 The trustee conference committee selects some delegates for review panel
286 membership on the basis of experience in particular fields of service, others for
287 broad service exposure, seeking a balance between the two in the overall
288 membership of each panel. Once assigned to a particular panel, a conference
289 delegate will serve his entire delegate term on the same review panel.

290 The relationship between a trustee committee or sub-corporation board and
291 its related delegate review panel is a relatively straightforward one. The
292 committee or sub-board is charged with the responsibility for administering
293 certain services; the review panel is responsible to carefully review the committee
294 or subsidiary corporation's work, and to report and comment on it for the benefit
295 of other conference participants. This does not mean that their relationship is an
296 adversarial one. Delegate review panel members are often asked for their advice,
297 particularly when questions arise requiring broader perspective than that offered
298 by committee or board members alone. At critical stages in the development of
299 committee or subsidiary corporation projects, panel members may be asked for
300 their recommendations on how the committee or board should proceed.
301 Delegate panels, while providing the conference with independent, objective
302 oversight of NSB operations, also provide the National Service Board year-round
303 contact with a cross-section of Narcotics Anonymous members, each well-
304 informed of trustee activities, yet sufficiently detached to be able to provide a fresh
305 outlook on things.

306 In the course of the year, delegate review panel members receive
307 comprehensive reports of the activities of their corresponding trustee committee
308 or subsidiary corporation. Between conferences, each delegate review panel
309 meets at least once with its related committee or sub-corporate board to review
310 the group's work. Reports on these meetings, prepared by each delegate panel
311 chair, are mailed to conference participants. And at the annual conference
312 meeting, the panels process the conference advisory actions which ultimately will
313 guide the National Service Board in the coming year.

314 At the first delegate panel meeting during the conference, panel members
315 select one delegate who will serve as panel chairperson that year. The panel
316 chair will moderate the review panel meetings, and present a report of the panel's
317 conclusions to the full conference.

318 In the first panel session, delegates meet face to face with committee or sub-
319 corporation board members and related staff. Each panel reviews the details of
320 the annual report of its respective committee or subsidiary corporation. Special
321 attention is given to significant matters which the committee or board felt it could
322 not act upon without clear direction from the conference. Other matters relevant
323 to the subsidiary corporation or committee's work are raised by delegates
324 themselves in the course of the first panel session, while the committee or board
325 members are present to answer questions and share their thoughts.

326 During the second delegate review panel session, only delegates attend (with
327 the exception of the staff member assigned to assist the panel). The delegate
328 panel members discuss among themselves the affairs of the committee or
329 subsidiary corporation their panel is attached to. The session concludes when
330 the panel has reached a substantial consensus on the issues at hand.

331 At the third panel session during the conference, review panel members,
332 committee members or subsidiary corporation directors, and staff come together
333 again to consider the panel's recommendations. If, during its delegates-only
334 session, the panel found itself at odds with either the report or the proposals of its

335 related trustee body, all parties have a chance to discuss those differences before
336 the panel chair makes his report to the full conference.

337 THE ANNUAL CONFERENCE MEETING

338 In the United States, conference delegates and trustees meet annually to
339 review the state of national services and to chart a course for the coming year.
340 Early in the conference, annual reports are presented to the entire conference
341 body by the trustee committees. These reports cover every aspect of national
342 service work over the previous year: projects completed and problems
343 encountered, with full facts and figures. The complete written reports are mailed
344 to all conference participants before the annual meeting, giving them time to study
345 the reports thoroughly. Summaries of each report are given orally to the
346 conference, pointing up the year's highlights as well as raising subjects for which
347 the board is seeking additional direction.

348 Following each report, the microphone is made available so that participants
349 can ask questions and offer general comments. The conference dialogue
350 following opening reports gives the entire body a chance to begin forming a
351 consensus on national service issues at the heart of conference deliberations.
352 Thorough discussion of the trustee committee and subsidiary corporation reports
353 follows, when the delegate review panels meet.

354 The annual meeting of the National Service Conference spends much, but not
355 all, of its time in reports, delegate review panel meetings, elections, and the
356 consideration of conference advisory actions. The conference also gives its time
357 to a variety of sharing sessions, activities designed to help shape the group
358 conscience of the conference. And while "group conscience is not a decision-
359 making mechanism," as the essay on our Fifth Concept for Service reminds us, it
360 "is the spiritual means by which a loving God influences our decisions." Even
361 though these discussions may not always appear to have much of anything to do
362 with the reports and motions that may be on the agenda, the conference values
363 them as much as the specific conference advisory actions approved at the

364 meeting's end. The conference meeting serves, to a great extent, as a channel
365 through which a loving God influences the formation of a direction, a tone, a
366 *conscience* for NA's national services, and the conference sharing sessions do
367 much to facilitate the development of that conscience.

