



World Service Conference Report

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March 1992

WSC CHAIRPERSON'S REPORT

I have given some thought to what I want this final report to be about and have decided against a rehash of the year's events. Everything done by the WSC Administrative Committee and everyone else has been reported extensively throughout the year. Reprints of all past reports are available from the WSO. All that information is there for anyone who wants it. At the end of this report, I have included the WSC Administrative Committee's thoughts and recommendations about the items referred to us last year.

I decided instead to write about my impressions of where we are now and where I hope we, as a fellowship, will go in the near future. I'm not going to get into the far future, because our experience shows that our imaginings inevitably fall far short of the phenomenal growth and progress of Narcotics Anonymous.

I see us, as a fellowship, doing great things and in some disarray. We continue to provide services and products of great benefit to addicts, but we often seem to do this the hard way. When I attend regional or area service meetings they are little different than the ones I was going to years ago. Non-US regions expressed their need for help from the US fellowship, but the money problems of the fellowship in the US seem to be getting worse at all levels. I am not sure the level of support for the non-US regions can be sustained. I am sure it cannot be expanded at this time.

I wonder if the money woes of areas and regions have to be the way they are. I suspect that the amount of money being held by all levels of service in prudent reserves would astound us if totaled. Is this necessary? Does every group, area, and region need to hold on to these reserves? Would we truly be so unwilling to help each other if needed? Are we making unwise expenditures which require such funds? If I felt that all our prudent reserves were being held after prudent consideration of real needs and reasonable projections of future needs, I would be more peaceful about it. However, how much is being held because it can be, because there is reluctance to pass it on or dislike of the service body it should be passed to? How much of the fellowship's money disappears because of theft or carelessness? I hope that these issues can be addressed at all levels of service--inventoried if you will, rather than continued because it's the way it's always been done.

If I had the ability, which luckily for me and you I don't, I would declare the next conference year the "Year of the Home Group!" I believe that the difficulties of world level service along with those of regional and area service can be solved and the solution lies in the groups. One reason that the above mentioned area meetings haven't changed is that there are still GSRs sitting in them with only a few months clean. Areas

and regions in most places still count themselves lucky if they can meet the clean time requirements for their offices. This is not to say that clean time is an automatic guarantee of better quality services, but do we have to continue to use our energies to reinvent the wheel? When you go to a service event in your area, do you see the same faces no matter what the event? I do. Why aren't GSRs and ASRs better informed when I know the amount of information that goes out about issues and projects? Why is it that I can sit in my home group business meeting and hear issues brought back that bear little resemblance to what I know was discussed at the regional meeting? As I thought about these problems of world, regional and area services, and development, I came back to the issue of the group and the home group in particular.

I believe that this is where our efforts must go if we are to continue to grow and be able to reach out to others. If our fellowship is to be strong in any way, it has to be based on strong groups. How many "people with time" go to meetings as they see the need rather than make a commitment to support a group? When a newcomer walks through the door at your group, does he or she get what you did? Are we carrying the message or waiting for addicts to come and get it? How can addicts commit to a fellowship if they have no example or encouragement to commit to a group? Would the needed change of personal identity from addict to recovering addict be easier if there was a clear identity of group member available? Would the issue discussed by the trustees of NA identity be less troublesome if there were a more solid sense of identity as a group member going on?

We can never be stronger than our foundation. There is no better message we can carry of how to make NA strong in newly developing areas than to encourage them to concentrate on building strong groups. What do we, as a fellowship, know about building strong groups and why have we never talked or written about it? Interesting, isn't it? I cannot remember any report or paper or IP or anything else that focused on how to make an existing group stronger and more cohesive. We talk about it when there's something wrong or a problem, when disunity is occurring, and when there is a need to start a new group, but that's about all.

I'll get off my latest soapbox now, and take this opportunity to thank each and every one of you for allowing me to serve for this past year.

Committed motions

At WSC '91, four motions were committed to the WSC Administrative Committee. We discussed these motions on phone calls during August and October, and again when we met on December 12 in Van Nuys. Two of the motions concerned regional input to WSC. Our discussions resulted in Motion #1 as presented in the *Conference Agenda Report*. The substance of our discussions about the other two motions and the resulting recommendations follow each motion below.

1. It was M/S/R George S. (RSR, Michigan)/John H. (RSR, Wisconsin) "That RSR committees be formed that will meet throughout the coming year." *Motion referred to WSC Administrative Committee.*
Recommendation: NO ACTION

The WSC Administrative Committee has supported the general idea of this motion by establishing RSR working groups. It does not support standing or ad hoc RSR committees because of the potential for confusion in the WSC committee system and the lack of funding for meetings. The Administrative Committee recognizes that WSC committees already have a high compliment of RSRs, and does not support establishing additional committees which would require their involvement.

2. It was M/S/R David L. (RSR, Northern New York)/(World Service Board) "To seek alternative meeting sites for all world level business and working meetings."
Alternatives to include but not be limited to conference centers and colleges which provide lodging and meals at a more reasonable expense."
Recommendation: NO ACTION

All types of alternative meeting sites continue to be an option when planning world level business and working meetings. Conference centers and colleges are not ignored in the planning process, but have not been utilized because of the following reasons: Many times, the level of liability with these sites has been prohibitive because NA becomes responsible for all of the property while we are using it. Many colleges often have scheduling conflicts which do not allow the space we need. Some retreats and colleges are quite suitable for our needs, but often are in remote locations where accessibility is prohibitive and expensive.

Isolated Groups

Last year at the annual meeting, a motion to create a standing conference outreach committee on a two-year trial basis was presented and withdrawn in favor of a substitute motion. The substitute motion, "that the WSC Administrative Committee retain responsibility to coordinate and report on efforts to address the isolated groups/meetings issue," carried. A lengthy draft on this subject will be available and distributed at WSC '92, for consideration and input over the next conference year.

Barbara Jorgensen, Chairperson

WSC VICE CHAIRPERSON'S REPORT

This past year has been a busy and rewarding one for me. I feel there has been a lot of growth in world services this past year and that we are becoming better able to fulfill our responsibilities to the fellowship.

One of the biggest improvements in the last year has been in the area of fiscal decision making. The Interim Committee, in my opinion, has worked well. Even though it has not been perfect, the Interim Committee process has given us, for the first time that I'm aware of, a way to make responsible and informed budgetary decisions while the WSC is not in session.

Most of my involvement in the last year has been with the WSC Ad Hoc Committee on NA Service. The committee has worked well together and has completed the Twelve Concepts as I'm sure you are aware. We also did some good work on the metropolitan services issue; we gained very good input from our workshops held in January and February. The committee has drafted a section for the *A Guide to Service in Narcotics Anonymous* on metropolitan services offering a few models of alternative structures. It is our hope to complete this chapter, along with the rest of the *Guide* next year.

As vice chairperson of the conference, I became a member of the WCC board after their annual meeting in November. Another function I have as WSC vice chairperson is that of an administrative liaison to one or more of the conference committees. As liaison to the WSC Literature Committee, I attended the WSC literature meeting in Tulsa and one of the Steps Ad Hoc meetings early in the conference year.

Discussion of our literature continues to be a popular topic throughout the fellowship and in my travels I have heard some heated and what I considered unfair comments about the WSC Literature Committee. I feel it necessary to point out that this committee, along with all other committees and boards, carries out the wishes of the WSC. The processes the daily book and the steps project have used were both agreed to by the WSC. The literature committee did not take it upon themselves to change this process.

Most of the discussion I hear is not about what's in our literature but about how it's written or who writes it. These same problems have existed for as long as I have been in service. To my knowledge we have never attempted to bring this matter to our members to discuss and direct us, we have only had arguments between ourselves (world services) or discussions within particular communities of the fellowship. I believe the time has come to bring this discussion to the people who use what is written and ask them how we should serve them. I believe this can be accomplished through mailings and also through forums, if the conference decides to have multiregional forums next year. I do not believe presenting a motion to change 6G or any other guidelines of the WSC Literature Committee will solve this problem. I believe we need open and direct communication with our membership on issues of such importance as this one.

It is my hope that anyone having problems with the WSC Literature Committee or our literature process will have their RSR bring their concerns to the WSC and share them in the literature committee's "B" panel. If the conference feels there needs to be more clarification in the area, then it can be discussed. Hopefully, solutions will be presented.

One of the most rewarding parts of service for me at this level has been the opportunity to talk with members from different parts of the fellowship about the problems we face at the WSC. At times I've felt like a dart board and other times I was overwhelmed with gratitude for being given this opportunity to serve. I'm happy to say that the times I felt like a dart board were few. The one common message I've gotten from all these members is the need for changes at world services and better communication with the fellowship.

It is my hope that, at this year's WSC, we can continue to make changes that will improve our communication with the rest of the fellowship and thus enable us to better carry our message to the addict that still suffers.

Dave Tynes, Vice Chairperson

WSC TREASURER'S REPORT

"Although (after reviewing the WSC minutes) WSC '91 was like other conferences in that there were a lot of nice and wonderful things suggested and/or approved on which to spend the money we don't have, this is the first WSC, of the six that I have participated in, that has courageously addressed world service budgeting and adopted a "realistic" budget with which to guide us during the coming year." This statement was made in the *Conference Summary Report* at the beginning of the 1991-92 year. As the annual meeting of the World Service Conference approaches, my opinion remains the same. I believe that WSC '92 will again provide the leadership in prioritizing projects and services, new and unfinished, and continue the procedures necessary to help the elected trusted servants fulfill their responsibility to accomplish the goals and aims defined by those priorities.

I have been asked on several occasions, "How will the budget be presented and adopted at WSC '92?" At this time, I am viewing this as a process rather than a procedure. The process involves six separate (although related) stages which occur at different times.

The first stage has already been started. In December 1991, all of the WSC committees and the World Service Board of Trustees were asked to submit their plans and ideas for 1992-93. Although this was a common practice which, in the past, occurred prior to the January Joint Administrative Committee meeting, there were some problems expressed by the committee and board leadership. Among these were: the lack of time to consult with other committee and board members to properly determine

plans, the short time frame in which to respond, and the problem of determining needs for a calendar period that, at its maximum, was eighteen months into the future. The Interim Committee and the WSC Administrative Committee were of the opinion that conference participants would be asked to make decisions on this data, therefore the information should be provided as much as possible in the *Conference Agenda Report*. The data was reviewed and revised by the Interim Committee and presented in the *Conference Agenda Report* for priority discussion and consideration. In addition, I provided *estimated* financial impact statements for each motion, expanding the practice that was begun last year.

The second stage is to provide conference participants with updated information on the financial position of the World Service Conference. That information is provided in this report and will be updated again during an early session in Dallas. The reports listing the current year's donations and a summary of donations for the last seven years will be provided at that session. I also anticipate questions and the opportunity to answer those questions.

Stage three will be the world service finance and funding panel. Although it is difficult to ascertain the effect of these discussions, I'm sure many ideas and suggestions will result. This will also be the time for discussion of the material provided by the RSR working groups and the World Service Board of Trustees.

Stage four is a little more difficult to describe. In mid-April, I will be going to the World Service Office in Van Nuys. There are three purposes for this trip. First, the reports to the conference will be produced at that time. This is necessary because staff and facilities will be limited in Dallas. Second, the past and current cost figures will be reviewed and the "basic" costs of possible conference actions, including the effect on the WSO, will be developed. Third, the preliminary budget format, with preliminary costs, and the format for the list to be prioritized, will be developed and all will be "computerized" for use in Dallas. During the conference, I will factor into the budget and into the list to be prioritized, the effects of the decisions made by the conference. This processing is the reason that I was absent from many of the sessions during WSC '91. Although the WSC treasurer traditionally presents the budget, the budget is the responsibility of the Interim Committee. Any suggestions for additions, corrections, and/or deletions from the list to be prioritized will be welcomed by any member of the Interim Committee.

Stage five will occur toward the end of the conference. The proposed budget and the list to be prioritized will be presented. Questions concerning the budget and any additions and/or corrections to the list to be prioritized will be entertained at this time. The prioritizing by the conference participants will be done. The priority "ballots" will be tabulated. Another session will follow, during which the priority "results" will be announced and the budget presented for adoption. After the adoption of the budget, the participants will be given time to informally express their thoughts, ideas, and opinions, in writing, about where cuts and savings may be made. The results of this informal survey will be made available prior to the end of the conference.

Stage six will occur after the conference. Any "last minute" conference actions will have to be considered and factored into the budget along with necessary considerations resulting from the priority procedure and/or informal information provided by the conference participants.

There are many items on the agenda for WSC '92 which may impact conference finances. Some are very obvious, such as the elimination of the Joint Administrative Committee, although the replacement costs (the Interim Committee and WSC committee leadership participation with the WSB committees) have to be considered. Others may not be as obvious. The MDF was made part of the annual meeting of the WSC. However, is the funding to attend these sessions mandatory or optional? The cost effectiveness (to the WSC, the WSO, and to the regions) of the "quarterlies" has been questioned. What are the costs associated with some sort of "zonal" meetings? Would the elimination of the "quarterlies" promote more individual committee meetings and a greater financial burden? Should the WSC be "locked" into funding selected committee expenses if the WSC is not capable of funding all committees, or should the funding be optional and on a meeting-by-meeting basis for all committees and subcommittees?

Dual membership on some committees has resulted in some benefits like communication and some cost savings, such as the Interim Committee meeting in Tulsa. The same dual membership has caused committee meeting scheduling problems and perhaps associated problems (such as with WSO staffing) and increased costs. An example would be the chairperson of the World Service Board of Trustees, who is also a member of the Interim Committee, the WSB Internal Affairs Committee, the WSC Ad Hoc Committee on NA Service, the World Service Translation Committee, the Joint Administrative Committee, and various ad hoc committees. Although this duplication seems exacerbated with the chairpersons of the two boards and the conference, I participated this year as a member of the Interim Committee, the WSC Administrative Committee, the Joint Administrative Committee, ad hoc committees, and as the WSC treasurer. At times this duplication appears to be cost-effective and even necessary. At other times it seems to narrow our vision, curtail our options and increase costs.

I have requested that the WSO Board of Directors place the following items on their agenda: the revision of the Treasurers' Guide; the development of a purchase order system for world trusted servants, boards and committees, and the resolution of our tax status with the United States Internal Revenue Service. These all appear to be items that are one-five years from completion.

During my two terms as WSC treasurer, I have served the conference under two distinct systems. When I chaired my first Joint Administrative Committee meeting "concerning financial matters," I quickly realized that very few of the decisions were actually fiscal. Most of the discussions and primary decisions were direction and priority oriented, and administrative and/or philosophical. Once these decisions were made, the monetary decision was fairly simple. The JAC seemed to be incapable of making, or unwilling to make, the primary decision. The first year was, at times, very confusing and frustrating. The "block funding" method was in use. That is, the WSB and the WSC

committees (and even individuals, at times) seemed to have the authority to expend resources at their demand if they determined it was within the parameters of approved budgets. At one point, I even considered refusing to disburse funds, but I realized this would only aggravate the financial condition of the WSO.

The Interim Committee has worked well this year. There is a single body to make decisions based on overall resources available and respond to the needs of all involved in world services. There is a body that can say "no," even when that is not what we may want to hear. The concept of "block funding" may be workable if we establish a cash reserve, then fund with "real money," not projected income. It may be a beneficial goal to establish a cash reserve over a five-year period (perhaps \$175-200,000) so this type of individualized board and committee decision making can be utilized.

I have received several inquiries concerning my opinion of the proposed advisory status of the WSC treasurer on the Interim Committee. As treasurer, I would feel very comfortable with an advisory status. I also feel there is a definite need for a conference treasurer, as long as we maintain a separation of funding and budgeting from the WSO. The Interim Committee has worked well because the individuals involved were able to maintain an attitude of considering overall needs and resources and accountability to the WSC, rather than to an individual board or committee. With this thought in mind, it may be prudent to consider direct election of the chair and vice chair of the World Service Board of Trustees and the World Service Office Board of Directors by the WSC. This would help to ensure direct accountability to the conference rather than to an individual board. Along the same lines, it may no longer be necessary to directly elect the chair and vice chair of WSC committees. We could allow those committees to elect their own leadership and have the conference affirm (or not affirm) their decision. These committees, as a group, would then be clearly within the administrative responsibility of the directly elected WSC officers. If nothing else, this may shorten and simplify our election process.

Direct individual, group, and area donations to the WSC seem to be increasing. If this is a trend, I'm not sure if this will increase or decrease the total amount donated to the WSC. For instance, if 15,000 groups that receive \$5.00 per week in donations contribute ten percent of their money directly to the WSC, that would be about \$390,000, or about \$130,000 more than we anticipate receiving this year. The financial statements that I have seen from fellowships similar to ours, indicate that about one-half of the groups respond. Of course this would indicate that these donations then would total \$195,000, or \$165,000 less than we anticipate this year. If the assumptions are changed to 20,000 groups that receive \$8.00 per week, then if one-half contribute ten percent the donations would total \$416,000, or about \$56,000 more than what is anticipated this year. We do not keep the records necessary to verify the assumptions and I believe either may be reasonable from the data I have seen. Another factor would be the cost of the donation. The cost of two-way postage, envelopes and receipt is about \$0.77. The cost of the donations would be 20-36% of the total contributions, with monthly contributions, depending on which set of assumptions are used. This does not include the cost of

labor, checks and/or money orders. If this is a trend, it may have to be addressed by some method such as providing an addressed, postage-paid (at a cheaper class and non-profit rate) envelope and no receipt. Another effect of the direct individual and group donations may be the resulting flattening of the sharp peaks and valleys which now occur at times.

Although my experience is in accounting, fiscal management, and computers, my education in economics seems to influence my manner of conceptual analysis. Sometimes cause and effect relationships, historical trends, and past and future projections are more important than the current bottom line. This may be why I support "activity-based accounting" rather than "cost of goods accounting" and also why I thought the following table (taken from an Al-Anon publication) was interesting.

CONTRIBUTION TRENDS VS. INFLATION

	<u>1955</u>	<u>1965</u>	<u>1975</u>	<u>1985</u>	<u>1990</u>
Seventh Tradition contributions	1.00	1.00	1.00	1.00	1.00
Three bedroom home	10,950	16,150	33,330	75,500	95,400
Average income	4,421	6,956	14,867	28,483	35,338
New car	1,800	3,498	4,238	8,926	11,429
One gallon gasoline	.29	.31	.57	.99	1.35
One gallon milk	.96	1.06	1.39	2.27	2.65
Seventh Tradition with inflation	1.00	1.10	1.43	2.31	2.69

The attached reports and tables correspond to the conference fiscal year; 06/01/91-05/31/92. They also conform to the budget year which was changed to correspond to the fiscal year beginning with the first Joint Administrative Committee meeting of the 1990-91 conference year. The conference year is the period from one day after the annual meeting through the next annual meeting. The current information indicates that the WSC can meet its current commitments.

Thank you for the opportunity to serve in this capacity.

