

Communication and literature distribution were also hot topics in Ukraine. The NA community in Ukraine had experienced a big growth spurt in 2006 and 2007 due, in part, to NAWS' support for workshops and EDM participation. Although meetings and recovery continued for members in Kiev and Odessa, the connection to the Western Russia Region collapsed a few years ago due to a number of factors. As a result, Ukraine's NA community fell out of communication altogether and remained so for a time. NAWS was delighted to learn of the reemergence of the Ukrainian NA community spearheaded by members in Kiev and Odessa. Our visit in the fall of 2014 marked our first to the new region. In addition to connecting Ukraine to the broader NA Fellowship and restoring communication, we helped them make decisions about literature distribution. It was great to see Ukraine maturing as a community, developing its own service body, and becoming more familiar with NA World Services.

Public Relations

Building relationships and NA's reputation takes time, patience, and perseverance. Fortunately, these are some of the staples of strong personal programs and the members attracted to this kind of service. In PR, we engage with clergy, the media, government officials, criminal justice, and treatment or medical professionals because we know that the environment surrounding an addict can be a powerful influence. Where NA is viewed as a community resource and reliable program of recovery, more addicts find their way to our meetings. In meetings they find the therapeutic value of addicts helping addicts, but the additional support and encouragement from those outside the rooms also helps addicts to keep coming back.

Fellowship development is the reward for PR service. Time and distance often separate the payoff from those who make contacts, staff booths, give presentations, and attend meetings on behalf of Narcotics Anonymous public relations at every level of the service system. At NAWS, our focus is twofold: we provide support for those providing PR services—including H&I—through their areas and regions, and we attend to matters of a larger scope or impact including government and media

relations, zonal planning, and national or international conferences.

Internet-based meetings give trusted servants from around the globe the opportunity to share their successes and learn from others' missteps. We host quarterly web meetings for members involved in area, regional, or zonal PR, H&I, and inmate step writing. In the 2015 fiscal year, we hosted a total of nine web meetings with participants from Iran, Japan, Canada, and Brazil as well as several from across Europe and the US. Providing a forum for sharing experiences, these webinars have helped to strengthen service efforts at every level while improving NA's reputation. It's also helped to develop community among those involved in particular kinds of service. On and between web meetings, we see networks of members sharing their expertise and resources. The expansion of inmate step writing services over the last few years is one example of how this network bolsters efforts to help the addict who still suffers.

Reaching Out—the quarterly newsletter published by NAWS—may be the analog version of such networking. It features submissions by members on both sides of jail and prison walls, and is translated into Spanish, Portuguese, and Japanese by local translation committees. The publication serves multiple purposes. For contributors and the WB workgroup members who produce the newsletter, it serves as a tangible representation of their efforts. It gives voice to our hopes; it shows that recovery is possible and that addicts are getting and staying clean due, in part, to our efforts. Importantly, *Reaching Out* demonstrates to inmates and criminal justice professionals that addicts who were once incarcerated can be productive, drug-free members of society. In the 2014–2015 fiscal year, electronic subscriptions were trending upward, though H&I committees and inmates still favor the paper version for obvious reasons.

This year, NAWS actively improved our communications with the entertainment industry. It has become increasingly common for movies or television shows to replicate NA meetings, often in existing meeting spaces in the community. They sometimes consult us as they scout a location; this gives us the opportunity to help them get all of the optics right. Perhaps ongoing media relations efforts have realized a positive outcome for

addicts: They will have a sense of what NA meetings are like and gain awareness that recovery is possible.

The World Convention in Rio set the stage for some important PR work in Brazil. In the months leading up to the Convention, NAWS collaborated with Brazilian members to formulate a PR strategy. Web-based planning meetings allowed us to help Brazilian members establish a plan for working with the press and to organize a panel presentation for members featuring professionals in the fields of medicine, treatment, and criminal justice. Crafting a media strategy allowed us to get in front of the narrative. We helped to coordinate a media luncheon in order to provide accurate information about who we are and what we do as an organization, and to dispel any misinformation that may otherwise have ended up in the press. Together, we prepared for interviews to ensure that they were conducted in accordance with our Traditions. We received some positive coverage in both the Brazilian and international press, leading to more helpline calls and more newcomers in meetings during and after WCNA 36.

We also helped to coordinate a panel presentation to occur during WCNA. Our goal was to raise NA's profile with criminal justice, drug treatment, and medical professionals by allowing them to hear from some of their professional peers about the benefits of cooperation with NA, and for the 500 members in attendance to learn about the benefits of collaboration. Additionally, some forty members of the health and justice community—social workers, treatment professionals, educators—attended the panel presentation by three physicians and a “therapeutic justice prosecutor.” In addition, those in attendance experienced positive interactions with addicts who have been clean for many years. Professionals in these fields frequently encounter us at the end of our using or in our very early recovery. Many remarked how nice it was to see addicts go on to live drug-free lives.