368 One of the final items on the annual National Service Conference agenda is the
369 election of a current conference participant to serve as the presiding officer for the
370 next year's meeting. The conference presiding officer has a limited, but critical,
371 role. The presiding officer's responsibility is to moderate the plenary sessions of
372 the annual conference meeting, helping the conference proceed through its
373 business in an orderly fashion. A good presiding officer can make all the
374 difference in the world to the quality of discussions and decisions made at the
375 annual meeting. For this reason, the conference considers carefully when
376 selecting the next year's presiding officer.

377 In the weeks following the annual meeting, a full report on the proceedings is
378 developed by the NSB Committee on the Conference and Forums. The full report
379 is supplied to all conference members. A condensed report--a special issue of
380 the national service newsletter--is sent to all NA groups in the country registered
381 with the National Service Office.

382 CONFERENCE ELECTION OF TRUSTEES

383 As noted earlier, the U.S. National Service Board has half the number of
384 members at any one time as there are registered national conference delegates,
385 up to a maximum of thirty trustees. Two of those NSB members are nonaddict
386 trustees elected by the National Service Board itself for two-year terms. The
387 presence of these two NSB-elected nonaddict trustees on the board does not
388 preclude the conference from electing additional nonaddict trustees; it only
389 insures that the board has at least two nonaddicts, familiar with our principles,
390 supportive of our aims, bringing a certain objectivity to the deliberations of the
391 National Service Board. These two trustees may serve no more than two terms
392 consecutively. Once elected by the board, the conference may disapprove them.

393 Following their presentation to the National Service Conference, the remaining
394 vacancies on the board are filled by direct election of the conference.

395 Because of the hefty responsibilities assigned to the National Service Board,
396 and the degree of delegated authority vested in the trustees, NA's Sixth Concept
397 is considered more seriously in their election, perhaps, than in elections held at
398 any other level of service. The conference selects trustees on the basis of some
399 combination of the following qualifications: understanding of NA service and
400 principles; personal maturity; in the case of addict-trustees, at least ten years
401 clean; good judgment, objectivity, and the courage of their convictions; sound
402 business or professional background; and availability for vigorous service
403 involvement. To better assure the conference that trustee candidates meet these
404 qualifications, it has created a nominations panel to search out and screen
405 potential candidates.

406 The *conference nominations panel* is composed of five former trustees, drawn
407 annually by lot from among all former members of the National Service Board who
408 have expressed their willingness to serve on the panel. The nominations panel
409 consults with the National Service Board to determine what kinds of individuals,
410 with what sorts of backgrounds, talents, and training might be especially needed
411 on the board. During the year, the panel actively seeks the very best potential
412 trustees, not those who simply meet the basic qualifications. The panel accepts
413 individual recommendations of potential trustees from anyone at all--the more
414 possibilities they have, the more likely they are to find the kinds of people worthy
415 of the conference's trust. Especially sought are recommendations from regional
416 committees. Using resumes and personal interviews to assess the background
417 and abilities of those under consideration, the panel is able to nominate trustee
418 candidates it can wholly vouch for. The nominations panel includes its
419 recommendations on trustee candidates with the national service reports mailed
420 to conference participants prior to the annual meeting.

421 Trustee nominees must be approved by two-thirds of all eligible participants
422 attending the year's conference meeting. Should more candidates gain two-

423 thirds approval than there are trustee vacancies, the top vote-getters will be
424 placed on the National Service Board. Trustees elected by the conference serve
425 four-year terms, and may serve no more than two terms consecutively.

426

NATIONAL SERVICE BOARD MEETINGS

427 The trustees meet regularly to coordinate an overall strategy for the national
428 service responsibilities delegated to them by the conference. First, the trustee
429 committees and the directors of the NSB's subsidiary corporations meet to
430 consider their particular fields of responsibilities. After the committees and sub-
431 boards have met, the full National Service Board comes together. First, they hear
432 reports on the activities of each committee and sub-board. Then, it's on to
433 business discussions, sometimes dealing with matters referred to the NSB for
434 broader discussion by a committee or subsidiary corporation, and sometimes
435 offering guidance, support, or redirection to a committee or sub-board.