Tom Rush, Treasurer

CASH FLOW REPORT WSC 1991 - 1992

<u>Category Description</u>	<u>5/31/91 - 3/24/92</u>
Inflows	
Beginning	
Bank of America Balance (6-1-91)	55,320.00
Capital Bank Balance (6-1-91)	<u>7,750.82</u>
Total Beginning	63,070.82
Income:	
Fellowship Contributions	225,578.84
Interest Bank of America	<u>1,953.96</u>
Total Income	227,532.80
Income Returns:	
Deposits Returned by Bank	-401.46
For WSO/Deposited in WSC	<u>-11.77</u>
Total Income Returns	-413.23
Total Inflows	290,189.89
Outflows	
Service Charges/Capital Bank	-331.95
WSO Inc.	
90/91 Expenses Paid 91/92	28,776.72
91/92 Expenses Paid to WSO	127,049.88
Advance Expenses Paid WSO	<u>61,173.40</u>
Total WSO Inc.	<u>217,000.00</u>
Total Outflows	<u>216,668.05</u>
Overall Total	<u>73,521.84</u>

WSC INCOME AND EXPENSE TRENDS 1991 – 92
WORLD SERVICE CONFERENCE
FEBRUARY 1992

INCOME

MONTH	TOTAL 1986-91	% TO TOTAL	MONTH	1990-91 BASE	1991-92 ACTUAL	1991-92 BUDGET
JUNE	\$38,631.00	3.94%	JUNE	\$9,529.16	\$14,626.78	\$10,338.56
JULY	\$61,515.00	6.28%	JULY	\$15,173.99	\$26,709.18	\$16,478.72
AUG	\$127,827.00	13.05%	AUG	\$31,531.26	\$38,550.01	\$34,243.20
SEPT	\$112,837.00	11.52%	SEPT	\$27,833.65	\$14,382.49	\$30,228.48
OCT	\$122,451.00	12.50%	OCT	\$30,205.15	\$31,271.42	\$32,800.00
NOV	\$65,866.00	6.72%	NOV	\$16,247.25	\$26,689.36	\$17,633.28
DEC	\$54,335.00	5.55%	DEC	\$13,402.89	\$19,209.63	\$14,563.20
JAN	\$62,277.00	6.36%	JAN	\$15,361.95	\$40,508.70	\$16,688.64
FEB	\$99,112.00	10.12%	FEB	\$24,448.09	\$9,462.72	\$26,554.88
MAR	\$83,547.00	8.53%	MAR	\$20,608.65	\$22,383.57 *	\$22,383.57
APR	\$103,714.00	10.58%	APR	\$25,583.27	\$27,791.56 *	\$27,791.55
MAY	\$47,714.00	4.87%	MAY	\$11,769.68	\$12,727.95 *	\$12,727.95
TOTALS	\$979,826.00	100.00%		\$241,695.00	\$284,313.34	\$262,432.03
			JUN-FEB	\$183,733.40	\$221,410.27	\$199,528.96
		% OF 1990 BASE		120.51%	% TO BUDGET	110.97%
				ESTIMATED OR PROJECTED=*		

EXPENSE

	AVERAGE 1988-91	1990-91 BASE		1991-92 ACTUAL	1991-92 BASE	1991-92 BUDGET
JUNE	\$17,780.33	\$21,752.17	JUNE	\$20,963.01	\$21,096.10	\$20,811.88
JULY	\$23,311.00	\$21,752.17	JULY	\$5,412.69	\$21,096.10	\$27,285.53
AUG	\$20,713.00	\$21,752.17	AUG	\$12,229.02	\$21,096.10	\$24,244.57
SEPT	\$19,841.33	\$21,752.17	SEPT	\$18,571.75	\$21,096.10	\$23,224.28
OCT	\$16,540.33	\$21,752.17	OCT	\$12,273.67	\$21,096.10	\$19,360.46
NOV	\$19,958.33	\$21,752.17	NOV	\$12,977.96	\$21,096.10	\$23,361.23
DEC	\$16,498.00	\$21,752.17	DEC	\$16,721.06	\$21,096.10	\$19,310.91
JAN	\$15,979.00	\$21,752.17	JAN	\$16,459.90	\$21,096.10	\$18,703.42
FEB	\$10,491.00	\$21,752.17	FEB	\$39,040.97	\$21,096.10	\$12,279.72
MAR	\$22,082.67	\$21,752.17	MAR	\$28,500.60 *	\$21,096.10	\$25,847.77
APR	\$17,177.33	\$21,752.17	APR	\$32,106.07 *	\$21,096.10	\$20,106.07
MAY	\$23,833.00	\$21,752.17	MAY	\$37,896.53 *	\$21,096.10	\$27,896.53
	\$224,205.32	\$261,026.00		\$253,153.23	\$253,153.20	\$262,432.39
		% of 1990 BASE		96.98%	% TO BUDGET	96.46%

INTERIM COMMITTEE REPORT

This report consists of three sections: 1) final reporting of the motions referred to the Interim Committee by WSC '91; 2) a list of decisions made by the Interim Committee during the year; and, 3) an update on the Budget Committee.

There were three motions concerning the Multinational Development Forum referred to the Interim Committee. Two of these motions were made by the World Service Board of Trustees and pertained to a Multinational Development Forum at a WSC quarterly. It was M/R Board of Trustees: "That two days of a four-day World Service Conference quarterly workshop during the 1991-1992 year be devoted to a Multinational Development Forum to be conducted by the World Service Board of Trustees." Also: "That, for attendance at the quarterly workshop described in the above motion, the WSC fund 100% of the air fare expenses, and 50% of the lodging and meal expenses, for thirteen (13) elected participants from countries outside of North America served either by an ASC or an RSC whose ASC or RSC is unable to send them otherwise. Funds being limited, the budget for this purpose will be divided so that equitable continental participation is allowed. Within those continental restraints, qualifying NA communities will be picked at random to be funded for attendance." The Interim Committee action on these two motions was described in the report to all conference participants dated June 21, 1991. The following comments were provided at that time. "It is not currently possible to implement this motion due to both financial constraints and the fact that there is not enough time before the August quarterly to plan such an event. Since only one quarterly is scheduled for the coming year, this would be the only opportunity to implement this motion at a quarterly meeting. However, this motion will be considered as advisory in planning the '92 WSC." Problems still remain with planning (will we continue WSC "quarterlies"?) and of course funding. These motions have been discussed at subsequent meetings of the Interim Committee, with no further recommendations for action.

The third motion concerning the Multinational Development Forum was: It was M/S/R Paul T. (RSR, London)/Kim J. (BOT) "To add \$15,000 to the fixed cost of the WSC annual meeting, for the purpose of subsidizing representatives travel from outside North America to WSC '92. The WSB of Trustees will develop a plan for the disbursement of these funds to those representatives who are eligible under the plan." In the June 21, 1991 report to all conference participants, the following action was reported. "The Interim Committee decided to implement the plan outlined in the above motion if any monies are available above the fixed cost items in the conference-approved spending plan. This was seen as being in line with the conference's established priority of international development." Funds (\$20,000) have been made available to implement this decision.

The fourth motion was to fund all conference committees: It was M/S/R Shannon L. (RSR, Tri-State)/Tim S. (RSR, New England) "That all conference committees be funded by the conference." The maker of the motion provided the following information. "The motion on funding conference committees was meant to generate discussion on related issues as well as the motion itself, like what about RSR committees aka delegate review panels, where are we going to get the money, what about committee members from outside North America (or are these committees North American committees), what is the most appropriate world service structure, etc."

In addition, the WSC treasurer provided the following information: "For the purpose of this report, committees, ad hoc committees, subcommittees, and working groups, created by and/or directly responsible to a standing WSC committee or board, would **not** be considered a **conference committee**. For the purpose of this report, and only for this purpose, there are three other assumptions made concerning a **conference committee**. The World Service Board of Trustees would be considered a **conference committee**. Under our current financial structure, the funding for the World Service Office Board of Directors and the activities thereof, come from a different source of income therefore the WSO board would not be considered a **conference committee**. The third assumption concerns intent, 'practice' and/or 'tradition.' It is assumed that the intent is expansive, not regressive. For example, even though the above considerations do not fully encompass the WSB Traditions Ad Hoc Committee and the WSCLC Steps Ad Hoc Committee, the intent of the motion is not to inhibit the funding that is currently 'practiced.' It is also assumed that the intent is not so expansive as to alter the 'traditional' current funding of such conference activities as Tape Review and/or those involved with the *The NA Way Magazine*. An additional assumption is that this motion pertains to travel, lodging, and meal expenses for the committee membership, since 'other' funding for all committees is currently considered.

"With the above considerations, the bodies considered for this report are the World Service Board of Trustees, WSC Literature Committee, WSC H&I Committee, WSC PI Committee, WSC Policy Committee, WSC Administrative Committee, Joint Administrative Committee, Interim Committee, World Service Translation Committee, Travel, Budget, and existing/new ad hoc committees. The WSB is currently funded for all meetings of the full board. Funding for the World Service Translation Committee is also provided. All conference officers and committee chairs and vice chairs are currently funded. Therefore, by the current make-up of the committees, the Administrative, Joint Administrative, Interim, Travel, and Budget committees are currently funded. By precedent, practice and/or tradition, ad hoc committees created as a direct result of conference action are funded (Isolated Groups, NA Service, Steps, Traditions, etc.) In addition, full literature committee meetings that occur other than at 'quarterlies' or the annual meeting of the conference are funded. Therefore, this report only considers funding full committee meetings of the WSC Hospitals & Institutions, WSC Public Information, WSC Policy Committees, and the WSC Literature Committee when meeting during 'quarterlies' or the annual meeting of the conference.

"Several other assumptions are made for the purpose of this analysis. These are made for analytical purposes only and are not meant to be restrictive and/or prohibitive. Committee membership is considered at the *current maximum voting capacity*. This membership would be a representative cross-section of NA geographically, *but would not include any membership outside of the continental United States or southern Canada*. The meetings would occur within the continental United States or southern Canada. The number of meetings during a conference year would be at least (but would not exceed) two and would be at least (but not be more than) two days duration.

"Given the above considerations and assumptions the additional financial impact of this motion would be \$58,800 per conference year." Because the funding is unavailable at this time, and the intent of the maker of the motion was to generate discussion, the Interim Committee is recommending that no action be taken on this motion.

This next portion of the report from the Interim Committee lists some of the financial decisions made throughout the conference year. Most details of requests, discussions, and decisions are not reported here, but specific information can be made available upon request.

Most of the decisions were made on a quarterly basis. The lists from WSC '91 (attached) of discretionary expenditure priorities and of negative priorities for fixed expenditures to be cut, were used for guidance by the committee throughout the year, as well as the fixed budget items. Consideration was given to the cash on hand and what was considered to be a reasonable projection of donations for each coming quarter. Prior WSC actions were also very helpful to us. All of these factors provided necessary guidance and latitude in our decision-making process.

For each meeting or phone call, funding requests for fixed expenditures were considered first. Everything on the fixed expenditures list was approved at WSC '91. There were several other instances when some expenses associated with fixed budget items were not requested by the board or committee and therefore not considered. WSO consultation trips were high on everyone's list of items to be cut, and none were requested or approved.

The following list concentrates on non-fixed items and is meant to communicate a general sense of what the Interim Committee dealt with in terms of funding requests.

First quarter (June, July, August):

- * Approved \$30 for copies of WSC '91 tapes to WSC committee chairs.
- * Approved \$500 for a WSB member to attend European Study Group meeting.
- * Denied \$2000 for translation of thirty-three daily book drafts.
- * Approved \$850 for June Interim Committee meeting.
- * Approved \$300 for communications equipment installation and repair.
- * Approved \$1500 for donation to European Study Group.
- * Approved \$721 for additional needs panel member to attend workshop in Canada.
- * Approved \$150 H&I travel to Carolina regional learning day in August.

- * Approved \$250 for PI attendance at phoneline workshop.
- * Approved \$200 for Policy working group meeting.
- * Approved \$130 to include International Development Forum report in *Conference Digest* mailing.
- * Denied \$1700 for agency translation of IDF report summary into four languages and mailing costs.
- * Approved maximum of \$400 for local NA members to translate IDF report summary into four languages.
- * Approved \$1800, later revised to \$3000, for participation in Montreal non-NA event.
- * Approved \$500 for additional needs member to attend October WSB meeting.
- * Approved \$1200 for publication of *A Newsletter for Professionals*. This replaced funding for two issues of the *PI News*.
- * Approved \$3700 for Translation Committee meeting.
- * Approved \$3700 for participation at non-NA event in Manila and two stop-overs along the way for fellowship assistance.
- * Approved \$600 for Admin. participation in October joint board meeting.
- * Approved \$78 for WSC Treasurer's visit to WSO.
- * Approved \$2000 for trustee attendance at Colombian National Convention.
- * Approved \$275 for world services participation in the Greater New York region's learning day.
- * Approved \$200 for WSC PI participation in Western States Learning Day.
- * Approved \$200 for Fellowship Services Evaluation Team expenses.
- * Approved \$15,000 to be held in reserve for MDF planning.

Second quarter (September, October, November):

- * Approved \$150 for *Conference Digest* to be sent to ASRs.
- * Approved funds for the three conference calls (literature trust document, world services communications, policy).
- * Approved \$40,000 to be held in reserve for projected expenses of WSC '92.
- * Approved \$1300 January metro services workshop in New York by Ad Hoc NA Service.
- * Approved \$1260 February metro services workshop in San Francisco by Ad Hoc NA Service.
- * Approved \$2800 February Ad Hoc NAS meeting for metro services.
- * Approved \$475 for H&I member travel to Alabama/NW Florida regional event.
- * Approved \$1500 for an extra issue of *PI News* to contain *A Guide to Phoneline Service* revisions.
- * Approved \$630 for travel and meals to Western States RSR caucus.
- * Denied funding for travel for two proposed new literature members to WSCLC meeting.
- * Approved funds for lodging and meals for two new WSCLC members, with travel being paid by their respective members.

- * Approved \$1200 for WSB vice chair attendance at January JAC and WSO Board meetings.
- * Approved conference call for PI video group.
- * Approved an increase of \$5,000 to the total amount held in reserve for funding 1992 MDF travel, bringing the total to \$20,000.
- * Approved \$1600 for attendance of World Service Translation Committee chair to WSC '92.
- * Approved funds for December meeting of three chairs concerning WSO managerial focus and empowerment of WSO Executive Director.
- * Approved \$300 for H&I travel to New England learning day.
- * Approved funds for meals and lodging for two people to British Columbia H&I Learning Day. The region agreed to pay travel costs.
- * Approved \$1000 for including November *Conference Digest* in the *Newsline* mailing.
- * Approved \$400 for advance daily book mailing.
- * Approved the cost for a passport for the representative from India if requested.

Third quarter (December, January, February):

- * Denied funds for one extra night for WSC committee chairs at January JAC meeting.
- * Approved \$250-\$500 for WSB Tax Options Committee conference call.
- * Approved funds for WSB Internal Affairs Committee conference call.
- * Approved funds for WSB conference call to discuss *CAR* items.
- * Approved funds for WSC Admin conference call.
- * Denied funding for travel expenses in response to a request for assistance to the German-Speaking Region. Travel expenses for the WSO board chairperson and a WSB member were tentatively approved, pending more specific information. Later it was suggested to bring someone from Germany to the next World Service Translation Committee meeting (if approved), and the travel funding was denied.
- * Approved funds for purchasing the FAX machine from WCC to be used by the WSB vice chair in Australia.
- * Approved \$1000 for travel, lodging, and meals for two participants at Florida Region *CAR* workshop.
- * Approved \$800 for travel, lodging, and meals for two participants at San Diego/Imperial Region's *CAR* Learning Day.
- * Approved \$900 for travel, lodging, and meals to New York *CAR* workshop. The region will pay one-third of this cost.
- * Approved \$500 for attendance at multiregional workshop on the Twelve Concepts in Seattle.
- * Approved funding for four people to attend Mid-Atlantic Regional Conference.
- * Approved \$100 for travel for WSB vice chair from LA to San Francisco for the week between the JAC and the WSO board meeting because it was much cheaper than lodging and meals in Van Nuys.
- * Denied funds for the H&I chair and the PI chair to attend February WSB meeting.

- * Approved acceptance of \$1,000 donation from a deceased member by the WSO.
- * Denied funds for PI video interview meeting pending resolution of several confusing circumstances.
- * Denied funding for travel to Australian Regional H&I Learning Day pending receipt of more specific information.
- * Approved \$600-\$900 for travel, lodging, and meals for two people to attend Northern New England and New England Region's *GTS* Learning Day.
- * Approved funding for ten nights lodging at WSC for those participating in the Friday WSB meeting. Nine nights were approved for other funded participants.
- * Approved \$150 for mailing of steps material to conference participants.
- * Approved \$1000 for World Service Translation Committee conference call.
- * Approved \$5000 for the Tax Options Committee to commission attorney to work with IRS.
- * Approved funding for travel, lodging, and meals to Greater Illinois *CAR* workshop for two people.
- * Approved \$530 for travel, lodging, and meals for Mountain Area NA (Volunteer Region) Additional Needs Learning Day.
- * Denied funding for a conference call between the WSB Internal Affairs Committee chairperson and the chairs of H&I and PI before the February WSB meeting in Montreal because of lack of information.
- * Approved \$975-\$1100 for translation of the January *Conference Digest* into Spanish was approved.
- * Denied \$1200-\$1500 for the translation of the January *Conference Digest* into Portuguese. Later \$500 was approved for translation by local members.
- * Approved the request for one additional night's lodging for the WSB vice chairperson at the WSC annual meeting.
- * Approved the request for an extra night's lodging for the international travellers who are invited to the MDF.
- * Approved \$200 for two WSO senior staff members to travel from the ESO to Paris for participation in a PI workshop.
- * Approved \$260 for attendance of a member of the Steps Ad Hoc Committee at the March WSCLC meeting.
- * Approved a request from the Louisiana Regional Convention Corporation Ad Hoc Committee for assistance. The region will pay expenses for one person. One WCC member and one WSO staff person to attend the meeting.
- * Approved funds for WSB steering committee conference call.
- * Approved funding for WSB full board conference call the first week of March to discuss the trustee nominations that will be held at the conference.
- * Approved \$450 to send an ESO employee to the ECC planning meeting held March 7-8.

Fourth quarter (March, April, and May):

- * Approved a request for the WSC Steps Ad hoc Committee chairperson to attend two days of the WSC.
- * Approved \$745 for WSC H&I participation (for two people) at the Best Little Region Multiregional H&I Learning Day.
- * Approved \$1238 as the expense for the parliamentarian at WSC '92.
- * Approved to reimburse \$490 to a WSB Additional Needs panel member for his attendance at the Mountain Area Narcotics Anonymous Additional Needs Awareness Weekend.
- * Approved funds for WSB conference call to be held on Thursday, March 12.
- * Denied \$1350 for a weekend meeting about the WSO business plan pending more information to come after the March WSO board meeting.
- * Denied request to fund attendance of WSCLC members at WSC '92.
- * Approved \$270 for the WSC treasurer to come to the WSO in mid-April for the purpose of producing several WSC reports and to examine WSC expense records.

Please note that this is a record of our decisions at the time they were made which was in advance of the actual expenditure of funds. Actual costs of approved items are reflected in the reports from the WSC Treasurer. As a courtesy and in the interest of communication and unity, the WSO board chairperson discussed and reviewed WSO expenses related to fellowship services with the Interim Committee though this was not wholly within our scope.

FIXED EXPENSES PROPOSAL 1991-92**FIXED CONFERENCE ITEMS**

1. WSC annual meeting	4. Trustee meetings (4)
2. Quarterly (1)	5. Translation Committee
3. JAC (1)	6. <i>Conference Report & Digest</i> , CAR
7. Administrative expenses	
Total Fixed Conference Items	<u>\$134,455</u>

FIXED COMMITTEE ITEMS

1. Administrative Committee	
a. WSO consultation	
b. WSO (5) & WSB (4) meeting attendance	
c. Other meetings (Steps, Traditions, WSCLC, Isolated Groups)	
Administrative Committee Total	<u>\$7,865</u>
2. World Service Board of Trustees	
a. WSO consultation	
b. WSO Board meeting attendance	
c. Traditions	
Trustees Total	<u>\$28,225</u>
3. Literature Committee	
a. "A-list" items	
b. Literature Committee meetings (2)	
c. WSO consultation	
Literature Committee Total	<u>\$52,472</u>
4. Public Information	
a. WSO consultation	
b. Non-N.A. events	
c. <i>P.I. News</i>	
P.I. Committee Total	<u>\$9,865</u>
5. Hospitals & Institutions	
a. WSO consultation	
b. Literature stockpile	
c. <i>Reaching Out</i>	
H&I Committee Total	<u>\$16,865</u>
6. Policy	
a. WSO consultation	
Policy Committee Total	<u>\$1,665</u>
7. Ad Hoc N.A. Service	
a. WSO, WSB meeting attendance for Twelve Concepts	
b. Meetings (2) for Twelve Concepts	
Ad Hoc NAS Total	<u>\$11,020</u>
Total Fixed Committee Items	<u>\$127,977</u>
TOTAL FIXED EXPENSES	<u>\$262,432</u>

1991 WSC Discretionary Priority List *
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1. International Development Forum
2. P.I. video
3. International Development travel
4. Regional workshops
5. European Service Conference travel
6. H&I working group travel
7. Some non-N.A. events
8. Conference Agenda workshops
9. Metropolitan services meetings
10. Non-Trustee member travel
11. Phoneline Committee meeting
12. Guide to Service
13. Policy working group meeting
14. Pamphlet development travel
15. World Convention Attendance

1991 WORLD SERVICE CONFERENCE DISCRETIONARY PRIORITY LISTING

- | | |
|--------------------------------|-----------|
| 6. International Dev. Forum | 1 - 2.15 |
| 13. Video | 2 - 2.55 |
| 14. International Dev. travel | 3 - 2.55 |
| 5. Regional Workshops | 4 - 3.13 |
| 4. European Service Conf. att. | 5 - 3.50 |
| 12. H&I working group meeting | 6 - 3.57 |
| 10. Some non-N.A. events | 7 - 4.16 |
| 2. Agenda workshop attendance | 8 - 4.23 |
| 11. Metropolitan services mtg. | 9 - 4.35 |
| 7. Non-Trustee comm. member | 10 - 4.55 |
| 9. Phoneline Comm. meeting | 11 - 4.57 |
| 15. Guide to Service | 12 - 4.57 |
| 3. Policy working group mtg. | 13 - 5.11 |
| 8. Pamphlet dev. travel | 14 - 5.41 |
| 1. World Convention attendance | 15 - 6.09 |

* This list is the result of the conference participants' listing of priorities. The list labeled "1991 World Service Conference Discretionary Priority Listing" demonstrates how the conference participants made their choices, showing rank and numerical weights.