As a direct result of these activities, the PR chair of the Brazil Zone was invited to attend a drug policy committee meeting in the country's capital. Opening doors with government officials signals NA's increased credibility as a viable community resource. As outcomes of that meeting, we anticipate increased access to many of Brazil's institutions for NA meetings, and the zone may

be able to establish a toll-free phone number. It's easy to see how these PR efforts are helping the Fellowship grow in Brazil.

NAWS regularly attends national and international professional conferences, and fiscal year 2015 was no exception. We share information and provide samples of NA literature in hopes that attendees will gain a better understanding of NA. With increased information, these professionals are better able to help addicts seeking recovery. Building relationships such as these has become more important than ever due to changes in treatment. Organizations like the American Society for Addiction Medicine are receptive. Medical professionals, including the president of ASAM, have become increasingly aware that addicts need physical, emotional, and spiritual support. He conveyed that twelve-step recovery programs provide the emotional and spiritual component for recovering addicts. At ASAM's 2015 conference, they held two workshops on twelve-step programs facilitated

PR BY THE NUMBERS

10 professional conferences attended
(national & international)

13,379

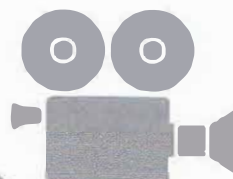
Reaching Out e-subscriptions

12,807

Reaching Out paper subscriptions

9

webinars hosted



17

movie/TV consultations



17,794

number of membership surveys
completed online

by doctors with a positive view of NA and other programs. It was encouraging to see our program through the eyes of professionals as they helped their peers understand how our program offers community-based support for addicts free of charge.

Additional conference efforts include:

- The National Association of Drug Court Professionals' yearly conference was attended by NAWS to inform and educate judges and drug court professionals about NA.
- The World Federation of Therapeutic Communities held its conference in Cancun, Mexico. Therapeutic communities are a typical treatment modality and are abundant in Mexico so it's important that they find NA to be a reliable, credible community resource offering support to addicts following treatment. NAWS provided recovery literature in Spanish to these professionals.
- Innovations in Recovery was a treatment conference whose professionals recognized the value of NA and its literature for the addicts they treat.
- California's County Sheriff's Departments requested a "learning day" from NAWS to help educate the vast number of sheriffs in California about NA, its benefit to addicts who want to recover, and how to access NA in their communities.
- The International Society of Addiction Medicine (ISAM) conference was held in Yokohama, Japan. We worked in tandem with Japanese members who orchestrated a "demonstration meeting," so attendees could have an experience of what an NA meeting is like. We had an opportunity to meet physicians from Vietnam, social workers from China, physicians from Iran, and a World Health Organization director.

The biennial survey provides a final success story for NAWS PR in the 2014-2015 fiscal year. The NAWS Membership Survey allows us to provide data about our members. The data are compiled and graphically represented in a pamphlet for professionals. This has been an important vehicle for conveying the multifaceted diversity of addicts in recovery and the vast improvement they

experience in recovery. This survey illustrates NA's credibility to professional audience across several disciplines. The 2015 survey, implemented at WCNA 36 and online, received the largest participation of members worldwide to date. The revised Membership Survey pamphlet, updated to reflect the latest figures, will be available following the World Service Conference in 2016.

Translations in NA

The use of the English language globally—in diplomacy, trade, entertainment, and publication—has made it possible for NA communities to get a foothold in places where no NA literature exists in the local language. We've seen addicts in every corner of the globe grasp the NA way of life despite the fact that our literature did not exist in their first language. Hope and the desire for a better life seem to bridge the language barrier to some extent.

Translation projects build on these modest beginnings, playing an integral role in the Fellowship's growth around the world. Time and again, dedicated members have immersed themselves in the process of translations in order for our message to reach more addicts. Even where a population is largely bilingual, one's mother tongue seems to provide a more direct route to our hearts and spirits. We've repeatedly witnessed growth spurts following translation projects. The viability of NA communities becomes clear when IP #1 is published; a long period of sustained growth often follows publication of the Basic Text in each new language.

Digital translation programs and professional translators may assist to some degree, but conceptual fidelity requires the human touch. And not just any humans: Local translations committees are composed of dedicated bilingual members with an understanding of the central concepts of recovery in Narcotics Anonymous. This work requires that they discuss the nuanced meaning embedded in NA terminology and grapple with how to express key ideas in their own language. Guided by group conscience, supported by NAWS, and with help from carefully selected professionals, an LTC's first order of business is to produce a glossary and a draft of IP #1, *Who, What, How, and Why*. With these we are well on our way.

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Delegate sharing workgroup – sent report and does not need action. Any questions?