436

INPUT TO NATIONAL SERVICES

437 Suggestions for new national service projects, or comments on current
438 projects, can come from individual NA members, local service boards or
439 committees, conference delegates, members of the National Service Office staff--
440 anyone, anywhere. They are received at the NSO year 'round.

441 Once received at the office, each suggestion is forwarded to the staff member
442 assigned to assist the trustee committee or subsidiary corporation which is
443 responsible for the question being asked, and to that board or committee's
444 chairperson. The staff member consults with the chairperson on how to address
445 the suggestion. At the chairperson's request, the staff member may perform
446 additional background research before including the suggestion on the subsidiary
447 corporation or committee's agenda. If, after considering available information, the
448 group feels prepared to act on the suggestion, they do so, including a report of

449 the action they've taken in the national service newsletter or in their next report to
450 the conference.

451 Sometimes, the committee or subsidiary corporation feels it needs to seek the
452 advice of others before it can decide what to do with a suggestion. It may ask the
453 entire National Service Board to discuss the suggestion during the board's next
454 sharing session. Or it may consult its delegate review panel. Depending on the
455 review panel's response, the suggestion may end up on the agenda of the
456 National Service Conference. *All* suggestions received by a committee or
457 subsidiary corporation, whether acted upon during the year, rejected, or
458 forwarded for further consideration, are reported to the sub-corporation or
459 committee's delegate review panel. The final disposition of each suggestion is
460 reported to the person or persons who initially took the time to offer it.

461

SAMPLE CONFERENCE AGENDA LISTING

- 462 **SUNDAY** Evening: Orientation for new participants.
- 463 **MONDAY** Morning:
- 464 1) Opening roll call.
- 465 2) Opening address.
- 466 3) First sharing session.
- 467 Afternoon:
- 468 1) Presentation session--2 or 3 short prepared topical talks, followed by open
- 469 mike time.
- 470 2) National service reports, discussion.
- 471 Evening: National service reports, discussion, continued.
- 472 **TUESDAY** Morning: National service reports, discussion, concluded.
- 473 Afternoon:
- 474 1) Presentation session.
- 475 2) Delegate review panel meetings.
- 476 Evening: Delegate review panel meetings, continued.
- 477 **WEDNESDAY** Morning: Delegate review panel meetings, continued.
- 478 Afternoon:
- 479 1) Presentation session.
- 480 2) Delegate review panel meetings, concluded.
- 481 Evening: Mid-week discussion sessions on current group-related topics.
- 482 **THURSDAY** Morning:
- 483 1) Second sharing session.
- 484 2) Trustee elections.
- 485 Afternoon:
- 486 1) Presentation session.
- 487 2) Delegate review panel reports, conference advisory action proposals.
- 488 Evening: Panel reports, proposals continued.
- 489 **FRIDAY** Morning: Panel reports, proposals continued.
- 490 Afternoon:
- 491 1) Presentation session.
- 492 2) Panel reports, proposals concluded.
- 493 3) Selection of next year's conference presiding officer.
- 494 4) Conference closing addresses.

2

WORLD (B)

3 **Note:** *Throughout this draft, text in italic characters represents items that,*
4 *according to staff recollection, have not yet been settled by the committee. Italic*
5 *characters are not used for any other purpose in this draft. Fundamental*
6 *questions yet to be resolved are:*

7 1) *Should WSO be NA's worldwide publisher, or should most publishing be done*
8 *by national movements?*

9 2) *Should the World Assembly be only a sharing session, or should it provide*
10 *direct WSB oversight and either affirm or elect WSB members?*

11 3) *How often should the World Assembly meet?*

12 4) *Should the WSB itself be incorporated, or should the WSO be incorporated as*
13 *the WSB's fiduciary?*

14 5) *Will there be a primary world service charter, including WSB organizational*
15 *guidelines, new literature approval criteria, and primary bodies of doctrine*
16 *(12x12x12, etc.)?*

17 *Additionally, it should be noted that the committee's last decision concerning NA*
18 *intellectual property was that the World Service Board--or its corporate fiduciary--*
19 *would hold all NA trademarks. The WSB would also hold all NA literary*
20 *copyrights, including those for new works developed by national movements.*

21

PRIMARY FUNCTIONS

22 NA's world services have *five* primary functions:

23 1. Coordinating fellowship outreach to developing NA communities, by:

24 * Linking those young communities with more mature ones,

25 * Coordinating development workshops,

26 * Assisting in the translation of NA literature, and

- 26 * When necessary, providing NA literature at reduced cost to national
27 communities;
- 28 2. Facilitating international fellowship communication, and the sharing of service
29 experience between national NA communities;
- 30 3. Safeguarding the integrity of the NA message and identity, by:
- 31 * Holding NA literature copyrights and NA trademarks in trust on behalf of
32 the NA Fellowship worldwide,
- 33 * Reviewing translations and adaptations of existing NA materials, as well
34 as new literature developed by national communities;
- 35 4. Providing international public information services, as the worldwide NA
36 fellowship's liaison with other international organizations; *and*,
- 37 5. *Providing NA literature publishing and distribution services for the worldwide*
38 *fellowship.*

39 HOW WORLD SERVICES ARE ORGANIZED

40 NA's world service organization has three elements: the World Service
41 Assembly, the World Service Board, and the World Service Office. The *triennial*
42 World Assembly serves as *both* a worldwide sharing session, a place where
43 national delegates can discuss with one another their experience in administering
44 services in their respective countries, *and an advisory body for the World Service*
45 *Board, providing national service input to, and oversight of, WSB activities.* World
46 Service Board members are *elected/nominated by (one of the two following*
47 *alternatives):*

- 48 1) *national boards serving the most-developed national NA communities, or*
49 2) *the World Service Assembly.*

50 The WSB provides year round direction for NA's international services. The staff
51 of the World Service Office provides daily, hands-on administrative services,
52 fulfilling the policies established by the World Service Board. These three
53 elements work together to fulfill the primary functions of NA's world services.

54

WORLD SERVICE ASSEMBLY

55 NA's World Assembly serves a *single/dual* purpose. *First*, by bringing
56 delegates together every *three years* from our fellowship's various national
57 communities, the assembly makes it possible for national-level trusted servants to
58 share their country's service challenges and solutions with one another, and to
59 discuss issues of broad importance to the development of Narcotics Anonymous
60 around the globe.

61 *Second, the World Assembly serves as the medium by which our World*
62 *Service Board is held accountable to the NA Fellowship as a whole. Assembly*
63 *resolutions give support and direction to WSB activities, and can check board*
64 *plans which the fellowship's representatives feel are ill-advised. The World*
65 *Service Assembly also has direct influence over the composition of the board.*
66 *The assembly confirms all World Service Board nominations, and has the ability to*
67 *suspend board members who violate the assembly's trust.*

68 The World Service Assembly is composed of the members of World Service
69 Board and the delegates of the various national NA communities. Each national
70 community is entitled to *one delegate*.¹

71

WORLD SERVICE BOARD

72 The World Service Board for Narcotics Anonymous *is a corporation which*
73 *serves on behalf of the entire NA Fellowship worldwide. The full board meets at*
74 *least once a year, though it may meet more often. The full World Service Board*
75 *establishes general policies concerning international development activities,*
76 *translation work, literature publication and distribution, and other WSB services.*
77 *Its executive officers--a chairperson, vice chairperson, secretary, and treasurer--*
78 *are elected annually by the board itself from among its own members.*
79 *Alternatives:*

¹ If the World Assembly is to be a voting body with authority over the World Service Board, the WSC Ad Hoc Committee will have to determine criteria for recognizing delegates.

- 80 1) *These officers serve between full board meetings as an executive*
81 *committee, overseeing the ongoing work of the World Service Office in*
82 *carrying out the board's policies.*
- 83 2) *Each year, the WSB also elects the five members of the World Service*
84 *Office Board of Directors, the WSB's corporate arm. WSO directors,*
85 *elected from among members of the WSB, meet quarterly.*

86 **Development support**

87 One of the primary responsibilities of the World Service Board is to provide
88 basic development services to young and growing national NA communities.
89 Sometimes, that means putting the trusted servants of young NA communities in
90 touch with the leaders of more developed national NA communities nearby, so
91 that service and recovery experience can be shared between them. The board
92 organizes workshops for new service committees forming in countries which do
93 not yet have their own national service structure. These workshops are usually
94 conducted by experienced NA members from neighboring countries.