FIXED BUDGET PRIORITIES - NEGATIVE ITEMS ¹
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- | | |
|----|--|
| 49 | WSO consultation money |
| 29 | JAC meeting |
| 18 | Ad Hoc N.A. Service |
| 13 | WSO, WSB meeting attendance for 12 concepts |
| 13 | P.I. non-N.A. events |
| 8 | WSO consultation money except for policy |
| 8 | WSC Literature Committee meeting (1) |
| 8 | Trustee meeting (1) |
| 7 | Trustee meetings (2) |
| 7 | Reduce meal allocation |
| 7 | Policy |
| 7 | <i>P.I. News</i> |
| 7 | Concepts meetings (2) |
| 6 | H&I literature stockpile |
| 5 | Concepts meeting (1) |
| 4 | Literature Committee |
| 3 | WSO Board attendance by WSB |
| 3 | WSO & WSB meetings reduce |
| 3 | Literature (all projects but Steps) |
| 3 | Daily meditation guide |
| 2 | Traditions Ad Hoc meeting (1) |
| 2 | Traditions |
| 2 | Quarterly |
| 2 | Isolated Groups meetings (Admin committee) |
| 2 | Admin (other meetings) |
| 1 | 1 item on lit "A-list" |
| 1 | One-fourth of trustee meeting cost |
| 1 | Five percent cut to all committees |
| 1 | Administrative expenses cut \$5,000 |
| 1 | Administrative expenses (unnecessary mailing such as Basic Text, Third Edition, Revised) |
| 1 | Attendance at conventions rather than conferences |
| 1 | Budget without WSO support costs attached |
| 1 | Coffee, etc., at WSC |
| 1 | Cut <i>Reaching Out</i> \$1,200 |
| 1 | H&I |
| 1 | H&I literature stockpile cut \$2,000 |
| 1 | Lit Committee & Steps Ad Hoc, reduce membership |
| 1 | Lit drafts, reduce number in half |
| 1 | <i>Reaching Out</i> |
| 1 | Steps meetings (1) |
| 1 | Trustee meetings at Quarterly (1) |
| 1 | Trustee meetings (4) |
| 1 | WSC |
| 1 | WSC meeting (trim) |

¹ The numbers indicate the number of conference participants who voted to remove this item from the list of priorities.

The third item is the budget committee. WSC '92 passed the following motion presented by the WSO board. "That the WSC supports continuing the work in progress outlined in the Unified Budget and Review proposal." Even though the work originated from the board of directors, the motion did not specify that the board continue with the development. Because the Interim Committee administers the budget and because of the overall affect on world services of this project, it was felt that the continued work would best be directed by the Interim Committee. The following motion, M/S/C Marlin R. (RSR Mississippi)/Vince D. (RSR Free State) "That the Budget Review and Utilization Committee consider the addition of five RSRs, elected annually by the WSC, to permanent membership of the committee, their recommendation to appear in the 1992 *Conference Agenda Report* ", forms a part of the work; however, the Interim Committee has not formed a recommendation in response to this motion. The following, although not ready for conference consideration, is therefore presented in this report as a work-in-progress.

WORLD SERVICE CONFERENCE BUDGET COMMITTEE

PURPOSE, PRIMARY ACTIVITIES

Purpose

The purpose of the WSC Budget Committee (herein referred to as budget committee) is to ensure that world service funds are properly allocated and prudently utilized. The committee has the authority to develop a comprehensive budget, allocate funds, monitor use of allocated funds, and revoke funding.

Primary Activities

The budget committee fulfills its purpose by carrying out four primary activities:

1. The budget committee develops a comprehensive world service budget, based on specific project and expense plans submitted by each board or committee, for the approval of the WSO Board of Directors.
2. The budget committee allocates funds based on the approved budget.
3. The budget committee conducts an ongoing fiscal review of board or committee projects to ensure that those projects are adhering to the submitted project plans and budget.
4. Through its annual report, the budget committee provides the NA Fellowship with accountability for the utilization of world service funds. The report lists budgeted and actual expenditures for each project.

ORGANIZATION

Membership

The Committee is composed mostly of members who serve by virtue of their primary world service positions. They serve throughout the year.

Voting Members¹

- * Chairperson of the World Service Office Board of Directors
- * Treasurer of the WSO Board of Directors
- * Treasurer of the World Service Conference
- * A member of the WSO Board of Directors appointed by the WSO Board Chairperson
- * A member of World Service Board of Trustees appointed by the WSB Chairperson
- * A past member of the world service leadership elected by the World Service Conference as described below.

Nonvoting Member

The World Service Office chief financial officer serves as a nonvoting member of the committee.

Conference Election Of One Member

The World Service Conference elects one past world service member to serve a three-year term on the committee. This member must have served previously as a WSC officer, WSC committee chairperson, or member of the World Service Board of Trustees.²

Leadership

The chairperson of the World Service Office Board of Directors also chairs this committee.

Meetings

The committee will meet a minimum of three times a year, including its annual meeting at the World Service Conference.

¹ *An alternate slate of voting members has also been developed, composed of two members of the WSC Administrative Committee, the chairperson and treasurer of the WSO Board of Directors, two members of the World Service Board of Trustees, and one former member of the world service leadership elected to the committee by the World Service Conference. This alternate slate would replace the slate listed under the current heading if the unified budget proposal is not accepted.*

² *An earlier draft of this plan stated that the conference could choose from among former WSO directors, as well as former WSC leaders and former trustees, when electing a member of the budget committee. If, in consideration of this plan, one of the WSO Board members of the budget committee is eliminated from the ex-officio membership slate above, then this section should also be revised to again allow for conference election of a former director to the committee.*

DECISION-MAKING

Majority

Decisions can be made only by a two-thirds majority of the voting membership of the committee.

Decision-Making By Telephone

The committee may hold meetings by telephone conference call to reach its decisions. Except in case of emergency, decisions of the committee will not be reached through polling the individual members by telephone.

ADMINISTRATION

Project Preparation

Motions submitted to the World Service Conference which propose new projects or committees will be accompanied by an estimate of costs. Any plan for a new project will include a production overview indicating:

1. A project timeline, showing the amount of work to be accomplished during the time specified in the timeline, and when the project will be completed. The project timeline should describe the entire life of the project, not just work scheduled for the budget year, though the timeline may be less detailed for work scheduled to be completed in following budget years.
2. Meeting schedules, including the location, maximum number of participants, and any additional expenses proposed for each meeting.
3. A listing of any additional expenses associated with the project.

Any motion submitted to the WSC which proposes a new committee or ad-hoc committee will be accompanied by a budget that includes a listing of all general expenses for the budget year, such as full committee meetings, attendance at WSC meetings, representation at meetings of other boards and committees, administrative mailings, and telephone calls. Each general expense entry must include a brief narrative explanation. This information should be based upon current prices for goods or services.

Conference-Established Priority Ratings

When the World Service Conference approves the commencement of a project, it also assigns a project-priority rating. Priority ratings run from 1 to 10, with priority one being the highest and priority ten being the lowest. These priority ratings will guide the budget committee as it carries out its responsibilities.

Budget Year

The budget year will correspond to the conference year--from June 1 through May 31.

BUDGET PREPARATION

The chief financial officer of the World Service Office is required to present a forecast of WSO and World Convention Corporation income and expenses for the budget year at the World Service Conference.

The treasurer of the World Service Conference is required to present a forecast of income from donations for the following budget year at the World Service Conference. The WSC treasurer will also provide the current balance of the treasury, a report of all expenses incurred but not paid as of the conference, and an estimate of expenses committed to through the balance of the conference year.

Within two weeks after the World Service Conference, the various world service boards and committees are required to submit detailed work and expense plans to the budget committee. Proposals cover expenses for the current conference year. All proposals must be submitted in writing, using the format described below. Proposals will contain two kinds of entries: project entries and general entries.

Project Entries

Plans for each service board or committee will include descriptions of all projects being proposed for the budget year. All project plans must include a production overview, indicating:

1. A project timeline, showing the amount of work to be accomplished during the time specified in the timeline, and when the project will be completed. The project timeline should describe the entire life of the project, not just work scheduled for the budget year, though the timeline may be less detailed for work scheduled to be completed in following budget years.
2. Meeting schedules, including the location, maximum number of participants, and any additional expenses proposed for each meeting.
3. A listing of any additional expenses associated with the project.

General Entries

Budgets for each service board or committee must include a listing of all general expenses for the budget year, such as full committee or board meetings, administrative mailings, and telephone calls. Each general expense entry must include a brief narrative explanation. This information should be based upon current prices for goods or services.

Within one month following the annual meeting of the World Service Conference, the budget committee meets for a weekend to prepare a detailed budget. The committee will draft a single budget for World Services using the budgets and project costs submitted at the WSC. Prior to the meeting, the WSC treasurer and the WSO travel coordinator will revise the proposed budgets to reflect current costs, given the geographic changes to the membership of the boards and committees. Consideration will be given to the location of meetings, proximity of some members to the meetings,

and contingencies such as use of bonus mileage afforded by the airlines. The budget committee will prepare a budget for any committees or projects which do not have a submitted budget, using the best available information.

To insure the proper allocation and prudent utilization of NA's world service funds, the committee is required to judge the fiscal and administrative merits of each proposal, and to reconcile requests for resources with the income expected for the budget year. The committee considers the accuracy, viability, and completeness of each proposal, project priority ratings, and the overall financial picture for the budget year.

The income forecast may prevent lower priority projects from being included in the draft budget. If this is the case, the respective board or committee responsible for that project has recourse to any of three options:

1. It may include the project in its next budget proposal.
2. Once the budget year actually begins, more funds may become available than were originally anticipated. If this occurs, the respective board or committee may request an allocation of funds for the project. (See "Funding of Additional Projects," below.)
3. It may appeal the decision of the budget committee. (See "Appeals Process," below.)

Budget Advisors

Once the budget committee has developed a draft budget, each member of the budget committee is assigned to serve as budget advisor to one or more of the other world service boards and committees. Should any given budget proposal require adjustment before inclusion in the final budget, the budget advisor assigned to the proposal's originating service board or committee will resolve the matter with the leadership of that body.

Budget Approval

Within six weeks after the World Service Conference, the committee reviews the proposed budget with the World Service Board of Trustees, the WSO Board of Directors and the WSC Administrative Committee.

Reporting

The completed budget will be mailed to all conference participants within thirty days after it has been reviewed and approved by the WSO Board of Directors, the World Service Board of Trustees and the WSC Administrative Committee.

Revising Approved Project Plans

The committee may review proposals to revise already approved project plans. Such a proposal must include a detailed description of why the original project plan is no longer preferred. A revision proposal must also state the exact changes being proposed for each affected portion of the original project plan.

Funding Additional Projects

The committee may review proposals for projects that are not included in the annual budget. Proposals to fund additional projects must include a detailed production plan and cost projection.

Should the committee deny funding for any particular project, the budget committee will provide a report to the respective board or committee, and to the chairpersons of the World Service Board of Trustees and the World Service Conference. The budget committee will include the project on its agenda for consideration when the next year's budget is developed.

MONITORING AND REPORTING

On a monthly basis, the committee's budget advisors are provided with progress and expenditure reports for projects being conducted by the service boards or committees to which they are assigned. Budget advisors use this information in developing reports presented to the budget committee at each of its meetings. At the end of each year, the budget committee will compile the reports from the budget advisors for inclusion in the budget committee's annual report to the World Service Conference.

Each year, within three months after the end of the conference year, a certified public accountant conducts a fiscal audit of world service expenditures. This audit is designed to ensure that those expenditures have been consistent with approved project proposals, conference priority decisions, and budget committee policy. A copy of this audit is included in the budget committee's annual report to the World Service Conference.

Budget Shortfalls

If world services experiences an income shortfall, the budget committee may cut allocations of budgeted funds. Allocations will be cut according to conference-established priorities, starting with low priority projects. If a shortfall is anticipated, the committee may determine that low priority projects should not commence until later in the budget year or may be carried over for consideration in the budget for the next conference year.

Revocation of Funding

If a world service project deviates substantially from its approved project and expense plan, the budget committee may revoke funding for the project. Thirty days in advance, the chairperson of the service board or committee responsible for the project will be notified in writing that the budget committee intends to consider the matter, and that he or she is invited to meet with the budget committee to provide information relative to the project.

In order to revoke project funding, the decision of the committee must be unanimous. Within seven days of such a decision, the budget committee will provide written notice to

the vice chairperson of the WSO Board of Directors, the chairperson and vice chairperson of the World Service Board of Trustees, and the chairperson, vice chairperson, and second vice chairperson of the World Service Conference, if they are not also members of the budget committee.

Appeals Process

Any board or committee that has been denied project funding, or has had funding revoked, may appeal the decision. Within ten days of the decision, the board or committee's chairperson should present the objection in writing to the chairperson of the World Service Board of Trustees. The WSB chairperson will then convene an appeal board, whose decisions will be final. The appeal board will be chaired by the WSB chairperson, and will be composed of the following additional members:

- * Chairperson, WSO Board of Directors
- * Chairperson, World Service Conference
- * Two members of the World Service Board of Trustees, appointed at the beginning of each conference year by the WSB chairperson

A decision to reverse the revocation of funding will require a two-thirds vote. Revoked funds will be frozen while an appeal is pending.

Annual Report

Each year, the budget committee provides an annual report for review by World Service Conference participants. The report is mailed at least thirty days prior to the World Service Conference. Conference participants are given the opportunity to provide input to the committee. Their input may concern past, present, and future budget activities. The conference may alter or redirect the budget.

We are grateful for the opportunity to serve on the Interim Committee this year.

*Barbara Jorgensen, Becky Meyer,
Tom Rush, and Bob McDonough*

TRANSLATION COMMITTEE REPORT

The World Service Translation Committee has been operational since October 1991, and has accomplished a surprising amount of work. Our committee and the WSO Translation Department have worked closely with each other to accomplish our preliminary goals.

Currently, we have eighty-eight projects in twenty languages in various stages of development and production. They range from the German Basic Text to French, Danish and Hindi IPs to Hebrew and Swedish keytags to mention only a few. These projects are divided into three categories: active--eighteen projects in seven languages; pending--forty projects in seven languages; and inactive--thirty projects in six languages. The status of each translation item is determined by the following criteria: Active projects are those that presently are being worked on by the WSO staff and the local translation committee. Pending signifies that projects are in an intermediate or initial development stage and information is on file with the WSO. Inactive means that no communication has taken place for six months or more. As might be expected, the status sheet changes from month to month, and sometimes from week to week!

Since its creation, the translation committee has given some specific direction to our WSO staff. With them, we've developed guideline suggestions for local translation committees, glossary lists for both recovery and service terms, and have established some initial work priorities for the department. There has been a definite increase in requests for assistance for many languages. Each request receives an individual response along with as much information that we hope will be useful to them as they embark on their journey of translating the NA message. Along with those items previously listed, we include copies of the Translation Policy, *Conference Reports*, and a work flow-chart that gives a visual picture about the translation process itself.

Conceptual fidelity is by far the largest responsibility that has been entrusted to us by the World Service Conference. We consider it to be, on our part, a grave and vital duty to exercise. Conceptual fidelity is a requirement for each piece of translated material, and it remains in the forefront of our considerations. It has been established by the translation committee that translations are not a license to create, but to follow.

As we are all aware, the Basic Text is written in contemporary American English. For many countries whose language is classical or even exotic in nature the translation of NA literature can pose a serious challenge. There are times during the translation process that countries have found that the translated version of NA literature stiff or diffused. These types of situations are almost always unique and are dealt with on an individual basis. However, the basis for any grammatical leeway is with the proviso that it maintains the meaning of the original. Conceptual fidelity then can be seen as the spiritual axis of the translation committee and of all translations of conference-approved Narcotics Anonymous literature.

We also researched some basic information about the cost involved in the production of the Basic Text and an Informational Pamphlet. Using the classical Spanish language, we discovered that, including staff labor, it costs approximately \$30,000 to produce the Basic Text in about two year's time. Staff time can be estimated at 1000 work hours which certainly doesn't include the many, many hours devoted by the local translation committee. The costs for an IP are considerably lower, but the labor and committee hours are still high. Legal concerns about international copyright agreements, import duties and governmental recognition of Narcotics Anonymous all affect our ability to carry the message in written form. That is not to say that technicalities are the sole issues for the World Service Translation Committee. As with everything in Narcotics Anonymous, there is a spiritual level to this work, and this, as we know, is of paramount importance.

I've talked about the shared experiences, conceptual considerations, cost and legal technicalities and embodying all these is our spiritual foundation as expressed in our Twelve Steps and Traditions. Woven among our steps and traditions is the idea that we are responsible for ourselves, and our message of recovery. This responsibility cannot be carried out without some funding measures. Translations are expensive in many ways--time and effort of our volunteer members, labor by our special workers, printing costs, and legal fees to ensure protection of our intellectual properties throughout the world. Unless we have the financial ability to manage and protect our publications we can expect some unpleasant situations. We have an imperative need for increased funding not only for our committee but for additional WSO staffing as well if we hope to meet the challenges we have before us. We also need to remember that whenever the conference approves new or revised material translations are impacted as well. We thank you for giving us the opportunity to serve.

Vivianne Ronneman, Chairperson

WSC HOSPITALS & INSTITUTIONS COMMITTEE

HOLA! This report comes to you as a wrap-up of our past conference year's work and a brief overview of the next year's direction for the WSC H&I Committee. Let me first say, for the second year in a row, we have no motions in the *Conference Agenda Report*. We have, however, been busy working on furthering our primary purpose.

The WSC H&I newsletter, *Reaching Out*, continues to receive excellent input from both incarcerated addicts and members involved in H&I service. If you have not read *Reaching Out* lately, please do so. *Try it, you'll like it*. Subscriptions continue to increase, moderately. Getting this publication into the hands of addicts in an H&I setting is certainly a primary purpose of the WSC H&I Committee. Help us to carry the message by subscribing to our newsletter.

For the '92 conference year, the WSC H&I Committee will hopefully be looking at two divisions of focus. This concept has not been approved by the committee as a whole, and may be changed considerably. However, my hopes are that the general idea to organize our work will remain.

The divisions would be:

1. Division of Research: which includes
 - A. Outreach
 - B. External
 - C. Multinational
2. Division of Review and Production: which includes
 - A. Guidelines
 - B. Handbook
 - C. Final Review

During the conference this April, each ad hoc subcommittee will set goals and objectives with time lines for the work to be accomplished in the coming year. The ad hoc subcommittees will be working in conjunction with each other and as closely with the World Service Board and World Service Conference standing committees as needed.

The Panel Tape Ad Hoc Subcommittee has been hard at work. The taping of the panel side of the audio tape done in January in Nashville was extremely successful. All it needs is a conclusion and to be translated from southern drawl to English. (Just kidding on that last part). This subcommittee will meet at least twice before the conference, and they hope to have this long-awaited project at least ninety percent complete by then. The hopes are to disband the ad hoc subcommittee and incorporate a new working group to review and finalize for approval all WSC H&I Committee work-in-progress.

REACHING OUT Subscriptions

Reaching Out is a recovery-oriented newsletter made available by the WSC H&I Committee. It contains letters written by NA members who are either in hospitals and institutions or involved in H&I service. The newsletter is now available by subscription @ \$28.00 per year for 20 copies mailed each quarter.

#9300, _____ subs, \$28 ea. \$ _____

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Address _____

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Payable by check or money order in
USA funds only.

Outreach Ad Hoc Subcommittee

This subcommittee's mission is to deal with issues and services that need to be addressed for addicts in facilities who do not have an H&I meeting or access to regularly scheduled NA meetings. Although these issues and services are not a function of H&I endeavors, they are an intricate part of carrying the message of recovery. This subcommittee is finding facts and gathering information to forward to the WSC Administrative Committee for processing. This very important matter needs to be properly addressed by the NA fellowship and is not the responsibility of H&I.

External Ad Hoc Subcommittee

Due to changes in leadership of this subcommittee and funding, this ad hoc subcommittee will have met for the first time on March 22, 1992 in conjunction with the Ohio Regional H&I Learning Day in Lima, Ohio.

Multinational Ad Hoc Subcommittee

This subcommittee has received some wonderful responses from the survey they sent to regions outside of the continental US. This working group will continue to encourage input from the non-US fellowship and begin to address issues presented to the WSC H&I Committee, while at the same time work with the Handbook Review Ad Hoc Subcommittee to expand the appropriate segment.

Guidelines Ad Hoc Subcommittee

They have been addressing what constitutes appropriate input by WSC H&I voting and pool members, and what the specific responsibilities of our ad hoc subcommittee chairpersons are. A report and a possible proposal will be put to the committee as a whole for review at the '92 conference.

New issues which may need to be addressed are the appropriate size of the voting and pool membership. Also, some concerns have come in from regions as to voting and pool member's responsibilities to the regions who fund their participation at the conference and other meetings of WSC H&I. The questions are: Who are they responsible to, WSC H&I or their region, or both? What jurisdiction does the WSC H&I Committee have, if any, in enforcing its members participation on the regional and area levels?

Handbook Review Ad Hoc Subcommittee

Most of the present work being done is on expanding the resource section. Input from the fellowship on international concerns has been moderate, however, we have not received any input on orientation programs or H&I presentations in forensic units. We feel this ad hoc subcommittee is on target with their time-line. In all probability, we will not ask the conference to approve a request for handbook changes until WSC '94 or '95.

Final Review and/or Production Review Ad Hoc Subcommittee

This new subcommittee will review and finalize the production of all ad hoc subcommittee work, prior to it being brought to the committee as a whole for approval. This working group will also work with other committees as requested, such as assisting in the review of the IP, *Hospitals, Institutions and the NA Member*, with the WSCLC.