- No outcome just a sharing session for RDs and possibly meetings on Saturday prior to WSC.
- It was noted that the workgroup was formed to just talk about the session at conference.
- Staff will pass on the ideas and responses to the workgroup and let them know NAWS is willing to administer a survey.

Friday 6 March

9am-5:30pm

NAWS 16-18 Strategic Plan

Jim gave an overview of what a strategic plan is. Vision and environment are the most important. Where are we trying to get and what around us can help. Environment is what we will work on most today.

2 year cycle – let's look at a couple conference cycles down the road – 2020. What we want to be communicating to the fellowship then:

2 headlines that we would like to see in NAWS News in 2020 are:

- United Nations asks NA to help train countries in unity and collaboration
- NA provides \$3 million dollars of free or subsidized literature globally as a result of massive member contributions.
- China NA is flourishing - millions of addicts get recovery opportunity
- 7th tradition contributions increased by 1000 % over 2015
- Contributions from the fellowship exceed 30% of NAWS income. No Literature price increases for another year
- NA meetings in every country in the world.
- Basic Text is now printed in over 75 languages
- Last baby blue is in a museum
- Zonal seating approved unanimously
- No motions at the WSC

What has to shift to make this happen?

- Fellowship wide unity and cooperation.
- Partnership trust and resonating message.
- Find a way to get the message across.
- Still resistance to the message of need. Need for spiritual shift.
- We have to have a global perspective.
- Massive communication strategy.
- Shift from isolation to a united fellowship.

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- Need to have evolution of our processes. The ones we have now are from 70 and 80s.
- Strategic Planning process this cycle –rebuilding a revised outline. Need to take a fresh look at the planning process. We have restricted resources and a huge plan.

Reviewed day's agenda - evolution of NAWS Strategic Planning Process. Anything missing?

- What is the front end work that needs to happen to help the RDs?
 - Change process in front end, involving RDs in the beginning may help as they know their needs better than NAWS.
 - Provide delegates with something that feeds to local and global. Most groups do not think globally. Need to be inclusive.
- Need to build a culture for the new members coming into NA.
- Build on base of goodwill.

Three steps of strategic planning process

- Assessment
- Goal setting
- Cycle priorities/implementation

External Trends and PR- External Environment – we reviewed information about our external environment and its possible effect on NA. Following our group exercise of considering what pushes we have and what supports NA has, we identified opportunities for NAWS with external trends.

Opportunities as identified in this session:

- Polarity in treatment modalities – 12 step total abstinence vs medication assisted
- Increased use of drug replacement medication. Pressure certain areas – move to NA because DRT doesn't work
- UN push for countries in SE Asia to treat addicts and addiction
- Proliferation of drug courts and treatment centers
- Increase in licensing of general practitioners/internists to treat addicts with drug replacement medication. Shift – GPS – NP role
- Increased requests for interface with governments
- WHO drug policy and possible effects in Africa
- Emerging addiction treatment in China by Chinese professionals
- Increased communication from fellowship regarding drug court cards and meeting attendance cards
- Meetings started simply to sign cards
- Increase in institutional participation/requests
- US – continued uncertainty in healthcare finance

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Summary of NA Needs as identified in this session

- Spiritually based processes
- Collaboration
- Inclusivity/resources
- Translations
- Communication
- Leadership//mentorship/training
- Shared global perspective
- Increase in online meetings
- Challenge to needs
- Challenge to unity (e.g. Illicit literature)

Summary of Service System trends as identified in this session

- Challenges regarding communication with the fellowship through the delegation chain
- Stimulating change through peer-to-peer exchange of ideas and experience with the service system – increase sense of ownership-increase willing to innovate in some service bodies
- Tension between the drive toward collaboration and fierce independence
- Increased efforts at fellowship development in untapped areas, even in the US
- Illicit Literature "virus" in the system. How to not 'divide' the fellowship – hard
- Reliance on the RDs to reach the fellowship

State of NAWS – we discussed in areas of opportunities and financial strengths and weaknesses

- Opportunities
 - Support development of local relationship between NA and the drug courts
 - Continued visibility/Interface with government and addiction organization
 - Opportunity for increased presence for NA via technology when people are searching for help
 - Consistent presence for NA so that when DRT doesn't work, NA is there as a viable option
 - Increased sense that DRT is not a long-term solution
 - Continued focus on Africa (due to commitments made)
 - In-depth discussion regarding medical treatment of addiction from the point of view of NA as well as the addict being medicated
 - Need to do a better job at member welcome/orientation (tools, messages)

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- o Focused education/orientation for general practitioners and nurse practitioners