95 The board also provides limited material support to developing national
96 communities. The WSB assists service committees in these countries in
97 translating and adapting existing NA recovery and service literature. *It keeps a*
98 *small stock of translated literature on hand at the World Service Office, and, when*
99 *necessary, provides such material to brand new NA communities at little or no*
100 *cost. When a national service structure approaches the point where it can print*
101 *and distribute literature itself, the World Service Board helps make the necessary*
102 *arrangements.*

103 **Translations**

104 Each national community is encouraged to translate and adapt existing
105 Narcotics Anonymous recovery literature and service aids to meet its own needs.
106 National service boards and committees engaging in the translation and
107 adaptation of existing NA materials should contact the WSB as early in the

108 process as possible. Translated and adapted literature, once complete, must be
109 submitted to the WSB for review prior to publication, to insure consistency with
110 the original material and with *the International Service Charter*.

111 National communities are also encouraged to develop new literature of their
112 own. The only requirement regarding development of such material is that it be
113 consistent with *the International Charter*. As is the case with translated and
114 adapted materials, new literature developed independently by the various national
115 communities must be submitted for review to the World Service Board prior to
116 publication, to insure consistency with *the charter*. *Once reviewed, the national*
117 *community which developed the new material is free to publish it. The World*
118 *Service Board will copyright the new material and hold it in trust for use by the*
119 *entire NA Fellowship.*

120 Other WSB services

121 The World Service Board serves as NA's liaison with other international
122 organizations, including professional, business, government, and press agencies.

123 The board hosts the World Convention for Narcotics Anonymous. Held every
124 five years, the convention is a fellowshipwide recovery celebration.

125 WSB membership²

126 Each national NA movement composed of more than 250 registered NA
127 groups may *nominate/elect* one member to the World Service Board. Countries
128 with more than 2000 registered groups may *nominate/elect* one additional WSB
129 member for every additional 2000 groups. *Nominations/elections* may be
130 conducted by whatever means each national movement sees fit. *Nominees are*
131 *confirmed by the World Assembly*. Members serve three-year terms, and may
132 serve more than one term.³

² The numbers in this paragraph have been chosen by staff as bases for committee discussion. The committee has not yet made any decisions concerning these numbers.

³ Attached to this draft is a count of the number of NA meetings outside the United States, listed by geographic zones. Also attached is a comparison of the number of meetings currently conducted by the various national movements. Numbers are taken from the September 28, 1990 world directory.

133 WSB funding

134 All NA literature, including the NA Basic Text, is copyrighted by *alternatives*:

135 1) *the World Service Board.*

136 2) *the World Service Office Board of Directors, as the fiduciary of the World*
137 *Service Board.*

138 Copyrighted NA literature is held in trust by the board on behalf of the entire
139 fellowship worldwide.⁴ *Alternatives*:

140 1) *The board charges a nominal royalty fee for the right to reprint NA*
141 *literature. Those royalties fund the work of the WSB.*

142 2) *The board, through the World Service Office, serves as NA's worldwide*
143 *publisher. Income from sales of NA literature funds the work of the World*
144 *Service Board.*

145 WORLD SERVICE OFFICE**146 1. Executive director**

147 a. **Liaison between WSO staff and WSB**

148 b. **Reports and newsletters**, to members of the various national
149 conferences

150 c. **Public information**

151 d. **Direct supervision of administrative operations**

152 1) Personnel

153 2) Accounting

154 3) Travel coordination

155 4) Logistical coordination for events (WSB meetings, WSA meetings,
156 development workshops)

157 2. Departments

Using these figures, the United States would be entitled to nominate or elect 10 WSB members. Six other nations, groups of nations, or linguistic communities would be entitled to nominate or elect additional WSB members, now or in the next couple of years: Europe (excluding the U.K.), the U.K., Australia, Spanish-Speaking America, Anglophone Canada, and Quebec. This would result in a 16-member World Service Board.

⁴ The World Service Board also maintains ownership of the fellowship's registered trademarks, including the name Narcotics Anonymous and its translated forms and the various NA logos.

- 158 **a. Development services**
- 159 1) respond to requests for information from new groups, new service
- 160 committees
- 161 2) facilitate contacts between new communities and developed
- 162 movements nearby
- 163 3) coordinate development workshops, conducted by various leaders
- 164 from developed movements nearby
- 165 **b. Translations and permissions**
- 166 1) Assist national committees working on translations
- 167 2) Coordinate in-house translation work
- 168 3) Review translations for faithfulness to original
- 169 4) Review new material for faithfulness to NA message
- 170 5) Review use of NA trademarks
- 171 **c. Publication production and distribution—typesetting, printing, binding,**
- 172 warehousing, sales, export of all NA literature

**WORLD (C)
SHORT-TERM QUESTIONS:
WORLD SERVICES DEVELOPMENT**

Affirmative answers to the following short-term questions would allow us to immediately consolidate world service administration and complete A Guide to Service as a narrative compilation of approved service policies. Answers to the long-term questions would give us a heading for planning beyond the five-year range.