Our hopes are that all the ad hoc subcommittees will share work responsibilities with each other, and work closely with other standing committees when necessary. We also hope to work more on gathering input from area and regional H&I subcommittees.

In closing, I would like to share that, although I was physically incapacitated for about half of this year's term, the WSC H&I Committee has managed to complete a large portion of the work load outlined for this year. I believe that we are presently discussing and directing ourselves toward a more organized committee structure so as to better serve and complete projects as assigned.

Included in this report is a breakdown of literature disbursement for the WSC H&I Committee.

It still amazes me that as much as I choose to give to Narcotics Anonymous, it is given back to me in duplicate. Thank you for allowing me to serve.

Ivan Faske, Chairperson

WSC LITERATURE DISTRIBUTION FUND MAY 1, 1991 - JANUARY 31, 1992
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MONTH	OPEN. BAL.	COST	SHIP.	END. BAL.
MAY	\$9000.00	\$199.23	\$33.28	\$8767.49
JUNE	\$8767.49	\$411.24	\$62.02	\$8294.23
JULY	\$8294.23	\$427.69	\$86.53	\$7780.01
AUGUST	\$7780.01	\$618.17	\$126.31	\$7035.53
SEPTEMBER	\$7035.53	\$318.77	\$62.65	\$6654.11
OCTOBER	\$6654.11	\$299.48	\$47.44	\$6307.19
NOVEMBER	\$6307.19	\$466.28	\$86.89	\$5754.02
DECEMBER	\$5754.02	\$285.67	\$132.66	\$5335.69
JANUARY	\$5335.69	\$522.05	\$41.39	\$4772.25

WSC H&I COMMITTEE LITERATURE FUND DISBURSEMENT MAY 1,1991 - JANUARY 31,1992
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(LITERATURE)

MONTH	B.T'S	W.B'S	I.P'S	B.T.W.'S	I.G.'S
MAY	22	15	121	0	0
JUNE	42	38	273	44	0
JULY	36	88	203	98	0
AUGUST	51	65	469	90	0
SEPTEMBER	33	22	154	44	0
OCTOBER	23	53	371	68	0
NOVEMBER	19	83	531	138	58
DECEMBER	0	23	159	92	81
JANUARY	2	39	660	170	131
FEBRUARY					
MARCH					
TOTALS	228	426	2941	744	270
1991 Report	750	200	6656	388	0

WSC LITERATURE COMMITTEE

We have worked hard this year to prepare review and approval literature that will meet the needs of the fellowship at this point in time. I look forward to seeing you all in Dallas and hearing whether our effort has hit that mark.

This report will cover three basic topics: a review of our work this conference year, a discussion of the motion referred to us at the 1991 conference, and a preview of our plans for next year, including proposals for our "A" list items and a discussion of other work in progress.

REVIEW OF OUR WORK

Just For Today

During this conference year, we completed the approval-form of this book using the process we described at the 1991 World Service Conference. Staff editors drafted daily entries based on passages written by the fellowship. Many of these entries had been edited by general and registered literature committee members a couple years ago. When that stockpile was depleted, new entries were generated using fellowship source material. Four review panels consisting of registered and general members of the WSCLC were formed (sixteen general members participated in the process at one point or another.) These panels recommended revisions to first drafts, resulting in second drafts which were reviewed by panel members and the full WSCLC. Input from second drafts went to a final review panel which made recommendations for changes based on input submitted by these groups. The resulting third drafts were reviewed by the WSCLC at its November meeting.

Input from the fellowship on the three sample batches (a total of 97 entries) were factored by the final review panel. Results of the survey review follow:

Reviewers: A total of 168 responses were received on the three daily book batches (twenty-eight individuals, six groups, 108 area literature committees, and twenty-six regional literature committees.) These reviewers represented geographic diversity within the continental United States. Two English-speaking regions from outside of the US and one non-English-speaking region responded.

Seventeen individuals, three groups, forty-three areas and ten regions participated in the review of batch #1. Four individuals, one group, thirty-three areas and nine regions responded to batch #2. Seven individuals, two groups, thirty two areas, and seven regions took part in the review of batch #3.

Statistics: In the spirit of accountability, I would like to share the results of the daily book questionnaires with you. This chart seemed the most straightforward way to go, and I hope it communicates clearly.

Batch #1: Pre-review Questionnaire

Question	% "Yes" responses			
	Ind.	Grp.	Ar.	Reg.
1. Is this the type of material you envisioned for an NA daily meditation book?	93%	100%	99%	94%
2. Do entries speak directly to you?	100%	100%	100%	100%
3. Do you know members to whom these entries would speak?	100%	100%	100%	100%
4. Overall, how would you rate these entries? (% "good")	100%	100%	89%	94%

Batch #1: Full Questionnaire*

1a. Do these entries provide daily encouragement toward recovery in NA?	100%	100%	98%	100%
1b. Do you think that these entries adequately meet the needs of our fellowship for a daily book?	100%	100%	91%	87%
2. Do these entries speak to a diverse fellowship?	100%	100%	86%	93%
3a. Do the leads seem to be appropriate to the bodies?	100%	100%	86%	93%
3b. Do you approve of using leads which are not from conference-approved literature?	100%	100%	70%	73%
4. Do you approve of the variety provided by an occasional entry which uses "I" rather than "we" in the narrative?	100%	100%	87%	60%
5. Are you generally satisfied with the closings?	100%	100%	83%	93%
6. Is the language consistent with your understanding of NA philosophy?	100%	100%	92%	100%
7. Do you know members to whom these entries would speak?	100%	100%	93%	100%
8. Does the tone seem encouraging toward recovery?	100%	100%	93%	100%

* Two individuals, three areas, and one region sent narrative responses and chose not to complete the questionnaire.

Batch #2: Pre-review Questionnaire*
--

Question	% "Yes" responses		
	Ind.	Ar.	Reg.
1. Do these entries provide daily encouragement toward recovery in NA?	100%	96%	100%
2. Do these entries speak to a diverse fellowship?	100%	93%	100%
3a. Do the leads seem appropriate to the bodies?	100%	96%	88%
3b. Please select "Anonymous" lead, "Anonymous NA member" lead, or only leads from conference-approved literature.		27%	22%
		50%	44%
	**	23%	33%
4. Do you believe the bodies of these entries will help addicts grow in recovery?	100%	96%	100%
5. Are you generally satisfied with the closings?	100%	93%	100%
6a. Do you know members to whom these entries would speak?	100%	96%	100%
6b. Do you think that these entries adequately meet the needs of our fellowship for a daily book?	100%	93%	88%
7. Does the tone seem encouraging toward recovery?	100%	96%	100%

* *The group that responded did not complete a questionnaire. Three areas and one region also sent narrative responses rather than completing this survey.*

** *no response to this question*

Batch #3: Pre-review Questionnaire*
--

Question	% "Yes" responses		
	Ind.	Ar.	Reg.
1. Do these entries provide daily encouragement toward recovery in NA?	100%	97%	86%
2. Do these entries speak to a diverse fellowship?	100%	97%	100%
3. Do the leads seem to be appropriate to the bodies?	100%	93%	79%
4a. Do you believe the bodies of these entries will help addicts grow in recovery?	100%	93%	100%
4b. Can you accept a limited number of entries (less than 10%) written in the first person singular "I"?	100%	90%	71%
5. Are you generally satisfied with the closings?	86%	93%	100%
6a. Do you know members to whom these entries would speak?	100%	97%	100%
6b. do you think that these entries adequately meet the needs of our fellowship for a daily book?	86%	93%	86%
7. Does the tone seem encouraging toward recovery?	100%	97%	100%

* *The groups that responded did not complete questionnaires. Two areas also sent narrative responses rather than completing this survey.*

In addition, some reviewers recommended specific changes in the drafts. Final review panel members maintained master copies of each entry which recorded each recommended change. Some alterations were made based on this input. However, the overwhelming response from the review period was that the drafts in general were acceptable as written.

Another role of the final review panel in relation to being responsive to fellowship input was to monitor the features we had agreed to be standard throughout the drafts. A list of those features along with any changes made to them by the WSCLC in response to input we were receiving is noted below:

Purpose and audience: This feature, which is addressed in our forward to the daily book, remained unaltered. Briefly, we attempted to provide a variety of topics and points of view in order to encompass the diversity of our fellowship.

Leads: We had originally decided to use both conference-approved and original quotations. Based on a rather significant "no" response to the question "Do you approve of using leads which are not from conference-approved literature?," we began to question this decision. At the Tulsa Workshop, we made the decision to use only conference-approved quotations as daily book leads.

Closing: We had decided to use "For Today" as the lead-in to the closing for each entry. Although this item was not included on the survey, we had a substantial number of "write-ins" asking us to change the closing to "Just for Today," which we did.

Deity: Our decision was to use "God," "the God of our understanding," "a Higher Power," "a Power greater than ourselves" intermittently throughout the book. We had also decided not to use third person pronouns in referring to the deity. Again, even though this was not an item surveyed, several reviewers objected to the number of times the word "God" was used in the drafts. We decided to use this word more sparingly, showing preference for other ways to refer to a deity when appropriate.

Stock phrases: We attempted to use these as seldom as humanly possible. Examples of stock phrases include "show up and tell the truth" and "keep coming back." This feature did not change.

Language: We attempted to use language consistent with the varieties of NA philosophy. This feature did not change.

Content: Although we realized through the review panel process that not every entry was a perfect fit for all of us, we attempted to present a message that could be valuable for all members. Seventeen entries were rejected during the review panel and fellowship review processes due to content. One additional entry was rejected at the November meeting of the WSCLC.

Voice: We had decided to include a limited number of entries using the first person singular voice. The fellowship input for batch #1 was inconclusive about whether this was an acceptable feature. We included a question on the third batch survey to try to determine if a small percentage (less than 10%) of entries written in first person singular were acceptable. Although this seemed acceptable to a substantial majority of reviewers, we looked at our first person singular entries in a first person plural

form and found that they read better. This is why all the entries in the daily book are written in a plural voice.

Style: Although all of the preceding features certainly affect style, an interesting thing happened to our use of metaphoric language. The first metaphoric piece "Recovery Gardening" was sent out in Batch #1. The response from reviewers was either very positive or very negative. We rejected this entry in Tulsa, but included other pieces of this nature in subsequent batches. Due to input received, we toned down and reduced the number of these types of entries.

At our November meeting, we chose to use random sequencing of the entries. The only criteria was that similar topics, leads, and quotations be widely separated. We also chose to use a simple form of indexing; in other words, we tried to list one or two main topics for each entry.

We would like to thank each member, group, and committee who reviewed daily book batches for us. This effort on your part helped to make this important piece of Narcotics Anonymous literature a reality.

The Steps Project

We presented a production schedule for the completion of the steps project at last year's conference. We proposed that we would have the first six steps out for fellowship review following our November WSCLC meeting. We believed that we would release Steps Seven through Nine in the summer of 1992 and Steps Ten through Twelve that December. The approval form would have been released during the summer of 1993. As you may be aware by now, our work on the steps went far more smoothly this year than our wildest expectations. Both the Steps Ad Hoc Committee and the WSCLC feel good about the drafts we have submitted to the fellowship this year. We are also encouraged that we will have Steps Seven through Twelve to submit for review by the 1992 conference, making it possible to complete both halves of the book (the steps and the traditions) during the same time frame.

The Steps Ad Hoc Committee has developed a dynamic creative environment at its meetings. The group works in a spirit of productivity and cooperation. As WSCLC chairperson, I attended three of the seven ad hoc meetings this year. Alden Irish served as the administrative liaison between the ad hoc group and the WSCLC. The ad hoc used both fellowship input and their own diverse experiences to guide the work. The Chicago drafts were mailed out before each meeting, and part of the charge to ad hoc members was to review these drafts and to select appropriate concepts and wordings that enhanced our outlines.

The pre-review drafts that were submitted to the fellowship last year were taken into consideration as we revised Steps One through Three. The WSCLC, whose responsibility it is to factor in fellowship input, was grateful for the nature of the input received. It was truly helpful toward the conceptual development of the drafts.

There were six regular members of the ad hoc committee this year. We greatly appreciate the efforts, willingness, and persistence of Bryce Sullivan, who served as the ad hoc committee chairperson. His background knowledge of this project and his abilities as a leader have been freely given to this work. Our regular members included Alden Irish, the WSCLC vice chairperson (who also served as the vice chair of the ad hoc committee); Tom Catton (Hawaii); Michael McDermott (Northern California); Vince Daley (Maryland-Free State); Bobbie Schmaus (Northern California); and Jeri Sarracino (WSCLC member-Carolinas). In addition, two WSCLC members rotated into most meetings as one regular member rotated out. This was done to provide literature committee members with first-hand exposure to the committee as well as to bring a fresher eye to the work. We also were privileged to have Barbara Jorgensen, Dave Tynes, Bob McDonough, Jack Bernstein, Mary Kay Berger, and Danette Creel join us for portions of meetings. This kind of participation was very helpful to the process.

In Times of Illness

The approval-form of this booklet was distributed at the 1991 WSC and was sent to regional literature committees shortly thereafter. We have received a few suggestions from committees about minor changes they would like to see made in this piece. We will look at these recommendations at our March meeting. We have also received some positive letters, and even those who are suggesting minor alterations have included comments about the value of this piece of NA literature. Throughout our experience in working with this booklet, we have been overwhelmed by the number of members who support its need. Hopefully, we will have a booklet for members to refer to for experience and strength as they face issues related to illness in recovery.

The Introductory Guide To Narcotics Anonymous

The 1991 conference gave the literature committee the responsibility of working with the WSO Board of Directors to prepare a table of contents for this guide. Together we compiled a survey of possible inclusions. On the basis of that survey and additional input from the H&I Committee, we recommended that certain pieces of conference-approved literature be included in the *Introductory Guide*. This guide has been available as a WSO inventory item since late September. It was a pleasure to work with the WSO board and the WSC H&I Committee on this project.

Committed Motion From WSC 1991

The conference committed one motion to the literature committee last year. This motion reads as follows:

"That the next edition of the Basic Text reflect the following footnote on the cover of Book Two, 'Personal Stories': 'The language used in some of the these stories is not always consistent with what we understand to be the language and terminology of NA recovery today.'"

At the present time, the literature committee is maintaining a file of all the motions related to changes in the Basic Text. This particular motion is a part of that file. If the moratorium on changes to the Basic Text is lifted, we will gladly assist with any revisions based on this kind of information and subsequent guidance from the fellowship. We would, therefore, suggest that this motion remain tabled until that time when we begin to consider revisions.

There are six regional motions in the 1992 *Conference Agenda Report* which were referred to the WSCLC by the JAC at its January meeting. The literature committee is prepared to discuss these motions at its March meeting and present any recommendations at the conference.

DISCUSSION OF WORKS IN PROGRESS

The Steps Project

At this time, it is our plan to review Steps Seven through Twelve at the WSCLC meeting at the end of March and to have the review-form drafts ready to distribute at the conference. The production schedule for next year's work on the approval-form follows:

Review Periods

Steps One through Six from December 20, 1991-June 30, 1992

Steps Seven through Twelve from April 15, 1992 (approx.)-August 30, 1992

Approval Periods

Steps One through Six from September 15, 1992-WSC 1993

Steps Seven through Twelve from November 24, 1992-WSC 1993

Process

Four working panels, each consisting of two WSCLC members and one member from the Steps Ad Hoc Committee, will be formed. Each group will work on three steps. Master lists of fellowship input will be sent to each panel member on a regular basis. Each panel will submit direction to the staff team for the revision of drafts assigned to them. Panel members will be sent revised drafts resulting from this process along with final master lists. Two panels will meet together with the staff team to review their work. The WSCLC will then meet to review the drafts and make further revisions to them. Working groups for Steps One through Three and Four through Six will meet at the beginning of August, 1992; groups working on Steps Seven through Nine and Ten through Twelve will meet in early October of 1992. The WSCLC will then meet in late August to finalize work on Steps One through Six and to draft the introduction. A second meeting will be held in late October to complete Steps Seven through Twelve and the introduction.

The WSCLC feels that it is responsible and possible for us to complete this book next year. We realize that this creates a shortened approval period, yet this period is roughly

parallel to the plans of the Traditions Ad Hoc Committee. To have both parts of the book up for approval at the same conference seems advisable. If, however, we receive overwhelming input from the fellowship which indicates that our drafts are largely unacceptable, it may take longer to prepare an approval-form. We are confident that you will let us know whether this plan meets with your approval.

Step Writing Guides

The Step Writing Guides have been on our "C" list this year. During the 1990-1991 conference year, we sent the source material available for this project to regional and area literature committees for review, recommendation, and additional writing. We believe that the work done so far on this project has brought it to the best shape of any of the other items on our work lists. Additionally, the fact that these guides have been reproduced so avidly suggests that a large audience for them exists among the fellowship. Finally, it just seemed timely to begin to prepare a review-form of the guides to complement both the *It Works* and the Basic Text material on our steps. The Step Writing Guides consist of short explanations followed by questions pertaining to each step. You may recognize the guides by another title: Sponsor-Sponsee Worksheets. When the WSCLC meets at the end of March, one of the things we will discuss is how to draft the review-form of this piece. We plan to finalize the production proposal during our first scheduled meeting at the conference. We will let you know at the conference what the fruits of these discussions were.

IP Revisions

Three IPs were identified by regional and area literature committees during the 1990-1991 conference year as needing revision or rewriting. Those pieces are *Youth and Recovery*; *Hospitals, Institutions, and the NA Member*; and *Another Look*. We will work with the WSC H&I Committee on recommending revisions to the H&I piece. Initial discussions about plans to revise the pamphlets will occur at our March meeting and will be finalized at the conference.

Literature Handbook

The 1991 WSC gave the literature committee the freedom, within specified parameters, to revise its internal guidelines and handbook. We see no need at the present time to alter our internal guidelines. Our handbook, however, is in need of revision. It contains some inaccuracies about how drafts are currently being reviewed by the fellowship. For the last two years, we have submitted review forms or letters providing some guidance for review rather than soliciting line-by-line editing. We strongly feel that the kind of review committees have recently done has been far more helpful toward providing guidance for the works in progress. The handbook refers to a line-by-line review process throughout the booklet. Although some committees still choose to do this type of review, most review bodies are finding conceptual review to be much more challenging, interesting, and in-depth.

We will not have the time next year to focus a lot of effort on the handbook. The "A" list projects are our priority work. Hopefully, though, a working group can begin to recommend some revisions to the handbook. More realistically, this is a 1993 conference year project.

Basic Text Moratorium

Somewhere along the line this conference year, the question arose as to exactly when the Basic Text moratorium ends. It is the literature committee's understanding that this point in time is the close of WSC 1993. In an attempt to be responsible for information we have that may assist the fellowship in making changes or deciding not to make changes in our text, we are compiling a list of any motions that were tabled because text revisions were in moratorium. We are also going through our files to identify letters received from literature committees regarding discontent with concepts in the Basic Text. We hope to have this compilation ready for WSCLC to review at its March meeting or at the conference. We encourage your input on this topic during our "B" Panel session.

Worldwide Literature Committees

This year, due to our financial situation, we sent most of our communication to regional literature committees. Even though we asked regional committees to "pass the work on," it may not have happened in some places for a variety of reasons. We hope our communication will be more widely distributed during the next year. As I reported earlier, I saw some good in this necessity for regional committees to work more closely with their area committees. It seemed that the communication link between a region and its areas could be strengthened and supported--that the structure would function in less isolated ways. In fact, that strength in communication seemed to have expressed itself in many regions. The fact that the bulk of our input on the daily book came from area committees represents that the information was being communicated and acted upon.

The WSCLC has a deep desire to be responsive toward the needs of our multilingual fellowship. We attempted to have the first sample batch of the daily book translated into four languages as a start, but funds were not available to do this at the beginning of this conference year. We were able to send the approval copy of the daily book out a few weeks early in a manuscript form, and we hope that this assisted some committees in determining whether the book spoke to them. We did receive some input from countries outside of the US, but these were primarily English-speaking countries. Hopefully, the Multinational Development Forum will offer some ideas we can incorporate from those who struggle with being a part of our literature development process due to a language barrier.

Final Thoughts

I'd like to thank our faithful literature coordinator, Mary Van Every and her trusty assistants Julie Kirkpatrick and Nancy Good. They stick with us through thick and thin

and keep us on the right track. Steve Lantos, Cindy Sarnecky, Lee Manchester, and Marilyn Scott from the Special Projects Department have provided services and talents for this committee that are absolutely nonpareil. Then there's the literature committee: Jim Buerer (Greater Illinois), Jane Nickels (Connecticut), Jorge Blanco (Greater New York), Jeri Sarracino (Carolinas), J.W. Hayes (Washington/Northern Idaho), Omer Gillham (Oklahoma), Andree LaFontaine (Quebec), Ceven McGuire (Iowa), Gretchen Deckard (Texas-Best Little Region), and Mike Cooley (Maryland-Free State). These guys have burned rubber. And then, of course, our vice chairperson, Alden Irish, whose leadership strengths and willingness to talk to us all a lot on the phone kept us going this year.

We believe that we have accomplished what we told the 1991 WSC that we would, and we feel real good about that. We sincerely thank you for all the help you have provided in bringing our projects to this stage. We encourage you to review the steps and traditions and participate in any of the literature work that may come your way next year. It is a privilege to be a part of the literature development efforts of Narcotics Anonymous, and that opportunity is open to each and every one of us. I love you all and hope that you will avail yourselves of the profound experience available through participation in this process. It has enhanced my recovery immeasurably and, I'm sure, the recovery of everyone on the literature committee. We are *grateful* to serve.

Mary Jensen, Chairperson

WSC POLICY COMMITTEE

The '91 conference was a grueling experience for the WSC Policy Committee. There were many motions made concerning the future and direction of the committee. But only one motion passed and, of course, it was the last motion of the conference. It was: "Be it resolved: That the 1991 World Service Conference gives the WSC Policy Committee a vote of confidence to continue working on the regional seating issue (Yes-44, No-13). The regional seating proposal and the issues that evolved from the discussions took almost all the energy and resources of the WSC Policy Committee for the entire year. We left the conference knowing we needed to stay on the pulse of the conference participants, so the committee developed and sent surveys to all participants. Along with sending the surveys, the committee worked closely with the World Service Board of Trustees Internal Affairs Committee and WSC Administrative Committee. As a result, the committee agreed to the following changes to the seating procedure: a two-year process reduced to one year, the Admissions Panel would report instead of recommending, and a new category of WSC nonvoting participant. The policy committee feels that the proposal we are presenting this year will bring out the most accurate information obtainable for the conference to consider about a region seeking a

seat by the conference. We also feel that fairness will be ensured by asking the same questions to each region seeking a seat and providing for presentation of the information in a timely manner. This process facilitates an informed discussion and decision at the annual meeting.

One note of explanation is in order. It has been brought to the committee's attention, after receiving feedback from various CAR workshops, that there is confusion about the information packet mentioned in number one of the Seating Procedure (in the *Conference Agenda Report*). In 1989 and 1990, the WSC Policy Committee began to develop questionnaires which would elicit useful information about the new region's sense of common purpose, working relationship with surrounding areas and regions, existing human and financial resources for service work, existing services in the area, and the motivation for seeking WSC participant status. Even though the work was never completed, these ideas and questions have been helpful in working with newly proposed regions during the past few years. We would submit this work as input to the Admissions Panel for further development.

In the evolution of the new proposal, a larger issue kept popping up: What should a World Service Conference consist of and who should be participating? At the "Tulsa Oncely," the committee felt that continually adding US representation at the WSC will only serve to keep it focused on US concerns. This idea led to a discussion of the pros and cons of a moratorium on seating additional US representatives, which attracted more and more RSRs and other world level trusted servants into the discussions. These discussions then moved to the idea of an added level of service (i.e. US national conference). The committee believes that the overall ability of our conference to provide services to the fellowship is being hindered, and it is now time for all of us to take a long hard look at our world service structure. The WSC Policy Committee hopes all participants come prepared for open and frank discussions during the policy "B" panel on the future direction and make-up of the World Service Conference.

This will probably also be discussed at the opening of the WSC. The WSC is bringing eleven representatives to participate in the Multinational Development Forum and others will be attending on their own accord. Some, if not all, will be seeking a seat at this year's conference. In the January *Conference Report*, we discussed three issues (regional diversity, conference effectiveness, and worldwide representation) that have prevented a universal approach to seating new regions, and emphasized our belief that new regions should be considered on a case-by-case basis. Please keep these issues in mind while asking questions and making your decisions towards seating participants during the seating of new regions at the conference.

The WSC Policy Committee sent a second survey on RSR participation out to conference participants. The results were favorable for RSR participation all year round as a check and balance on projects in between annual meetings of the conference. We are looking forward to working with other boards and committees on developing a plan for RSR participation. The WSC Policy Committee supports the WSC Administrative

Committee's past and proposed efforts; RSR working groups, interregional communication, and multiregional forums.

The other items the WSC Policy Committee discussed during the year were guidelines, conference format and the election process, rotation and continuity, and our two committed motions. The discussion on our guidelines centered on extending the length of term of membership and reducing the size of the committee, but we chose not to submit revised guidelines this year. Input on the conference format and election process was given to the WSC Administrative Committee. We support this year's election procedure and the change toward the discussion of issues via panels. We hope the conference focus continues to move away from motions and onto the discussion of issues that prioritize our projects. We believe the goal could be to have issues developed at the conference meeting which would go out for fellowship consideration during the following year, involving the fellowship in the process all year long.

As for rotation and continuity, the committee was not able to complete the work due to time constraints, but would like to continue work on this project next year. The committee still feels that all world-level positions should have specific length of terms and we're happy to see the WSO board incorporate our recommendation into their bylaws defining the length of terms to a maximum of three, three-year terms.

There were two committed motions at the '91 conference. The first was: "That the WSC Policy Committee develop a proposal to be submitted to the 1992 World Service Conference regarding zonal election of trustees. The guidelines will divide the worldwide fellowship into zones and each zone will elect a trustee individually to serve the world fellowship as a whole." The WSC Policy Committee feels the motion has merit but is premature. The committee recommends no action to be taken, but we hope this issue will be addressed during the panel discussion on our structure.

The second committed motion: "That during questions and answer time, being part of conference panel presentations, the chairperson of WSC rules out of order any questions pertaining to motions in the *Conference Agenda Report* until such time that all questions on subjects not addressed by motions in the *Conference Agenda Report* are answered." The committee feels this motion has been addressed with this year's change in the conference format. We now have separate panels to discuss *Conference Agenda Report* items and other issues.

The WSC Policy Committee has had a productive year due to the dedication of its members and the support received from other conference participants. The interaction with the WSB Internal Affairs Committee has been especially helpful. We hope to continue and improve that communication. The WSC Policy Committee is looking forward to working with the WSC Ad Hoc Committee on NA Service on the completion of the *Guide to Service*. We support the proposed plan that uses the WSC Policy Committee to review and input the national and world sections of the *Guide*.

Along with continuing the works in progress (Rotation and Continuity, RSR participation, guidelines, and conference format), the WSC Policy Committee is

considering the development of a Nominations Committee proposal. We are looking forward to your input on prioritizing our workload for the coming year.

It has been a pleasure being of service this year. See y'all in Dallas.

Mitchell Soodak, Chairperson

WSC PUBLIC INFORMATION COMMITTEE

Greetings from your WSC Public Information Committee. The conference is rapidly approaching and we are in the process of wrapping up many of our projects. It has been a challenging year for several reasons: Our committee was only able to meet once, at the Tulsa workshop, requiring us to review and complete our work by phone and mail. Also, staff availability at the WSO has decreased.

Those two factors alone seriously limited our ability to communicate with each other, not to mention other boards and committees. Our staff support and committee meetings have always played an integral role in accomplishing our goals each year. We must now seek a way to increase our financial resources so that important fellowship projects are not delayed by insufficient funding. What is inconvenient today can become critical in the near future.

The video project is now finally gearing up as the result of an anticipated allocation of funds from the WSO. Susan B. (WSC PI Committee vice chairperson) is the chairperson of the video group and we are preparing for a meeting two days before the WSO Board meeting in March. To date, there has only been one informal meeting and two conference calls concerning the project. We look forward to presenting a report at the conference detailing our progress.

One of our primary efforts this year was the review draft of *A Guide to Phonenumber Service*. This draft was sent out in the December issue of the *PI News* with an input due date of April 1, 1992. A special report on the approval-status of the *Guide* was sent out to all conference participants. We refer you to that report for more information about our recommendation for approval of the *Guide*.

The *PI News* itself is scheduled to be published three times during the next conference year. The real value of this publication is currently being reviewed. The *PI News* was intended as a sharing forum for area and regional phonenumber and PI committees. Unfortunately, as the publication deadlines approach, we find ourselves searching for relevant, fresh and/or innovative material to fill each issue, and there is a substantial expense to produce and mail the *PI News*.

The first issue of the *Newsletter for Professionals* was mailed during the beginning of February. The response has been very positive and the second issue is in pre-production. This biannual publication is one way NA maintains ongoing relations with interested professionals and organizations. Currently it is going to approximately 500 addresses (most of whom are outside of the United States). The majority of our mailing list has been compiled from contacts at major non-NA events.

The committee is also evaluating both its internal guidelines and conference policies related to PI. This could be a very complex development in the structure and membership of the committee. A working group has revised the existing guidelines and has suggested a substantial reduction in committee membership. Having the committee decide for itself to reduce its own membership should be an interesting discussion. There is also considerable interest in the role of pool members. We will be reporting more on this in the June *Conference Report*.

Our efforts to assist developing NA communities have been moving along steadily. The working group members have been assigned various tasks, specific to geographic regions. Correspondence has been initiated in the hope of clearly identifying needs of developing NA communities. We hope this communication will initiate support, encourage growth, and engender a spirit of unity. We hope that the MDF will offer insight to our efforts. Of related interest is our attendance at the World Federation of Therapeutic Communities (WFTC) and the International Federation of Non-Governmental Organizations (IFNGO) Conferences. These are two of the largest conferences on the planet when it comes to substance abuse issues. I attended the WFTC Conference and Garth P. (trustee) attended the IFNGO Conference. We made presentations at both and have gained a tremendous amount of credibility for NA as a result. We have made a series of follow-ups with individuals we met and hope to continue this communicative effort. We recently requested funding to attend the International Conference on Alcohol and Addictions (ICAA) to be held in Glasgow, Scotland. This is arguably the most influential conference dealing with substance abuse in the world. The funding request has been postponed until the Interim Committee call at end of March.

Other projects of interest are the Rural PI and Disaster Plan projects. Both of these project are coming to fruition and we hope to have sample bulletins regarding these issues shortly after the conference. Likewise, PI Policy and the PI within the fellowship projects should be coming to fruition. Two other projects are the PI Display package and the non-NA event additional information request card tear-offs. We are hoping to develop a plan for finalizing these projects at the WSC.

In closing, I would like to thank the WSC PI Committee for their support and encouragement. I look forward to seeing many of you at the World Service Conference and during the coming conference year.

Rogan Allen, Chairperson

WSC AD HOC COMMITTEE ON NA SERVICE

This will serve as our annual report to the 1992 World Service Conference. Since last year's conference, we have focused primarily on completing the approval version of the *Twelve Concepts for NA Service*. Once that task was completed, we held two workshops on the issue of shared services in a metropolitan setting. In addition to those items, we held some discussions with members of the WSC Policy Committee and the WSB Internal Affairs Committee about our work on the *Guide to Service*.

This year, the committee was chaired by Dave Tynes, who has served six years on the committee. Others on the committee were Debbie Ott (four years on the committee), Becky Meyer (three years plus), Walter Johnson (two years), and Jon Thompson (two years). As per our committee decision, David Taylor of the United Kingdom and Mario Tesoriero of Australia continued to receive all of our mailings in an effort to keep them abreast of our discussions. We feel that their input will be helpful when we start to work on the national and world sections of the *Guide* again. Chuck Lehman, a member of our committee for four years, stepped down after last year's conference. We extend our appreciation for his years of dedication to our work.

The committee held three meetings and two multiregional workshops this year. The committee meetings took place over the weekends of September 13-15, 1991, November 8-10, 1991, and February 28-March 1, 1992. We held the first metropolitan services workshop in New York on January 10, 1992 and the second one in San Francisco on February 1, 1992.

The Twelve Concepts

In 1990, we had planned to have the approval version out to the fellowship by last year's conference. However, as a result of the input we received during 1990, the form of the concepts had changed to such an extent that we felt strongly that the fellowship needed to have another opportunity to impact our work. To provide this opportunity, we released the final-input-form of the concepts in March, 1991 for input until September 1, 1991. In an effort to obtain input from all available sources, our chairperson attended a meeting of the World Service Board of Trustees in June, where the final-input-form of the concepts was reviewed by the full board. Before the expiration of the deadline for comments, we received a considerable amount of additional input from various service committees and individual members from throughout the fellowship.

As a result of the comments we had received from the WSB and all other sources within the fellowship, we strove to put together an approval form that would clearly reflect all the input we had received. As we concluded our task, some of us remarked that, in some ways, the resulting work had undergone tremendous changes from its original appearance as the Twelve Principles, while overall, it retained the essential ideas the committee developed three years earlier. During this transformation, spanning three different versions as the Twelve Concepts, the essays accompanying the concepts have

been completely revised and some of the concepts themselves were radically changed. We feel that the concepts are finally ready and are presenting them for conference action this April. For additional discussion regarding the development of the concepts, we refer you to our report in the 1992 *Conference Agenda Report*.

Metropolitan Services

During the past five to eight years, NA has grown tremendously in large cities, mainly in the US, but also in Canada and other non-US communities. In fact, this growth has resulted in sometimes several area service committees being formed within a large metropolitan district. In some cases, growth has evolved to the point that some metropolitan districts have become regions. Along with such rapid growth, problems have also evolved; not the least of these is the delivery of services. Many of these areas have multiple helplines and H&I subcommittees, with minimal coordination among the various area committees. Additionally, many areas are experiencing some of the structural problems associated with rapid growth, such as having more service commitments than trusted servants to fill them, service meetings becoming so large that individual groups have difficulty getting their needs met, and the resulting need to investigate alternate service structures.

Our committee began discussing these phenomena approximately five years ago. At that point, some regions in the contiguous US were being formed along metropolitan lines. One of the major discussions during that period focused on presenting alternatives to regional "splitting" to the various areas and regions affected by growth and experiencing an increasing difficulty meeting the needs of their groups and service committees. During the five years since those original discussions, the committee has looked at various options, ranging from "districting" to a system allowing for the formation of state assemblies at which conference delegates would be chosen and which would also allow metropolitan communities to develop services according to their own needs. The committee was divided, at various times, about the best option to present.

Meanwhile, many more areas and regions have reported that they have had trouble in providing services in metropolitan districts and wished for some options to answer their individual and collective concerns, ranging from delivery of services to structural issues. The workshops we held had three purposes: first, to share the information we already had; second, to gather further input and information on current situations and existing problems; and third, to do some brain-storming to find some common solutions to these problems. It was our hope that, by holding these workshops, we would obtain sufficient information to complete our task and include the results in the *Guide to Service in Narcotics Anonymous*.

The two workshops were both effective, but for different reasons. The first one, in New York, was attended by over one hundred representatives and members from over twenty regions, including two regions from Canada. The members present relayed a variety of difficulties experienced within the densely populated major cities of the East,

Future Plans

During this past year we've had various discussions about the completion of our work. Through communication with the leadership of the WSC Policy Committee and the WSB Internal Affairs Committee, we have come up with a plan to complete the *Guide* utilizing a unified effort. In synopsis, the plan we presented in the 1992 *Conference Agenda Report* increases the size of the committee to nine for the coming year and asks the policy committee and the trustees to help us in completing our work. We placed a motion in the *CAR* asking the conference to approve this plan in principle. We believe the plan will allow us to finish our work during the next year.

The plan calls for us to have five meetings during the next conference year. At our first meeting, tentatively scheduled for May, we would review and revise the current group, area, and region chapters and look at the first draft of the new chapter on metropolitan services. The work on these four chapters would be concluded during our second meeting, tentatively scheduled for July. We hope that the WSC Policy Committee and the WSB Internal Affairs Committee will be able to provide input on the national and world chapters by the beginning of September, which we could then review at our third meeting, scheduled for later that month. At that meeting, we would develop drafts on the national and world sections and forward the resulting material to the policy committee and trustees for their further review. We plan to factor in their comments and finalize our work on those chapters at our fourth meeting, tentatively scheduled for November. After that meeting, we intend to release the sections on metro, national, and world services to the fellowship for review until February 28, 1992. We plan to hold our final meeting in March of 1993, at which time we will finish our work on the *Guide*.

We believe that our work can be completed within that time frame and that, by the 1993 conference, we will be able to turn our work over to the conference. It is our understanding of the 1990 conference motion which read, "That the Ad Hoc Committee on NA Service continue work on *The Guide to Service* until it is completed, and a final draft is distributed," that once our work on developing the *Guide* is completed, it will be up to the conference to determine what it wishes to do with our work. We do, however, ask that the conference not approve any portion of the *Guide* at WSC '93, but hold in-depth discussions about the content of the material and the process for its ratification.

It has been a long, but rewarding, year for us. The year started with some uncertainty and concluded with a feeling of accomplishment for us. We are pleased that we have been able to finish our work on the Twelve Concepts, that we have been able to develop a model which may serve service communities in a metropolitan setting for years to come, and that we have been able to develop a workable plan for the completion of our task. We thank you for having given us the opportunity to do this work on behalf of the conference. We look forward to seeing you in Dallas.

Dave Tynes, Chairperson

WORLD SERVICE BOARD OF TRUSTEES

Many of the details regarding our past year's activities can be found in the periodic *Conference Reports* and in our minutes which have been sent to all WSC participants. This report will contain highlights of some of our activities, information on things yet to be reported, and upcoming plans and ideas for the board and its committees.

International Development

The growth and development of our worldwide fellowship has been a top priority of our board for several years. Through discussions which began in the External Affairs Committee, and expanded to include the entire board, we have planned for this year's Multinational Development Forum. We believe this event will bring the representatives, issues, and discussions together so we can begin to understand our needs and make plans for how we can best address them.

Many individual trustees had the opportunity to interact directly with members across the world in our communications and participation in fellowship events, world service committees, and non-NA workshops. These included visits to the Colombian National Convention and National Service Office, the European Convention and Conference, a presentation to professionals in Manila, Philippines, and a visit to local NA communities in southeast Asia as well participation in many CAR workshops in the US. Our February 1992 board meeting in Montreal gave us a first-hand opportunity to experience the fellowship in another language and culture, further preparing us for the time the conference will spend meeting as the MDF.

Our communication with the invited countries began late last year, shortly after the selections were made. Each country was requested to prepare a report, select a delegate, and to provide us with input on subjects they would like to see discussed. The response has been excellent. All are very excited about attending and participating.

We also wrote them about seeking recognition as full WSC participants. As elected representatives from their fellowships, they had the right to seek that recognition and it was not a decision we could make for them. However, due to their unfamiliarity with WSC procedure and the short period of time before the annual meeting, we did not ask them to provide prior notice of their decision. The early indication, though, is that some will seek recognition while others may choose not to. Despite the irregularity of the requests we have just tried to assure them that the conference treats each request with sensitivity and respect.

The agenda for the forum sessions will try to bring many issues to the forefront of WSC discussions during the week. Our hopes for the agenda are to provide all participants with relevant information about NA's worldwide development, what is occurring now, what helps and what does not, and what are our limitations and abilities for the future as a World Service Conference. The agenda is now being fleshed out and will be explained in detail during the opening session of the MDF.

Interim Committee

In our January *Conference Report*, we began discussing our concerns about how the Interim Committee presently functions. Since this was the first year of this process, it has taken this long to observe and formulate an opinion about its effectiveness. Most of the difficulty we have seen this year has concerned achieving a balance between the authority assigned to individual boards and committees to manage their work, and the point at which the Interim Committee assumes authority and over which decisions.

Several times this past year an individual committee or board found itself in a position to propose a change or add something to its original plans. Although the change did not significantly impact the budgeted line item as originally proposed, the committee or board's recommendation was, more often than not, denied by the Interim Committee. Also, we were not provided with a clear explanation stating the reasons requests were denied. This left many of us with the feeling that we had been relieved of our primary management responsibilities for our assigned projects. It also pointed out some possible weaknesses with continuing the present system; namely that the Interim Committee needs to have a broader perspective, clearer guidelines from the WSC, or both.

After discussing those issues and evaluating this last year's experience in-depth, many trustees concluded that the composition of the WSB Steering Committee has a broader understanding of the needs and concerns of world services. This was based on those members' previous service experience on WSC committees and the WSO board, the makeup of our committees, and the scope of our work.

If you then add the chairpersons of the WSO and the WSC, a majority of the WSB feels that the resulting group would be the one best prepared to act for the conference when it is not in session. In fact, as a board, we felt so strongly about it that we were ready to propose an already drafted alternative to the Interim Committee's motion in the CAR. Our alternative would have proposed a change in the composition of the committee, as well as guidelines establishing its authority and responsibility.

After reaching a decision to send out an alternative motion during a conference call early in March, we then reconsidered on a second conference call and chose not to for several reasons. The strongest reason was the short time we would have to inform participants prior to the WSC, the fact that most CAR workshops would have already taken place and there would not have been adequate time for discussion and input. It became obvious we had fallen into a typical pre-conference state of urgency, and that nothing needed to be changed that quickly.

We agreed on our second call to send our drafted guidelines to the Interim Committee as input from the trustees for this next conference year. We also agreed not to propose any change in membership at this time. We believe our world services are currently in a state of transition, and this next year will give us all an opportunity to have many discussions about what may need to change and why.

Committed Motions from WSC '91

The board responded to two of our committed motions in the January *Conference Report*. A report on the committed motion concerning gender-specific language and the use of the term "God" is included as an attachment to this report. The other committed motion we have not reported on was about zonal trustees.