Would you agree to the election of 15 district trustees to the World Service Board?

For one-year terms? Two years? Three?

Would you agree to the apportionment of 9 U.S. trustee districts, 2 Canadian districts, and 1 each for the U.K., Continental Europe (plus Ireland), Australasia, and Latin America?

Possible means of electing district trustees:

U.S. district trustees could be elected by district caucuses of RSRs at meetings of the World Service Conference.

The Canadian district trustees could be elected either by the Canadian Assembly itself, or by district caucuses of ASRs at meetings of the Canadian Assembly.

The U.K. Assembly could elect that country's district trustee.

The European district trustee could be elected by an ASR/RSR caucus at a European Conference and Convention, or by the European Service Board.

The Australasian trustee could be elected at a special meeting of the executive boards of the Australian and New Zealand RSCs.

The Latin American trustee could be elected at an ASR/RSR caucus at the Colombian National Convention/Latin American Convention.

Would you agree to the direct election of the chairperson, vice chairperson, and treasurer of the World Service Board by the conference? At the same time, would you agree to abolish the positions of *conference* chair, vice chairs, and treasurer?

Would you agree to abolish the WSC Administrative Committee with the WSC Policy Committee, and to create in their place a Committee on the Conference and Forums, as described in *GTS'91*, pp. 87-88? Would you agree to designate the chairperson of this committee as the presiding officer for annual meetings of the World Service Conference?

Would you agree to the creation of a Budget and Finance Committee and the consolidation of the world service budget, to be chaired by the WSB treasurer?

Would you agree to the redesignation and reorganization of the *NA Way* Editorial Board and Review Panel as a Fellowship Journal Committee?

Would you agree to the consolidation of the world service committees under the aegis of the World Service Board, the designation of committee chairpersons as *ex officio* voting members of the World Service Board, and the dissolution of the current trustee committees, provided committee chairpersons were elected directly to their positions by the conference?

Would you prefer that WSB officers and committee chairpersons be elected to one-year terms? Two-year terms? Three-year terms? Terms of different lengths for officers and committee chairs? Election by what margin--simple majority, or two-thirds?

Would you agree to the designation of the chairpersons of the boards of directors of the World Convention Corporation and World Service Office, Inc., as *ex officio* voting members of the World Service Board?

Would you agree to granting the World Service Board authority to give explicit direction to the World Convention Corporation and World Service Office, Inc., and to coordinate the affairs of these two corporations with the affairs of the various world service committees?

Would you agree to delegate to the World Service Board the authority to make decisions on behalf of the World Service Conference when the conference is not in session, with the exception that the WSB may not approve the publication of new or substantially revised *NA* recovery literature on its own?

Would you agree to having the full World Service Board meet twice (late August, early January) between each annual meeting of the World Service Conference?

Would you agree to the designation of a WSB Executive Committee, to be composed of World Service Board officers and the chairpersons of the Committee on the Conference and Forums, the World Convention Corporation, and World Service Office, Inc.? Would you agree to give this Executive Committee the power to make decisions on the WSB's behalf between WSB meetings, subject to further direction by the full WSB?

Would you agree to the designation of three key WSO staff members (the executive director and the two division directors) as non-voting *ex officio* members of the World Service Board?

Would you agree to allow this arrangement to maintain, without alteration, for five years from the adoption of this plan?

Upon adoption of this plan, would you ask current trustees whose terms have not yet expired to complete those terms, or would you ask them to resign?