In our opinion, proposing a system of electing trustees by zone is premature. Before a zonal system can adequately be addressed, several questions should be asked and then responded to: Do we want to create a new structure simply for the election of trustees? Would the role of a zonal trustee differ from the present role of a trustee? Would the role of a zonal trustee be more of a zonal advocate? Is this the appropriate way to address a worldwide structure, or is the cart before the horse?

Although we believe it is premature to proceed with addressing this motion now, we hope this year's WSC discussions will give us a better indication of how we want to move forward. If the conference feels we should continue work on this issue, we will gladly take on this task next year.

WSB Motions

All conference participants should have received three amendments to our motions in the mail this last month. These were in response to suggestions that we heard at *CAR* workshops. To have one motion including everything involved with dual membership between the WSO board and WSB for a one-year trial period seemed clearer than what was originally presented. This should also simplify any decisions made this year and in the future. Removal of the word "drug" before addict is consistent with what we have heard from participants. The language regarding separate elections for trustees rather than for each trustee position clarifies the actual process and intention.

There has been quite a bit of input about the "three-fourths vote" proposed in the Fellowship Intellectual Property Trust document, especially questioning the change in standard conference procedure. It was legal advice that a trust should require substantial support to change or revoke, and that was the only reason "three-fourths vote" was introduced. There is no desire by the WSB or WSO board to lock the conference into anything. Two-thirds would satisfy the idea of substantial support if the conference is more comfortable with that percentage.

WSB Nominations

We currently have thirteen trustees, two of whom will be completing their terms at this year's conference, Jack Bernstein and Greg Pierce. This will leave us with four available positions with what is currently in TWGSS; six if our proposed operational procedures are adopted.

We considered proposing nominations for trustees from the WSB as we did last year. We did not have any confidence that anyone we nominated who is not currently in a visible position at the WSC would receive the required two-thirds. Because of that, we will not be nominating anyone as a board member this year. We want to make sure this

is not viewed as stating we do not want people elected to the board; we welcome anyone the conference wishes to elect. Since we believe that, at this point, the conference will only elect current participants, there does not seem to be a purpose in our providing the nomination.

We will be proposing that the conference allow us to budget for a full board, and then permit us to use the funds remaining from any vacant seats to bring people into our committee system. The racial, gender, and cultural mix of our fellowship does not appear to us to be the same as is reflected in the conference population. We believe there are many people in our fellowship who could provide this "mix" and prove valuable to our board and who may never make it to the conference as an RSR. We would like the opportunity to try and expand the pool we draw from in this next year.

Conference Year '92 - '93

As we indicated in January, we are planning on using our June meeting as a planning session. This does not necessarily allow for ideas that come out of this session to be included in the conference priority setting, but we believe that this idea is long past due. It is our hope to begin a process of short-term and long-range planning with the other conference committees and boards. Long-range planning would eventually allow the conference to truly set the course and direction for world services. For this to occur, we need the ability to bring all the different parts of world services together in one place at one time. The JAC motion asking that conference committee chairs and vice chairs be sent to at least two WSB meetings, and the priority spending item about interaction between conference committees and boards, would allow this to happen. We have also asked for the ability to bring in an outside facilitator to our June meeting to assist in the planning process. We believe a person skilled in this area could help to facilitate the planning process, and help us to make better use of our human and financial resources.

Our two top priorities this year have been the traditions portion of *It Works: How and Why*, and the MDF II. Both of these projects will be priorities for us again next year. The specifics of the traditions project and its approval process has been reported regularly. A detailed report of the entire process follows this report and the approval process will be discussed at the conference. The follow up for the MDF II is much more difficult for us to define at this point. We believe we will have much clearer direction after the discussions at the conference, but are asking for latitude to do additional planning in June. We have purposefully tried to stay away from predicting or arranging the outcome of this year's event. It is our plan that there be open discussion during the first session of the MDF, and that we, as a conference, set some direction for the next year in the closing MDF session on Thursday.

In our budget discussion in the January *Conference Report*, we brought out some of our concerns for the next conference year. One of the ideas that we supported in that discussion was the idea of multiregional forums. The proposal from the WSC Administrative Committee is not drastically different than what was originally proposed as follow up from the first MDF. In attending CAR workshops this years I have not seen the

topics from the January *Conference Report* addressed at all. This has indicated to me that we must find a way to have fellowship-wide discussions throughout the year, not just in the ninety days prior to the WSC. The WSB has tried to engage in a dialogue with the fellowship by moving our February meetings outside of Van Nuys, and by promoting the MDF. This has been productive, but is not nearly enough. I hope that we are prepared to at least discuss a one-year implementation and trial of the administrative committee's proposal.

Some of our other goals and ideas for this next conference year are included in the January *Conference Report*, and in the reports that follow from our Internal Affairs, External Affairs, and Literature Review Committees, and the Additional Needs Panel. We encourage all conference participants to read this material since there is really not an opportunity to have a discussion of this information at the conference.

Every year that I have been a trustee, we have reported that it has been our busiest year to date. This year has seemed to follow the same trend! We are preparing to go into our longest conference to date, and, hopefully we can translate that into our most effective. Last year was a frustrating conference for many members of the board because there were so many perceptions about what the trustees were doing, and why those perceptions were not true from our perspective. We had no opportunity to address these concerns on the conference floor. Open, honest communication has seemed to be a theme this year, and one that I believe all the trustees will try to ensure is continued throughout the conference. The opportunity for small group discussion during the MDF, and panel discussions during the rest of the conference, should help us all achieve this.

The past few months, and all of the discussions leading up to the conference, have reminded me again of how grateful I am to this fellowship for my life, for the members that I serve with and am exposed to through service, for being able to see our message being carried around the world, and for the privilege of being placed in a position of trust. To say thank you is not nearly enough.

Becky Meyer, Chairperson

**WSB Response
to Committed Motion about Literature**

During WSC '91, the following motion was committed to the World Service Board of Trustees for consideration:

That all subsequent literature that is to be revised and be produced to have non-gender-specific language and that all references to God be changed to "Higher Power" or "Power Greater than ourselves."

This motion was addressed at our June, August, and February trustee meetings, with our discussions focusing on the following main issues.

First, and simplest, is the change to non-gender-specific language. Our perception is that the various committees involved in literature projects are already very sensitive to this issue. Changes of the type suggested by this motion are already being considered in the literature development and review process.

More complicated is the question of changing all references to "God." Our fellowship embraces the devoutly religious as well as the atheist. We experience a profound spiritual awakening as a result of actively applying the Twelve Steps in our lives. Most of us continue to experience change and growth in our spiritual orientation as we continue to live the program. We are faced with the dilemma of meaningfully addressing diverse and evolving personal spiritual orientations. This motion proposes replacing all references to God with the terms "Higher Power" or "Power Greater than ourselves." These substitutions would not resolve our dilemma, since they still would not meet the needs of many members, particularly those who believe that the "Power greater than ourselves" in the Second Step is not equivalent to the "God, as we understood Him" in our Third Step. There have been numerous other alternatives suggested to the term "God." We feel that, prior to making a change which could profoundly impact our philosophy and interpretation of principles, significant discussion and agreement need to take place within the fellowship at large.

Both of these questions carry with them an additional consideration, since the word "God" and gender-specific language are used in our steps and traditions. We feel that any changes to our steps and traditions should not be considered in the same way we consider narrative portions of our literature. Once again, we feel that such changes and the possible ramifications of such changes need to have significant discussion and agreement prior to any implementation.

As a result of our discussions, it is the opinion of the World Service Board of Trustees that no formal action should be taken on this motion at this time. We do, however, believe that these topics should be widely discussed throughout the fellowship. We thank the conference for allowing us to serve.

**Trustee Internal Affairs Committee
1992 Annual Report**

The trustee members of our committee include Stu Tooredman (chairperson), Becky Meyer, Chuck Lehman, and Jamie Scott-Hopkins. During the 1991-92 conference year, we dealt with a variety of projects. We were also involved in discussions with the WSO board and conference committee leadership on some of their projects. Within our committee, we completed several projects including the Fellowship Intellectual Property Trust Document, the Trustee Operational Guidelines, a motion response paper on direct contributions which also included information on donations to specific projects, a response to the 1992 motion regarding zonal trustees, and a paper on conference participation and decision making. In addition, several projects were left for further development or action by the conference. These include: development of a conference charter, a report on the NA's worldwide development status, and a position paper on the relationship between the WSB, the WSO board, and conference committees.

While these additional projects were addressed by our committee, several factors blocked their completion. A brief recap follows, beginning with the conference charter. In our discussions of this project, it became apparent that developing a conference charter would clearly overlap the work of the WSC Ad Hoc Committee on NA Service especially in relation to *The Guide to Service* project. We had several discussions with the leadership of the AHNAS to bring the tasks of both committees into a combined effort. We were advised that the AHNAS intends to complete the sections on world and national services during the 1992-93 conference year with plans already being made to include the IAC in these efforts. As a result of these discussions, we decided to postpone our work on this project until after WSC '92, pending the outcome of AHNAS' proposal in the CAR.

The second project left uncompleted was a report on NA's worldwide development status. The intent of this project was to provide the conference with a report on area/regional development status internationally. Our early attempts at this project began by reviewing the correspondence received at the WSO. After this review, we concluded the correspondence review would not give us an adequate picture. Rather, we determined that individual trustees who interacted with members in developing international communities retained the bulk of the information needed to make an accurate assessment. We felt that discussion of developmental aspects should be planned for this year's Multinational Development Forum (MDF) to assist us in getting a realistic picture. To reach this goal, we participated in two work sessions with the External Affairs Committee to produce the agenda for the MDF. We hope the MDF will maintain a more focused perspective on internal development issues in order to provide an accurate report to the conference about international development.

Our third project on which work was deferred was development of a paper on the relationship between the WSB, the WSO board, and conference committees. This project, as in the conference charter, had an overlapping aspect that impacts the *Guide*

to Service project. The IAC tabled this project pending the outcome of the AHNAS efforts.

A major aspect of our work this year revolved around our involvement with and input to other boards and committees. We interacted with the WSC Policy Committee by providing input to the regional seating proposal. We also were involved in developing input for the WSO board on the WSC-WSO Interaction Protocol and WSO work plan. Additionally, we participated in a review of routine WSO communications. We also developed guidelines we will propose for consideration by the Interim Committee during the coming year. We feel these interactions provided the conference with a broader range of perspectives and efforts, and helped prevent a duplication of efforts or a non-unified approach to issues.

In an attempt to increase our value to the fellowship, we made a decision to expand our membership by including non-trustee members. These members included the WSC Administrative Committee chairperson, a member from the WSO Board of Directors, the WSC Policy Committee chairperson, and the WSO trustee coordinator. We believe this expanded committee has been of value in addressing problem areas, as well as in discussions of the structural aspects of our service efforts. It is our hope, if the budget allows, to expand our membership further in the 1992-93 conference year.

In the coming conference year, we are looking forward to actively participating in the development of documents which recommend changes to our service structure. Overall, in our communication and expanded relationship with other boards and committees, we have found that cooperation is exceptional when we lend our experience to overlapping projects. We plan to further enhance these relationships in the upcoming year. In addition, we plan to focus our efforts on developing NA communities. We hope to accomplish this goal by assisting in the development and/or organization of service-related materials focused on the needs of developing or emerging NA communities. In doing this, we are optimistic that we will have an accurate worldwide development status report to present to the conference at WSC '93.

Overall, we have had a productive and successful year. We are looking forward to serving the conference during the 1992-93 conference year. The members of the Internal Affairs Committee wish to thank you for allowing us to be of service.

**WSB External Affairs Committee
Annual Report for 1991-92**

Members of the WSB External Affairs Committee this year were Danette Banyai, Pete Cole, Kim Johnson (chairperson), and Garth Popple. The committee held meetings in Van Nuys in June and October 1991, and in Montreal, Quebec in February 1992. A conference-call meeting was conducted in September 1991. The committee focussed primarily on two subjects: cooperation, coordination, and long-range planning between the conference H&I and PI committees; and international development. Additionally, the

EAC provided continuing support for the WSB Additional Needs Panel, whose activities are discussed in greater depth elsewhere in this report.

This committee coordinated the 1991 International Development Forum, held the day before the opening of last year's World Service Conference. About one hundred NA members from ten countries on three continents participated in the event, the first to explore the fundamentals of fellowship development worldwide. After completing an extensive report on the IDF in June, the WSB External and Internal Affairs Committees made joint arrangements to participate in the July 1991 European Conference and Convention in Rome and the Colombian National Convention in October. External Affairs also organized a miniforum on international development at the World Convention for NA in Sydney late last year, designed primarily as a sharing session. With experience gained from IDF '91 and these interim events, and again in close cooperation with the WSB Internal Affairs Committee, the EAC coordinated preparations for the two days of Multinational Development Forum sessions that are a part of this year's WSC annual meeting.

The WSB External Affairs Committee devoted substantial time this year to discussions with the leadership of the WSC H&I and PI Committees. These three committees considered ways of cooperating with one another to coordinate outreach to institutionalized addicts as well as members of the professional community. High on their agenda was development of a long-range program to initiate and maintain NA's relations with other organizations worldwide.

However, the External Affairs Committee had extremely limited resources at its disposal in 1991-92. Funding for travel by H&I and PI members to EAC planning meetings was not always available. Even more critical was the lack of adequate staffing for External Affairs, making it virtually impossible for the committee even to follow up on the discussions they *had*, much less plan for further discussions.

In 1992-93, the WSB External Affairs Committee has two items it wishes to pursue: follow-up on international development issues raised at this year's conference, and effective long-range public relations planning and development. The committee is deeply concerned, however, that without adequate funding for participation in planning sessions, and without adequate staffing, it cannot expect to be productive. If we do not cooperatively plan and develop our public contacts worldwide, our fellowship will not be able to continue expanding the scope of its primary purpose. To do this, participants from H&I, PI, and others the External Affairs Committee would like to include in the planning and development process must be funded for travel to planning meetings, and the committee must be provided with adequate staff to follow up on the plans developed at these meetings. Planning, participation, and staffing are all vital to our development; the World Service Board hopes all three can be brought together in its External Affairs Committee in the coming conference year.

**WSB Literature Review Committee
1992 Annual Report**

This report will contain information about the activities of both the WSB Literature Review Committee and the WSB Traditions Review Committee. The membership of the WSB Literature Review Committee during this past conference year consisted of Bob McKendrick, who served as chairperson, Donna Markus, Steve Bice, Jack Bernstein, and Greg Pierce. These same trustees also served on the Traditions Ad Hoc Committee along with Danette Banyai, trustee, and Nancy Schenck, Mitchell Soodak, and Ceven McGuire, nontrustee members. For specific information regarding the individual meetings of the traditions group, we refer you to the reports published by that committee following their meetings. If you would like to have any copies of those reports, please contact the Special Projects Department of the WSO.

In brief, the Traditions Ad Hoc Committee completed their originally assigned task; the review-form of the traditions portion of *It Works: How and Why* has been completed, and the second half of that material is currently being reviewed by the fellowship. The committee has completed its work on the approval-form of the first six traditions and has forwarded its work to the full board and the WSCLC for their review. The committee is tentatively scheduled to meet in mid-August to review and factor in the input it will have received on the second half of the material. The full board will meet twice during the next conference year to review the traditions work. The approval-form is expected to be completed in time for conference approval in 1993.

At various times, members of both groups expressed their hope that the process utilized by the traditions work group, from its inception to its culmination, be explained in some detail. It is the hope of both committees that their experience with this project may serve as a source for guidance to other committees and boards in their attempts to work on major projects, regardless of the project's nature or scope. A summary of that process, detailing the steps taken by the WSB and the WSB Traditions Ad Hoc Committee follow this report.

With all of the members of the WSB Literature Review Committee being involved in the traditions project, it would appear that we would not have had the time to do anything else during this past year. That, however, is not the case. We were able to develop a position paper on fundraising and the Seventh Tradition, discuss a committed motion on the use of gender-specific language and the word "God" in our literature, discuss the evolving literature-development process, and review some of the currently available review-form material. While it has been an extremely exhausting year, we are glad that we have been able to serve the fellowship. If any of you have any questions about any portion of this report, please contact the trustee coordinator at the WSO for further information.

Development Process for the Traditions Portion of It Works: How and Why

This report offers a summary of the process used to develop the traditions portion of *It Works: How and Why*. We are presenting this summary in the hopes that other committees and boards may find our experience useful in their own endeavors. We believe that the process detailed within this report will be useful in any major project undertaken by and for the fellowship of Narcotics Anonymous.

The participants in the process and their roles

The initial discussions within the WSB centered around what group of people would do the actual work. The WSB itself had a considerable workload, which has increased tremendously since then. The members of the WSB Literature Review Committee were assigned to the project and other trustees were encouraged to participate within the development of the work any way that they could. The board also decided that it would be highly beneficial to the work to include on the committee a number of nontrustee members who were not involved in any other world service projects or committees or boards. It was felt that it would also be helpful if some of these nontrustee members would be former trustees, and that other members have no world service experience but be considered well-versed on the traditions. One of the other significant early decisions was the inclusion of the fellowship in every part of the process. To that end, inquiries were made about possible nontrustee candidates for the committee. The original nontrustee members were John Farrell, Sally Evans, Craig Perman-Weisman, Mitchell Soodak, and Bob McKendrick. When John and Sally resigned, Nancy Schenck and Ceven McGuire were added.

In the discussions about the make up of the committee, due consideration was given to the value of members who represented the diversity of the fellowship and held a wide variety of perspectives and perceptions about the traditions. During our early meetings, we established ground rules that focused on the placement of principles before personalities. Some of these ground rules included treating each other with respect, not voting on any issue before all participants had an equal opportunity to be heard, and establishing a common language for use within the committee meetings. This last became necessary as a result of our discovering that various members had a different understanding of the same term or phrase. The practice of not voting on any issue before sufficient discussion had occurred has since developed to the point that no votes have had to be taken due to the consensus reached by all members on the issues placed before them. Some discussions were lengthy and drawn out, but all of us felt that, considering the results, they were well worth the effort.

Another important development was the definition of the individual roles the participants in this project had. The role of the ad hoc committee was to review the vast amount of material on the traditions, discuss the ideas that were to be reflected within the drafts, and provide direction to the staff team regarding the content of the material.

Additionally, the ad hoc group was charged with reviewing the resulting drafts and directing any and all revisions to that material, before it was distributed anywhere outside of the committee. Another responsibility taken on by the committee was communication with the fellowship regarding any and all aspects of the project. The role of the WSB was, and still is, to review the material developed by the ad hoc group, and provide broad direction, consultation, and decision making for the book's development. The consultant's role was extremely straightforward--provide assistance about advance planning for a major, book-length writing project. The staff team would provide the drafting and editing skills, and help in establishing and maintaining reasonable timetables for the accomplishment of our task. This clear delineation of our individual roles worked so well during the life of this project that, even though there have been considerable changes in the make up of the committee, committee leadership, and the staff team, none of these changes presented any major problem to the continuation of our work.

One of the major issues we faced during those early meetings was who would do the actual writing. Many of us had some reservations about the term "writer" and what that term entailed for our work. We had discussed at some point doing the actual writing ourselves, or the possibility of hiring one of our members as the writer for the project. The major concern some of us had was the relationship of the staff member(s) to the committee and how we could ensure that our directions were followed through. Well, more than two years later, we are happy to report that those discussions are very much a part of the past and are no longer our concerns in the least. The staff team working with the committee clearly understands its role, as does the committee. The staff team acts as the "transcriber" of the creative discussions that the committee has, which are then developed into a cohesive draft by the staff team. Our experience has been that the staff has always been more than responsive to our requests, directions, and wishes regarding any draft.

Advance planning and fellowship interaction

In the beginning, we focused on the scope of the project being two-fold: first, the completion of our task, and second, the inclusion of the fellowship in our discussions and decisions. Through some intense discussions, a mission statement was adopted. An outside consultant was asked to attend one meeting and present a different point of view, that from the publishing perspective. Those early discussions focused on who the target audience would be, the tone and style that would be used, the readability level of the drafts, the use of active or passive voice, jargon, the use of an informal, friendly tone, etc. Many committee members have since remarked that the apparent success of the project is directly related to the work we did during that first year.

Once we developed our mission statement and established some general parameters for our work, we had another major task before us. We had to review everything available on the traditions and grade it as input to our work. By reviewing not only the material in the basic text and the previous drafts on the traditions from the 1984 draft, but also any and all *Newsline* and *NA Way* articles dealing with the traditions, as

well as other material available, we were able to ascertain what the fellowship has indicated that it wanted to see written about the traditions. We spent over two meetings on this task and, in retrospect, feel that it helped us immeasurably in our efforts to provide direction to the staff team to develop subsequent drafts.

As we mentioned earlier, the inclusion of the fellowship in this process was paramount for us. We determined early on that our reports needed to be thorough and made widely available. Furthermore, that we needed to invite fellowship input on any and all of our discussions, including the criteria and parameters for the project. To that end, not only did we widely distribute our reports, but we assigned our members various regions whose representatives we contacted and provided information to about the project. As we started developing the material, we mailed pre-review drafts of our first two chapters, asking for generally conceptual, rather than line-by-line input, to gauge whether or not we were writing what the fellowship wanted to see. As a result of that mailing, within sixty days we received in excess of 180 responses, a return that not only exceeded our highest expectations, but was generally unheard of within world services. The vast majority of those responding also adapted to the idea of conceptual review and abandoned the old way of providing input. To this day, we continue to mail out the review-form material not only to conference participants and regional literature committees, but make it available to any group or member who desires to participate in the review process.

The writing process

We have already described the individual roles of the committee and the staff team, but not the writing process itself. As mentioned above, we went through all the available material on the traditions and had in-depth discussions about the principles contained in the traditions prior to ever providing any specific direction to the staff team. Once this aspect of our work was accomplished, we felt ready to begin working with the staff team to write the traditions portion of *It Works: How and Why*.

The staff team had two entirely different functions in their interactions with the committee. First, to provide the actual drafting and editing skills necessary to complete the task, and second, to help us develop a reasonable timetable for the completion of our work. At times, we doubted our ability to accomplish our task according to that timetable, but our relationship with the staff writing team has developed to the point where our three most recent meetings were considerably shorter than we had originally anticipated. We have developed the ability to convey what we wanted to see in the drafts, and the staff team has developed the ability to understand our directions very quickly.

The first draft on any tradition was always the result of the committee's advance work researching the available input and discussions regarding the principles inherent in that tradition. That draft would then be carefully reviewed by the ad hoc group and direction be given to the staff team to revise the material. The resulting material, draft two, would then be mailed out to the members of the WSB and the WSCLC for their review and

comment. Those comments would be reviewed and factored in to the second draft. These further revisions would result in the development of third drafts, which then would be sent to the board for their consensus. Unless the board had concerns about that draft, it would be considered ready for fellowship review and input.

These drafts were then sent out to the fellowship for review and input. The deadline for commenting on the drafts of Traditions One through Six passed at the end of last October, while the drafts of Traditions Seven through Twelve are out for review until July 15, 1992. At our January meeting, we were able to factor in the comments received from the fellowship on Traditions One through Six. The input from the fellowship necessitated us making only relatively minor changes from the review draft to the first draft of the approval-form. These first drafts of the approval-form were mailed recently to the members of the WSB and the WSCLC for their comment. The WSB will review the approval version of those drafts at their June meeting. A similar process will assure that the book will be completed in time for conference action at WSC '93.

In summary, we feel that, by doing a considerable amount of planning in advance, by involving the fellowship in the process, and by going a little slower during the start-up, insured that the development of the material would be much easier to accomplish, and require very few adjustments along the way. Another result of the advance work and the inclusion of these various steps led us to the point that we can feel confident about asking the fellowship to allow a shorter approval period for the book. We look forward to discussing the development process of the entire book on the steps and traditions with conference participants during one of the WSCLC panels at WSC '92.

**WSB ADDITIONAL NEEDS PANEL
1992 ANNUAL REPORT**

We have seen a change in membership on the Additional Needs Panel the 1991-92 conference year. We want to take this opportunity to express our sincere appreciation to Gordon Page for his past contributions in this area.

During this past year, as the Additional Needs panel members connected to the WSB, we have been involved in two multiregional Additional Needs Workshops; in Regina, Saskatchewan and Johnson City, Tennessee. Members from all over the upper mid-west and central Canada were at the workshop in Regina, and the Johnson City event drew members from ten states. Both workshops were very informative for all of the participants. We are hopeful more workshops of this type will be scheduled for next year, perhaps in the northeast and somewhere west of the Rockies. Also, both of us, along with Hollie A., the trustee coordinator at WSO, are available to assist in the planning of local, regional or multiregional additional needs events. Please feel free to contact us through the World Service Office.

Our first opportunity to meet and discuss goals and plans for the future was provided at the February 1992 workshop in Tennessee. A meeting between both panel members

and the trustee coordinator had not occurred since October 1990, when Darwyn and Gordon met with the External Affairs Committee. During this next year, we hope to be able to attend at least one meeting of the WSB External Affairs Committee to evaluate our compliance with the October 1990 resolution. We also would like to be involved in discussions of long-range planning and goal setting with this group.

At that October 1990 meeting, we developed a resolution which was then accepted by the full World Service Board of Trustees. The resolution reads: *"To recommend that, for the purposes of the NA literature translation process, the World Service Board recognize American Sign Language as a language distinct from English; that the White Booklet, with stories, be translated into ASL for distribution on video tape; that NA audio speaker tapes in the current WSO inventory be translated into ASL; and that a priority list for further translation of NA literature into ASL be developed as soon as possible."* In looking at this resolution, we decided to focus our energies on fulfilling the items in this resolution. So far, we have arranged for the White Book to be interpreted into American Sign Language on video tape, but this interpretation has not yet been approved by a review panel for distribution. Hopefully, we can develop a review process similar to the audio tape review process presently used, or possibly even work in conjunction with the present process. We now want to work on video taping our informational pamphlets and already approved speaker tapes onto video. For approved ASL video tapes to become a reality, we need to develop a review process along with assigning ASL fluent members to the review panel. Towards this end, if you or anyone you know are fluent in ASL, please contact the trustee coordinator at the WSO with this information.

We spent some time in looking at previous attempts to increase awareness of additional needs in our fellowship, specifically by sending a letter to convention committees about video taping ASL translations of workshops or speaker meetings. The January *Newsline* also included a request for updated contact information for individuals and existing additional needs committees. Neither of these efforts have produced much response, so we will be exploring other methods of increasing awareness within our fellowship. As always, we are trying to update our contact list for additional needs, both individual members and subcommittees. Please send contact information to the WSO.

During our workshops, several topics are covered such as what is an "additional needs" addict?, meeting accessibility, the traditions and additional needs, and the interaction of additional needs in PI, H&I, and literature committees. One session usually deals with practical issues like blind guiding, how to talk to someone who is deaf, getting someone in or out of a wheelchair, and taking wheelchairs up and down stairs. Another session is devoted to how we can network with local community agencies to assist in making sure NA is available to the clients they work with. We also spend time discussing what responsibility NA has to make sure our message is available to our brothers and sisters with additional needs. Usually, discussion also takes place on whether we might need an informational pamphlet and/or handbook directed towards additional needs, or if we could include discussion of additional needs in already existing PI and H&I handbooks. Questions are encouraged during each of the sessions. One very positive

aspect of these multiregional workshops is the networking which occurs between the addicts in attendance who have a commitment to additional needs.

Over the past few months, considerable concern has been raised within the fellowship regarding the issue of braille literature. Several years ago, the WSO had 250 braille copies made of the White Booklet and selected IPs. Requests from members for these items have numbered only three to five each year. The vast majority of the braille literature has been used by PI committees in presentations as examples of the literature we have, or has been given to professional organizations working with the blind for inclusion in their libraries. Recently, the WSO has done some research which has revealed that there is a process already in effect by which individual members can request that their local braille service providers do a translation at a cost of about \$.05 per page. By using this process, a blind member could get a copy of the White Booklet for \$1.80. In contrast, for the WSO to have 250 copies made of the White Booklet and each IP will cost almost \$10,000.00. This will run almost \$10.00 per White Booklet. It is also our understanding that only about two to three percent of the blind population are able to read braille. If you look at how few addicts actually recover, whether blind or not, we feel the expenditure of that much money would not be the best use of our financial resources. Rather, we feel those funds could be used to purchase braille labels for already existing audio tapes, or to make video tapes for deaf members who may not have the reading skills needed to use our existing literature. We are not saying this to in any way alienate our blind members, but to realistically look at how we can best use the financial resources we have available.

It has been our experience that, as local NA communities are educated regarding additional needs, and of methods to assist in getting our message of hope and recovery to addicts with additional needs, the number of these addicts increases proportionately. Our goal is to assist those local communities in fulfilling our primary purpose in seeing that "no addict, anywhere, need die from the horrors of addiction."

Darwyn Langley, MS
Betsy Moline, Southern CA

WSO BOARD OF DIRECTORS

WSC '92 is approaching and the WSO Board of Directors and staff are making preparations for the World Service Conference in Dallas. Our annual report is expected to be published by the end of March, so conference participants will have time to review it prior to the WSC.

The tentative agenda in the *Conference Agenda Report* lists two WSO/WCC panels at the WSC. The "A" panel topics will include discussion of the WCC motion regarding special interest meetings and a panel with WSO, WSB and WSC Literature Committee representation to determine the fellowship's understanding of the appropriateness of using contract writers in the literature development process. The "B" panel will address two issues: the status of NA in the United States with the Internal Revenue Service and the WSO sales policy.

The board of directors is reviewing all facets of its sales policy, including the discount structure, sales agreements with regions outside the United States and the purpose of the policy. We need to receive as much input as possible from the general fellowship, the sales offices and regional representatives before we make any changes to the policy. Any actions that we take to change discount structures will directly affect the viability of regional service offices. Therefore, we want to seek as much input as possible from those who are served by the offices, those who manage the offices, and also those who do not receive the benefit of volume discounts. It will be very important that we determine what the fellowship believes the goal of the sales policy should be. For example, do you believe that the goal should be to foster development of regional and area service offices, to reduce overhead in the WSO shipping department, to develop a worldwide distribution network, to provide literature to nonfellowship customers so they can further distribute it to addicts through treatment centers, or to provide literature to NA members at the lowest possible cost. The board intends to develop a uniform sales policy for all non-US NA communities. This process will also require input from as many sources as possible. Any conference participant with input on any aspect of the sales policy should plan to attend the WSO "B" panel to address the board's sales policy committee. As the time allocated for the panels will not allow sufficient opportunity to receive input from the service offices, we will be scheduling a service office workshop to be held in July 1992. Also, please feel free to send input at any time to Mary Kay Berger, care of the WSO.

At last year's conference, a motion was passed which changed the conference policy for nominating members to the WSO Board of Directors pool: "That nominees to the pool of the Board of Directors need not be present, providing that they have indicated a willingness to serve in writing, and submitted a service resume, and were past conference participants." The WSO board hopes that the conference will take advantage of this opportunity to elect pool members who may have the skills and experience we need, but may not be able to attend the conference to stand for election. Our board

could benefit greatly from the addition of members with business experience as well as members with significant fellowship experience. We would like to recommend that the conference elect Tom McCall to the pool. Tom served previously as a member of the World Service Board of Trustees and the board feels that his experience will be beneficial for our administration of the fellowship services division. If you know of anyone who has at least eight years clean, is a past conference participant and is interested in serving on the WSO Board of Directors, please send their name, phone number, and address to me at the WSO.

The following is a summary of the terms of office of the current membership of the WSO Board of Directors.

<u>DIRECTOR</u>	<u>TERM</u>	<u>ENDS</u>
Mary Kay Berger	1 year	1992
Chris Chambliss	1 year	1992
Martin Chess	3 years	1992
Bill Winterfeld	3 years	1992
Walter Johnson	3 years	1992
Bob McDonough	3 years	1993
Oliver Stanley	3 years	1993
Bob MacFarlane	3 years	1994
Randy Jones	3 years	1994
Tim Banner	3 years	1994

The conference only filled two of the three one-year terms last year and the three year term vacated by Stu T. was left vacant by the board of directors. Mary Kay and Chris will be eligible for election by the board to three-year terms, as a result of a motion passed at WSC 1991. Walter Johnson is completing a term vacated by Mark Daley; Walter has served for two years on the board, so he will be eligible for election by the board from the pool. Martin Chess has served on the board for nine years (two three-year terms and three one-year terms). The board is very grateful to Martin for his selfless service to the fellowship and we're sure going to miss him. Bill Winterfeld has also indicated that he will not be accepting a nomination for another term. Bill's participation on the WSO board and the WCC board have been extremely valuable and we would like to express our appreciation of his contribution. This year, Mary Kay is serving as vice chairperson of the board, Martin is serving as treasurer and Tim is serving as secretary. Most of the board members are also serving on committees of the board, trustee committees, or conference committees this year.

Several motions were referred to the WSO Board of Directors at WSC 1991. The following is a summary of our recommendations or actions pertaining to those motions.

1. It was M/S/R Mario L. (RSR, Quebec)/Lucie G. (RSR, Alsask) "That the WSC create a translations fund which only groups and individuals can make direct donations to."

The WSO reported on income derived from sales of the Commemorative Edition Basic Text and the expenses associated with translations in the January 1992 *Newsline*. Since current NA philosophy is that the service structure does not earmark funds for particular purposes, the WSO Board of Directors cannot recommend adoption of this motion.

2. It was M/S/R Vinnie B. (RSR, Mountain Valley)/Sonny T. (RSR, Connecticut) "That the World Service Board of Directors continue with an attempt to get a special ruling on NA's tax status from the U.S. Internal Revenue Service."

An ad hoc group composed of two directors, two trustees and a member of WSC Administration was assigned the responsibility of preparing a recommendation for the WSC at the 1992 conference. The group has retained the services of a law firm to establish communication with the IRS. As noted earlier in this report, the group will chair a panel discussion of the tax issues during the WSO "B" panel, scheduled for Monday evening, April 27, 1992 and will present its recommendations during that session.

3. It was M/S/R Shannon L. (RSR, Tri-State)/Ed D. (WSC Chairperson) "To refer to the budget review and utilization committee, for recommendation, the following concept: That the WSO dedicate a portion of its income toward establishing a reserve fund, with a goal of \$750,000 over five years."

The plan for the Budget Review and Utilization Committee was not implemented in 1991, so there was no committee to address the motion. The board of directors gave the motion to its Business Plan Committee, and it has been factored into the draft of the Business Plan.

4. It was M/S/R Jon T. (RSR, New Jersey)/Al R. (RSR, Greater Philadelphia) "The conference strongly recommends that the World Service Office Board of Directors add at the end of Section 6.05 (term of office) on page 5 the following statement: Consecutive three-year terms should be limited to two three-year terms; total term of service not to exceed seven years."

The WSO Board of Directors amended the WSO bylaws to limit the number of consecutive three-year terms to three, with a total term of service not to exceed ten years, in accordance with the WSC Policy Committee recommendation which was published in the 1991 *Conference Agenda Report*. The board felt that continuity was essential to its ability to manage the WSO effectively. The conference will of course maintain its ability to limit the number of terms served by any individual director by not

electing that director again to the panel of nominations after a first or second term is completed.

Attached to this report is an analysis of the income received by the WSO and the cost of services provided to the fellowship in 1991. The analysis is comprised of two schedules. The first schedule is a departmental cost breakdown, which details most of the major expense categories. The overheads are allocated to each department or project based on the percentage of salaries attributable to that department. The second schedule is a summary of the income, the expenses as allocated in the first schedule, and the other expenses not included in the departmental cost breakdown. Any analysis of this type is bound to raise a number of questions. I will be very happy to respond to any questions from any member of the fellowship regarding the details of these schedules or the rationale I used in developing them. Please feel free to write to me, care of the WSO, if you have any questions whatsoever about these schedules.

Travel is the category most often questioned, as the size of this budget item sometimes leads members to assume that trusted servants and special workers are jet-setting at fellowship expense, so I will give some additional information for that line item. Travel includes office staff support at board and committee meetings and the WSC meeting in Tulsa, staff support of the World Convention Corporation, director travel to board meetings, WSC meetings, WSB meetings and conference agenda workshops, staff travel to oversee operations of the Canadian and European Service Offices and to meet with vendors, and staff travel to arrange meeting space for the WSC meeting for 1992. Anyone with visions of a "WSO jet" and exciting travel has obviously not been sitting next to me on the many 6:50 pm Friday flights from Dallas to Los Angeles. The board of directors and office staff have taken every measure possible to minimize the amount of travel expense, within the requirements placed on us by the conference. The office travel coordinator ensures that we maximize the use of frequent flyer miles and obtain the best rates possible for all trips.

The board of directors believes that it is our responsibility to inform the fellowship as fully as possible about our activities and finances, so the fellowship will have adequate information to make decisions regarding the use of its resources. Fellowship purchases of literature fund over a million dollars a year toward services which are provided to the members and to the service structure. We need to ensure that you know where the money is going and that you have the ability to impact how it is spent. While the board of directors has been given the responsibility of managing the operation of the office, the World Service Conference is responsible to give us direction and to set priorities.

Please feel free to contact me if you have questions about any of the information contained in this report. On behalf of the board of directors, I would like to thank you for this opportunity to be of service.