UNITED STATES TRUSTEE DISTRICTS

- 1. New England District (26.7 million)**
 - Maine (1.1)
 - New Hampshire (0.9)
 - Rhode Island (0.9)
 - Vermont (0.5)
 - Massachusetts (5.7)
 - New York (17.6)
- 2. Middle Atlantic District (27.2)**
 - Connecticut (3.1)
 - Pennsylvania (11.9)
 - Maryland (4.2)
 - Delaware (0.6)
 - New Jersey (7.4)
 - Washington D.C. (unk)
- 3. Southern Atlantic District (24.2)**
 - North Carolina (5.9)
 - South Carolina (3.1)
 - Georgia (5.5)
 - Florida (9.7)
- 4. Midwest District (25.6)**
 - Ohio (10.8)
 - Indiana (5.5)
 - Michigan (9.3)
- 5. Southern District (26.2)**
 - Virginia (5.3)
 - West Virginia (2.0)
 - Kentucky (3.7)
 - Tennessee (4.6)
 - Alabama (3.9)
 - Mississippi (2.5)
 - Louisiana (4.2)
- 6. Central District (28.5)**
 - Illinois (11.4)
 - Iowa (2.9)
 - Missouri (4.9)
 - Arkansas (2.3)
 - Kansas (2.4)
 - Oklahoma (3.0)
 - Nebraska (1.6)
- 7. Southern Pacific District (24.7)**
 - California (23.7)
 - Hawaii (1.0)
- 8. Northwest District (19.5)**
 - Wisconsin (4.7)
 - Minnesota (4.1)
 - North Dakota (0.7)
 - South Dakota (0.7)
 - Montana (0.8)
 - Wyoming (0.5)
 - Idaho (0.9)
 - Oregon (2.6)
 - Washington State (4.1)
 - Alaska (0.4)
- 9. Southwest District (23.6)**
 - Texas (14.2)
 - New Mexico (1.3)
 - Arizona (2.7)
 - Nevada (1.0)
 - Utah (1.5)
 - Colorado (2.9)

WORLD SERVICE BOARD COMPOSITION

WSB officers (3)

WSB chairperson (also Travel
Committee chair)

WSB vice chairperson

WSB treasurer (also Budget and
Finance Committee chair)

Committee chairpersons (6)

Committee on Conference, Forums
Literature Committee

Hospitals and Institutions Committee

Public Information Committee

Translation Committee

Fellowship Journal Committee

Corporation chairpersons (2)

World Service Office, Inc.

World Convention Corporation

U.S. district trustees (9)

New England

Middle Atlantic

Southern Atlantic

Midwest

Southern

Central

Southern Pacific

Northwest

Southwest

Non-U.S. district trustees (6)

Canada, District 1

Canada, District 2

Continental Europe

United Kingdom

Australasia

Latin America

Staff trustees, non-voting (3)

Executive Director

Fellowship Services Division Director

Support Services Division Director

LONG-TERM DEVELOPMENT ISSUES

Regional composition, delegate recognition

Would you support a resolution encouraging existing U.S. regions to re-form along state/territory boundaries, doing so at their own pace and by their own means?

If so, would you allow the most heavily populated states to form more than one region within their state boundaries? (The following apportionment would result in a maximum of 66 U.S. regions.)

Over 20 million, up to 4 regions: California (currently has 5 regions)

12.5-20 million, up to 3 regions: New York (currently has 2 regions), Texas (2 current)

7.5-12.5 million, up to 2 regions: Pennsylvania (currently 3 regions: TriState, MidAtlantic, Greater Philadelphia), Ohio (2 current), Illinois (2 current), New Jersey (2 current), Florida (2 current), Michigan (1 region, 1 metropolitan subregion)

Under 7.5 million, 1 region apiece: 41 remaining states, U.S. Virgin Islands, Puerto Rico, Guam.

Would you support a resolution declaring the intention of the World Service Conference, from passage of such a resolution forward, not to recognize additional RSRs coming from new U.S. regions *other* than those created in the re-formation process?

Metropolitan services

Would you support material in *A Guide to Service* describing the operations of metropolitan committees serving the common needs of multiple areas in large cities, but which do *not* tie in to the regional/world structure?

U.S. conference

Would you encourage the fellowship in the United States to devise a plan for the creation of its own national conference and service office during that five-year period?

If such a plan were to be devised, how should the physical, fiscal, and personnel assets of World Service Office, Inc., and the World Convention Corporation be divided?

How should WSO intellectual property rights be held?

Solely by WSO, Inc., on behalf of entire NA Fellowship?

Jointly by American service corporation and WSO, Inc.?

Solely by American service corporation?

If the Americans were to create their own service structure, what then should become of the World Service Conference?

What would the purpose of the conference be?

What kind of service apparatus would it need to fulfill that purpose?

From what units (national communities, multi-national communities, regions, whatever) would it draw its membership? How would those units elect conference delegates? What would the role of each of those units be in fulfilling the conference's purpose?

How frequently would the conference meet? Where?

How would the conference relate to the development of new literature?

Would the World Service Conference be solely responsible for creating new NA literature?

Would individual countries have primary responsibility for the creation of new literature for themselves that other countries could use if they chose and that, if appropriate, could be approved by the WSC for use worldwide?

Some mix of the two?

Would the literature a national community develops for itself need to be reviewed for consistency with NA principles by some world-level service body before it could be stamped with the NA logo?

NA literature, national publishing rights

Regardless of the future of the World Service Conference, would you grant national conferences (or their equivalents) authority to publish existing NA literature, in English or in translation, themselves?

If so, would you charge them royalties for the right to do so?

Regardless of the future of the World Service Conference, would you grant national conferences (or their equivalents) authority to develop and publish original, indigenously developed recovery literature themselves?

If so, would you require that such materials be approved by the World Service Board prior to publication as NA literature? By the World Service Conference?

CURRENT U.S. REGIONAL LAYOUT

Breakdown: 55 regions, 50 states

Single-State Regions (25 regions)

Multi-region states (16 regions, 7 states)

Multi-State Regions (4 regions, 12 states)

Mixed (10 regions involved): Pennsylvania, Delaware,
Nevada, Maryland, Washington State, Idaho

Single-State Regions (25 regions)

Alabama (3.9)—*Alabama-Northwest Florida*

Alaska Region (0.4)

Arizona Region (2.7)

Arkansas Region (2.3)

Colorado Region (2.9)

Connecticut Region (3.1)

Georgia Region (5.5)

Hawaii Region (1.0)

Indiana Region (5.5)

Iowa Region (2.9)

Kansas (2.4)—*Mid-America Region*

Kentucky (3.7)—*Kentuckiana Region*

Louisiana Region (4.2)

Michigan Region (9.3)

Mississippi Region (2.5)

Missouri (4.9)—*Show-Me Region*

Nebraska Region (1.6)

New Mexico Region (1.3)

Oklahoma Region (3.0)

Oregon (2.6)—*Together We Can Region*

Tennessee (4.6)—*Volunteer Region*

Utah Region (1.5)

Virginia (5.3)—*Region of the Virginians*

West Virginia (2.0)—*Mountaineer Region*

Wisconsin Region (4.7)

Multi-region states (16 regions)

California (23.7)

San Diego-Imperial Region

Southern California Region

Central California Region

California Mid-State Region

Northern California Region

Florida (9.7)

Florida Region (northern)

South Florida Region

Illinois (11.4)

Chicagoland Region (Chicago, upstate)

Greater Illinois Region (downstate)

New Jersey (7.4)

Northern New Jersey Region

New Jersey Region (southern)

New York (17.6)

Greater New York Region (NYC plus)

Upper New York Region

Ohio (10.8)

Ohio Region (southwest)

Buckeye Region (northeast)

Texas (14.2)

Best Little Region

Lone Star Region

Multi-State Regions (4 regions)

Upper Midwest Region

Minnesota (4.1)
North Dakota (0.7)
South Dakota (0.7)
(Also Manitoba Province)

Upper Rocky Mountain Region

Montana (0.8)
Wyoming (0.5)

New England Region

Maine (1.1)
Massachusetts (5.7) (part)
New Hampshire (0.9) (part)
Rhode Island (0.9)
Vermont (0.5)

Carolina Region

North Carolina (5.9)
South Carolina (3.1)

Mixed (10 regions involved)

Pennsylvania (11.9)

Tri-State Region, including:
Pittsburgh metropolitan area
Western Pennsylvania
Southeastern Ohio
Northern tip, West Virginia

Mid-Atlantic Region

Greater Philadelphia Region, including:
Philadelphia
Southeastern Pennsylvania
Delaware (0.6)

Mountain Valley Region

New Hampshire, parts
Western Massachusetts

Chesapeake-Potomac Region

District of Columbia (unk)
Maryland—part

Free State Region

Maryland (4.2)—part

Nevada (1.0)

Sierra Sage Region
Northern Nevada
Eastern North-Central California
Southern Nevada Region
Southern Nevada Area (Las Vegas)
C.A.N. (Bullhead City area)
River Valley Area (unk)

Washington-Northern Idaho Region

Washington State (4.1)
Northern Idaho

Southern Idaho Region (0.9)