Bob McDonough, Chairperson

WORLD SERVICE OFFICE, INC.
DEPARTMENTAL COST BREAKDOWN

	LABOR %	LABOR COST	LABOR W/ADMIN	BASE %	RENT	UTILITIES	AUTO	COMPUTER SUPPLIES	EQUIPMT LEASE	GENERAL INSURANCE	OFFICE EXPENSE	POSTAGE	TELEPHONE	TRAVEL	TOTALS	OVERHEADS ALLOCATED
FELLOWSHIP SERVICES																
EUROPEAN SERVICE OFFICE	0.81%	\$7,151.53	\$8,384.88	0.71%	\$593.20	\$128.85	\$11.08	\$107.57	\$685.07	\$183.47	\$433.27	\$818.53	\$418.81	\$8,000.00	\$18,572.13	\$24,848.20
GROUP SERVICES	2.78%	\$32,888.83	\$38,888.88	3.28%	\$2,734.87	\$563.84	\$51.00	\$485.82	\$3,158.21	\$845.78	\$1,887.38	\$2,851.48	\$1,829.83	\$2,000.00	\$35,347.85	\$70,550.83
NA WAY MAGAZINE	3.74%	\$44,102.88	\$51,789.13	4.38%	\$3,658.18	\$781.81	\$88.22	\$883.38	\$4,224.78	\$1,131.42	\$2,871.81	\$3,814.42	\$2,581.58	\$1,000.00	\$72,384.81	\$82,240.87
BOARD OF TRUSTEES	3.38%	\$40,015.77	\$48,871.78	3.88%	\$3,318.28	\$708.84	\$81.80	\$801.82	\$3,833.28	\$1,028.57	\$2,424.31	\$3,488.85	\$2,342.32	\$8,000.00	\$70,750.83	\$80,184.88
HOSPITALS & INSTITUTIONS	2.58%	\$30,488.28	\$35,782.28	3.03%	\$2,527.08	\$538.53	\$47.13	\$458.28	\$2,818.48	\$781.58	\$1,845.78	\$2,835.82	\$1,783.34	\$1,800.00	\$50,788.58	\$84,751.85
INTERNATIONAL	1.55%	\$18,338.28	\$21,528.88	1.82%	\$1,521.11	\$324.75	\$28.37	\$275.85	\$1,758.88	\$470.45	\$1,111.00	\$1,588.87	\$1,873.43	\$5,000.00	\$34,873.78	\$44,187.88
TRANSLATIONS	3.82%	\$45,020.88	\$52,848.88	4.48%	\$3,734.38	\$787.27	\$88.85	\$877.21	\$4,312.72	\$1,154.87	\$2,727.54	\$3,883.84	\$2,835.28	\$1,800.00	\$74,348.88	\$84,772.21
LITERATURE	4.70%	\$55,428.88	\$65,884.15	5.51%	\$4,587.87	\$981.58	\$85.75	\$833.78	\$5,388.73	\$1,421.88	\$3,358.88	\$4,784.82	\$3,244.52	\$1,800.00	\$81,181.28	\$118,238.88
POLICY	0.82%	\$8,858.88	\$11,338.81	0.98%	\$881.24	\$171.88	\$14.84	\$145.38	\$823.33	\$247.81	\$585.22	\$835.48	\$585.43	\$1,800.00	\$17,138.81	\$21,838.88
PUBLIC INFORMATION	1.87%	\$18,782.48	\$23,127.38	1.98%	\$1,834.28	\$348.81	\$38.48	\$288.38	\$1,887.37	\$585.45	\$1,183.85	\$1,784.88	\$1,153.28	\$1,500.00	\$33,381.18	\$42,558.23
SPEC PROJ./TRADITIONS	2.88%	\$35,254.87	\$41,383.85	3.51%	\$2,824.28	\$824.32	\$34.54	\$338.38	\$3,377.17	\$884.43	\$2,135.88	\$3,848.18	\$2,883.83	\$8.00	\$57,844.74	\$72,718.25
SPEC PROJ./DAILY BOOK	2.41%	\$28,444.84	\$33,388.22	2.83%	\$2,358.48	\$583.72	\$44.00	\$427.87	\$2,724.82	\$728.72	\$1,723.28	\$2,488.17	\$1,885.88	\$8.00	\$48,827.21	\$58,888.87
SPEC PROJ./GUIDE TO SERVICE	1.18%	\$13,813.54	\$18,332.15	1.38%	\$1,154.88	\$248.38	\$21.52	\$208.28	\$1,332.83	\$358.84	\$842.83	\$1,283.38	\$814.43	\$8.00	\$22,513.88	\$28,888.88
SPEC PROJ./STEPS	4.43%	\$52,328.18	\$61,422.83	5.21%	\$4,348.38	\$928.84	\$88.85	\$787.88	\$5,812.51	\$1,342.38	\$3,178.11	\$4,525.88	\$3,882.88	\$8.00	\$84,878.88	\$107,827.81
WORLD SERVICE CONFERENCE	8.10%	\$85,818.45	\$112,241.14	8.51%	\$7,831.38	\$1,883.32	\$147.82	\$1,438.31	\$8,158.74	\$2,453.83	\$3,782.88	\$4,278.88	\$3,587.88	\$5,000.00	\$158,724.87	\$203,588.28
REACHING OUT MAGAZINE	0.73%	\$8,872.18	\$10,178.58	0.88%	\$718.33	\$153.57	\$13.42	\$138.45	\$838.73	\$222.48	\$525.38	\$758.88	\$587.82	\$8.00	\$14,832.81	\$17,887.88
MEETING BY MAIL	0.88%	\$10,344.58	\$12,142.88	1.03%	\$858.88	\$183.18	\$18.88	\$155.88	\$888.85	\$285.38	\$828.71	\$884.78	\$885.52	\$8.00	\$18,738.88	\$21,338.75
PI NEWS	0.42%	\$5,882.41	\$5,871.88	0.50%	\$414.84	\$88.88	\$7.74	\$75.25	\$478.28	\$128.33	\$383.88	\$432.88	\$282.88	\$8.00	\$8,884.58	\$10,317.88
PROFESSIONAL NEWSLETTER	0.23%	\$2,728.88	\$3,284.85	0.27%	\$228.44	\$48.35	\$4.22	\$41.88	\$281.52	\$78.84	\$188.38	\$238.12	\$188.88	\$8.00	\$4,117.48	\$5,838.88
WSC REPORT/DIGEST	1.87%	\$18,488.88	\$21,784.81	1.84%	\$1,533.88	\$327.44	\$28.88	\$278.13	\$1,771.21	\$474.34	\$1,128.18	\$1,888.18	\$1,882.38	\$8.00	\$28,818.88	\$38,127.28
TOTALS	48.82%	\$573,852.58	\$873,371.55	57.87%	\$47,582.88	\$10,158.78	\$887.41	\$8,828.81	\$54,852.28	\$14,718.55	\$34,754.84	\$48,814.88	\$33,578.78	\$34,588.88	\$882,748.88	\$1,227,183.35
ADMINISTRATIVE DIVISION																
ACCOUNTING	3.53%	\$41,875.38	\$48,818.88	4.15%	\$8,285.28	\$738.83	\$84.47	\$828.88	\$3,882.24	\$1,888.15	\$2,524.85	\$3,884.48	\$2,438.48	\$8.00	\$73,284.72	\$88.00
CONVENTIONS/OFFICES	0.88%	\$8,385.75	\$11,828.83	0.83%	\$2,883.37	\$188.38	\$14.53	\$141.33	\$888.85	\$241.84	\$588.23	\$812.83	\$548.88	\$4,888.88	\$28,517.88	\$28,183.37
PERSONNEL	3.72%	\$43,848.18	\$51,488.81	4.38%	\$8,788.83	\$778.47	\$87.83	\$858.84	\$4,288.18	\$1,124.83	\$2,858.37	\$3,782.24	\$2,588.53	\$8.00	\$77,888.82	\$88.00
BOARD OF DIRECTORS	2.58%	\$38,588.37	\$45,872.73	3.04%	\$8,888.85	\$541.18	\$47.28	\$458.88	\$2,827.48	\$784.88	\$1,851.48	\$2,843.18	\$1,788.85	\$43,448.82	\$87,178.71	\$88.00
LEGAL	1.28%	\$18,154.85	\$17,788.38	1.51%	\$3,378.52	\$288.38	\$23.44	\$227.88	\$1,451.75	\$388.78	\$818.14	\$1,318.78	\$887.88	\$1,888.88	\$27,842.18	\$88.00
WORLD CONVENTION CORP.	3.13%	\$38,888.12	\$43,382.88	3.88%	\$8,238.88	\$854.83	\$57.18	\$558.85	\$3,541.12	\$848.33	\$2,338.55	\$3,187.18	\$2,183.81	\$2,888.88	\$88,888.81	\$85,385.81
NEWSLINE	0.82%	\$8,858.87	\$11,338.88	0.88%	\$2,152.82	\$171.88	\$14.84	\$145.28	\$825.27	\$247.78	\$585.18	\$835.48	\$585.38	\$8.00	\$18,888.38	\$21,844.48
DATA MANAGEMENT	4.82%	\$58,828.54	\$68,113.74	5.77%	\$12,828.78	\$1,827.82	\$88.77	\$872.87	\$5,558.77	\$1,488.87	\$3,518.88	\$5,818.87	\$3,388.78	\$8.00	\$188,813.34	\$88.00
TOTALS	20.78%	\$245,288.24	\$287,824.75	24.48%	\$54,848.78	\$4,343.78	\$378.45	\$3,888.81	\$23,488.87	\$8,282.88	\$14,888.37	\$21,214.71	\$14,357.81	\$58,448.82	\$481,853.72	\$133,183.48
SHIPPING DEPARTMENT																
ORDER ENTRY	3.82%	\$35,587.84	\$41,784.83	3.54%	\$8,881.44	\$838.38	\$55.87	\$535.45	\$3,488.87	\$813.21	\$8.00	\$8.00	\$2,883.87	\$8.00	\$58,874.13	\$74,825.84
PRODUCTION	5.83%	\$88,845.58	\$82,184.31	6.88%	\$17,818.88	\$1,238.88	\$188.28	\$1,852.12	\$4,788.34	\$1,784.38	\$8.00	\$8.00	\$4,884.28	\$8.00	\$114,111.38	\$145,455.52
CANADIAN SERVICE OFFICE	0.78%	\$8,171.41	\$10,788.88	0.81%	\$2,231.58	\$182.42	\$14.18	\$137.88	\$878.58	\$238.28	\$8.00	\$8.00	\$538.85	\$2,888.88	\$18,882.53	\$21,821.88
SHIPPING/RECEIVING	8.87%	\$71,584.78	\$84,888.88	7.12%	\$17,413.88	\$1,287.34	\$118.71	\$1,878.48	\$8,858.45	\$1,838.83	\$8.00	\$8.00	\$4,188.84	\$8.00	\$118,783.88	\$148,822.77
TOTALS	15.78%	\$188,278.78	\$218,858.84	18.53%	\$45,325.18	\$3,288.88	\$288.18	\$2,882.81	\$17,844.33	\$4,778.82	\$8.00	\$8.00	\$18,883.81	\$2,888.88	\$388,881.88	\$488,822.83
ALLOCATED ADMINISTRATION	14.81%	\$174,738.82	\$174,738.82												\$8.00	\$8.00
OVERALL TOTALS	100.00%	\$1,178,858.23	\$1,885,217.81	100.00%	\$147,557.84	\$17,881.34	\$1,555.82	\$15,128.53	\$88,283.48	\$25,787.87	\$48,814.41	\$78,828.88	\$58,848.32	\$88,848.82	\$1,758,382.85	\$1,758,382.85

WORLD SERVICE OFFICE, INC.
ANALYSIS OF INCOME AND SERVICES
WSO-VAN NUYS 1991

SALES

Gross sales.....	\$4,083,323
Less discounts	<979,137>
Less cost of sales.....	<1,282,205>
Less shipping costs	<389,926>
NET SALES	\$1,432,055

SERVICES

European Service Office.....	\$24,948
Group services	70,551
<i>The NA Way Magazine</i>	92,241
World Service Board of Trustees.....	90,185
Hospitals & Institutions	64,752
International.....	44,198
Translations	94,772
Literature	116,240
Policy.....	21,836
Public information.....	42,550
Special project—traditions.....	72,716
Special project—daily book.....	58,670
Special project— <i>Guide to Service</i>	28,698
Special project—steps.....	107,928
World Service Conference.....	203,598
<i>Reaching Out</i>	17,887
<i>Meeting by Mail</i>	21,337
<i>PI News</i>	10,318
Professionals newsletter.....	5,631
<i>Conference Report/Digest</i>	38,137
Conventions/offices.....	26,153
World Convention Corporation	85,386
<i>Newsline</i>	<u>21,644</u>
TOTAL SERVICE COSTS	\$1,360,377

NOT ALLOCATED TO SERVICES

Unallocated labor cost	\$45,650
Accounting and legal.....	112,159
Consulting.....	11,062
Bad debts.....	2,774
Bank service charges	1,720
Contract labor	40,918
Depreciation.....	55,301
Dues and fees	2,810
Employee training	2,129
Equipment repair	2,188
Free publications	9,890
Interest	8,763
Maintenance and repair.....	16,098
Public information.....	<1,768>
Service contracts	14,744
Translations (correspondence)	304
Typesetting supplies.....	518
Interest earned.....	<2,817>
Miscellaneous income	<24,116>
Emergency fund account.....	<717>
TOTAL COSTS NOT	\$297,609
ALLOCATED TO SERVICES	

NET INCOME <LOSS>

NET SALES	\$1,432,055
LESS TOTAL SERVICE COSTS	<1,360,377>
LESS COSTS NOT	
ALLOCATED TO SERVICES.....	<297,609>
NET INCOME <LOSS>	\$ <225,931>

NOTES

This is a simplified summary of income and services. The figures are in USA dollars. It is included to give the fellowship a general idea of the allocation of WSO resources in 1991. The figures in this summary do not account for European Service Office or Canadian Service Office activity. Each figure in this summary represents that portion of the major categories of expense—salaries, rent, utilities, etc.—attributable to each item. Overheads are allocated to each department or project based on a percentage of salaries attributable to each department as indicated by an employee time study.

RSR WORKING GROUP REPORTS

SOUTHERN RSR WORKING GROUP
"HOW WE FUND N.A. SERVICES"
REPORT TO THE WORLD SERVICE CONFERENCE 1992

Dear fellow recovering addicts,

First of all, I'd like to apologize for submitting this report so late. I was disturbed to see that our working group's report was not included with the others in the January Conference Report so I went back through my notes to find out who was supposed to write it and discovered that the person was none other than me! A big "Oops!!" Anyway, now that everyone knows what an airhead I can be at times...

We had a fantastic meeting at the Tulsa quarterly on the issue of "How we fund N.A. services". We decided from the get-go that our objective as an RSR working group was to present a forum in which discussion and debate can occur. We chose to bring up observations and ideas rather than make definitive statements. We looked at the issue of fund flow in our fellowship from several perspectives including; 1) Income and donations 2) Expenses and money management and 3) Solutions.

How we fund N.A. services: Income and donations

The amount of money our members contribute directly to the service structure through donations in groups and indirectly through the purchase of literature from the WSO is affected by a myriad of factors. Economically induced hardships include recessions and inflation which affect income at all levels of service. These factors, coupled with a leveling out of demand for WSO literature, certainly affect the amount of money donated to the WSC and the amount of support services the WSO is able to provide to the fellowship. Our fellowship may never feel that we have enough money to accomplish all the services that we want to and in times of financial duress and contraction, we may even have to reduce or eliminate certain projects to meet reduced income levels.

Another potential factor affecting fund flow in N.A. is our changing membership profile. As our fellowship grows in clean time and in recovery, many of our older members are going to less meetings and thus, contributing less to the basket. At the same time, our newer members may be composed of a higher percentage of younger aged addicts than in the past who are less likely to have financial stability.

One more funding area that has been reviewed is the fund flow relationship between the WSC and the WSO. Do we look at the WSC's funds (\$200,000+/year) as secondary to and less significant than WSO funds? (1,000,000+/year). This past year, the WSC's finances have been on budget while the WSO experienced a significant shortfall. We may want to

examine if, as a fellowship, we have fallen into a false sense of security by being overly dependent on the WSO to support our services. Are we complacent with our donations to the WSC? Have the years when the WSO was on solid financial grounds led us to believe that they will be there if we fall short?

Regarding the WSO, how does the "for profit" status of the office help/hurt us? One idea is that a nonprofit WSO would lead to the groups and the WSC being in direct control of all N.A. funds and this in turn would lead to a greater awareness and accountability for funding in N.A.. Theoretically, the WSO could operate and sell literature at just above break even and group money that was usually spent on paying a profit margin to the WSO would end up in the basket and be passed on down to the WSC. This would make affordable literature available to the fellowship and not discriminate against smaller areas that can't qualify for bulk rate discounts. However, such a scenario could affect the ability to profit from the large volume of sales to organizations outside of the fellowship (i.e. Hazelden). Along these same lines, are we accepting financial support from an outside agency when we use the profits we earn from them to help support N.A. services? Suffice to say, there are many opinions and perspectives on what being "fully self supporting" means.

We may want to determine if there are perceptions of different kinds of funds and funding in our fellowship. Are funds which are generated from regional service offices and conventions (corporations) different from those which come from the group baskets and area and regional functions? Do we look at some sources of income in N.A. as being spiritually sounder than others? It has been noted that all types of fundraisers are regularly held in many segments of our fellowship. Caution is called for when functions and merchandising efforts move away from the spiritual principles of carrying the message and move towards a quick fix method for raising money and an unhealthy dependence on these committees. When functions (i.e. conventions) become too extravagant, they not only limit participation to those who can afford them, but also discourage those who do attend regularly from putting money in the basket. (A kind of "I gave at the office (function)" attitude.)

Finally, what we do as individual members of N.A. has perhaps the greatest affect on fund flow in our program. Our members may not devote as much of their resources as they can. It is distressing to see a member neglect to put a dollar in the basket but then go out after the meeting and spend a bunch of money on an expensive dinner. Dissatisfaction with the service structure can lead to decreased or withheld donations due to lack of knowledge &/or disagreement with the processes set up to fund and implement N.A. services. This is relevant to all levels of the service structure and needs to be addressed.

How we fund N.A. services: Expenses and money management

The way we conduct our business at our area, regional and world service meetings greatly affects how we utilize the donations of our members. If we make and pass motions without considering where we stand financially, what our priorities are and what other expenses and funded motions we have pending, we can get in over our heads really quickly. In addition, we need to examine how efficient our services are at all levels by asking ourselves some simple questions. Do our groups spend large amounts of money on their members' anniversaries and group functions? (i.e. spending \$25 on silver medallions vs. \$1.75 for the bronze medallions-where do those who put money in the basket want it to go?) Could helplines be combined between areas in the same calling zone? Can RSC and WSC travel and lodging be reduced? Do our H&I and P.I. committees duplicate efforts? Are our N.A. conventions choosing exorbitant hotel and registration rates? Can we get the same or similar results in our service efforts with smaller expenditures of money and resources?

As members of group, area, regional and world services we can look at the ways in which we spend and waste money. For example, groups, service committees and conventions have saved significant sums of money by eliminating coffee as a refreshment at their meetings. We can identify places where our funds get "eaten up"; one region discovered that it was spending over 40% of their funds on a regional 800# helpline. Additional fund flow "log jams" occur when tremendous amounts of money are held in the profits and inventories of ASD's and RSD's, in excessive prudent reserve funds and in the corporate structure of conventions. Another helpful area to review is the problems which arise from fiscal guidelines which are unavailable, inappropriate or not adhered to.

Various types of theft of N.A. funds are a serious issue in our fellowship. This affects us spiritually as well as financially. Large thefts may involve the treasuries of areas and conventions being stolen due to problems with guidelines, to the lack of a multiple signature requirement for fund withdrawals and to waiving clean time requirements to fill positions (i.e. treasurer). Smaller thefts include the disappearance of group treasuries and treasurers. Sometimes we ask the wrong people to be our treasurer-newly recovering addicts with relatively little clean time who may be unemployed and tempted to borrow the group money to buy things. They may never get around to paying it back due to forgetfulness or to outright stealing. Putting addicts with little clean time in this position may help send them back out the doors if they steal money and feel they can't come back to face the group. We can't excuse the behavior, but we don't want to set it up, either. We need to look at accountability for funds in N.A. and the separation of N.A. funds from our members personal finances. Donated funds can be unintentionally lost when our trusted servants combine

them with personal funds (i.e. keeping them in the same purse or wallet where their own money is) and when they fail to keep updated and concise records of all donations and expenditures. There are upwards of 20,000 groups in N.A. and when multiplied by the 52 weeks in a year, that amounts to over 1,000,000 meetings a year! If just 25 cents is lost or taken from the basket of each of these meetings, that adds up to \$250,000 per year! Certainly, thousands of dollars disappear out of our fund flow every year-this is an issue we need to take a serious look at.

How we fund N.A. services: Solutions

Many of the questions posed earlier in this report hold the potential for solutions to several key problems in our fellowship's fund flow. Fundamentally, the solution to our funding problems lies with our individual members and our groups. "Hey! What's the Basket For?" is the least purchased I.P. and "The Treasurer's Handbook" is the least purchased handbook in our fellowship. This may be due to disinterest or to the information in these pieces being inadequate or to a lack of awareness in the fellowship of these resources. Creating an awareness of the importance and usefulness of these literature items and of the problems that we face with funding would be helpful. Furthermore, several new seventh tradition statements could be drafted to be used at meetings so that members will pay more attention to what is being said when the basket is being passed and so they can learn where their money is going and why their donations are important. Likewise, various fiscal policies could be provided to groups, service committees, conventions etc.. and a compilation of funding policies around the fellowship would be invaluable. This experience, strength and hope on funding could be collected by a survey sent to groups and service committees asking about their fiscal policies and how they have cut their expenditures. Another approach is that the WSC can educate the fellowship by distributing a handout detailing fixed and discretionary service efforts and the effect of these on the fellowship. In turn, the WSC can learn from the fellowship by creating a forum in which the fellowship can detail their fixed and discretionary projects as well as assign priorities to service efforts and share the problems and solutions that have been encountered in the course of N.A. service.

At WSC 1984, the WSC passed a motion stating: "That each area be requested to hold a fundraiser for the benefit of WSC in July of each year and send the proceeds of such fundraiser to the WSC treasurer; the first to be during July, 1984." Although this is the only situation in our Temporary Working Guide To Our Service Structure ("TWIGSS") which provides for direct donation to the WSC, this is something that is not a regular practice in most areas. This fundraiser could be as simple as passing the basket at an area's ASC meeting every July and sending these funds

directly to the WSC. Or it might be an actual event to raise an awareness for the work occurring in the service structure and the need for increased donations at the home group level. This could be a kind of "N.A. holiday" such as "Basic Text Day" or "Our Primary Purpose Day" with events held to promote unity and encourage our members to dig deep and give a little extra to help fund our services. In general, with fundraisers, it is important to remember: "In order to provide a full line of services, (service committees) require a steady, reliable flow of money. Some (service committees) provide these funds through activities. These alternate sources of financial support are helpful, but the bulk of the responsibility still falls on the members of a group." (TWIGSS, page 6).

There was a consensus in our working group that some simple, easily understood (i.e. one page) handouts on service projects would be an effective way to impress N.A. members with the importance of their donations. Rather than take the attitude that our members don't care, we may be able to see where they are misinformed and not tapped into the excitement of seeing our fellowship grow and prosper through our various service efforts. Certainly, it is easier for us to support an effort that we can see and understand. A simple "pie chart" of fixed and discretionary N.A. services can be developed, including a financial diagram to illustrate what it will take in terms of dollar amounts to get them done. Another idea is to distribute on a monthly basis a general status report on donations with a profile focusing on a specific aspect of service in need of support (i.e. "Reaching Out To The International Fellowship"). Although donations wouldn't be targeted expressly for this "cause of the month", the fellowship would be exposed in a simple and effective manner to twelve aspects of service each year that they can relate to and that need their support. Similar handouts could be generated for the annual July area fundraising event for the WSC. For example, the fellowship could be provided with a highlight sheet of WSC services that need additional funding to be able to be worked on along with a list of how much money it will take to actually accomplish these efforts. This could be contrasted with a listing of donations from the fellowship to date.

We can all encourage our fellow members to do more for the funding of our program's services. If a typical donation is \$1.00, we can point out that \$2.00 goes a lot further and that a dollar doesn't buy as much as it used to. Some N.A. members on a weekly or a monthly basis, make a special (and discreet) donation of 5, 10, even \$20.00 in addition to their regular donations. While this may not be financially feasible for some, many of our members can afford to do this, especially those with "longterm" cleantime who may go to fewer meetings than in the past. What is 10 to \$20.00 a month extra for the fellowship that gave us our life? It can be assumed that this is a drop in the bucket compared to all

the money we have saved by not having to buy our dope! A different way some members give back to N.A. is by a "clean date donation". On or around their cleandate anniversary or birthday, some addicts contribute a dollar (or more) for each year that they have been clean. Moreover, we can look at increasing our donations in our groups from the perspective of "If every member of N.A. put an extra dollar a week in the basket, it would add up to over \$1,000,000 a year for our fellowship to use for reaching the addict who still suffers!" There are a lot of ways that we can present this issue in our groups and to our members to drive home the reality that they can make a difference with just a little bit of effort and commitment.

In just a few hours, Our RSR working group was able to hold some very useful discussions and share some great experience and ideas on funding N.A. services. We encourage you to hold similar discussions in your group, area, regional and world service meetings. There are so many vital projects we need to accomplish on all levels of our service structure and it costs money to do this. Inevitably, the solution rests with us, the individual members of N.A. and with the members sitting next to us in our meetings. We thank you for the opportunity to serve the fellowship on this committee!

IN LOVING SERVICE,



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