Financial resources review – strengths

- o Staff quality/performance
- o Knowledge, passion, talent and commitment of staff and diversity
- o NAWS and maybe elsewhere Sound resource utilization
- o 7th tradition is strength/fully self-supporting
- o Built in pool of experience for literature development & service development and training
- o Our reputation in the community and with professionals
- o We are addicts! We know intimately what we want to resolve
- o Public Reputation in community has paid off over the years.
- o WCNA great PR & fellowship development resource
- o Having global offices
- o Global, diverse leadership (board)
- o Global branches
- o Sound resource
- o Dedicated and hardworking membership- stakeholder membership
- o Leadership – global diversity
- o Strong global vision within a parochialism paradigm
- o Grassroots nature, means the foundation is sound, recovery can be offered without world service
- o Belief/commitment to primary purpose

Financial resources review – weaknesses

- o No shared vision of short or long term sustainability of NAWS
- o Funds (leaky) donations – education, global perspective, Anti – NAWS sentiment
- o WCNA resource drain
- o Insufficient human and financial resources (and all related consequences)
- o Lack of control over use of resources-diversion (Iran)
- o Non tangible outcomes – difficult to assess (IDTs, FD)
- o Member driven services-can't be sub contracted
- o Member based organization – turnover (people mature in recovery and move on), levels of recovery, untreated addiction
- o No contemporary assessment of physical presence in US

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- How do we hold onto our members – between 5 and 8 years clean are missing
- Lack of objective independent survey for professionals
- Limited sources for money revenue
- Not enough, money, staff, base is only source-we cannot outsource easily
- Funding comes from lit sales, we can raise money in very important ways, we are not good at self/care, we are not mindful of NA need for support, lack
- We are addicts (our "responsibility statement".) our difficulty and strength
- WSC financial drain
- Have the strengths and weaknesses changed over the years?
 - Planning Basics is a strength
 - We have made adjustments in cycle of WCNA - strength
 - Financial resources are tightening and tightening and we are spending more – weakness
 - The difference between what we can do and what we want to do has gotten wider and wider
 - Need for a real shift in the conference financially
 - Lack of control over how we use our resources – is a complicated situation
 - Common vision of the sustainability – board has to have a shared vision

Saturday 7 March

9am-5:30pm

KRA: Sustainability of NAWS and Corporate Responsibility

Copyright and FIPT Issues

Financial Update

- January financials: Monthly fluctuations in income stream – doesn't indicate trouble because of ebb and flow. We have shown an increase in smaller orders; challenge is processing. This is a direct effect of a shopping cart; increase with number of invoices with smaller orders. In our literature evaluation, we will need to see average number of invoices and efficiency of our literature system. Is increase in small orders tied to closing of two RSOs? Working on geographic breakdown now.
- LC may have reached sales apex. No book other than BT stays elevated. JFT demonstrating a measure of plateau. May be byproduct of availability of JFT through other means.
- Contributions breakdown: Indicator of whether messages working or not. A year ago we had member contribution push yet it didn't have watershed. We need to rethink how we reach our members for contributions. Regions will spike with their contributions yet it is contingent upon

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Input and Discussion

- We are trying to find a way to acknowledge the contradiction because the only requirement for membership is a desire to stop using and you're a member when you say you are. Does our efforts at stressing the 3rd Tradition disregard that premise? And in trying to answer a doctors questions about these issues thinks we need to find a way to discuss those contradictions and what happens in meetings.
- It's not what we say but how we behave. Acknowledge that we understand professionals hearing conflicting statements in our literature and our Traditions regarding full abstinence. Some meetings are stricter than others and that their clients can find groups more compatible with them. Give a realistic picture of what occurs.
- Seems we should help professionals help clients prepare and understand our principles or would it be helpful to make a recommendation to say something like at the first meeting maybe you just want to come in and listen.
- Can we add language that says NA is a community and a lifestyle that supports staying clean and NA is compatible for them if they intend to get clean. In the intermediate come to the meetings and watch us, listen. There are other people that intend to stay on DRT and our program may possibly not be compatible.
- Possibly call out having relationship or communication with local PR communities or NA communities which would help professionals direct their clients. Suggest leaving a space for local NA community sticker.
- Likes the quote regarding clean time and that we resolve with this issue with the Higher Power and sponsor. We do need find a way to communicate there may be some with mental health issues that may never get off medication and can be of service. Safe place for them in NA, also have a quote about that in the ITOI.
- Suggests a statement that says something about it being a good idea that they allow NA meeting H&I meeting in their facility.
- Wondering if references to IP 22 and 29 should be mentioned in piece.

Decision: The board had no objection with IP content direction, including the boards input.

Financial Update

Anthony reported that Auditors are currently on site this week. We are fiscally healthy with assets versus liabilities as illustrated with our 6:1 ratio. We've received over \$1M in contributions and thankful to members, groups, areas, regions that were able to contribute.

There may be a strike at one to the west coast ports and why our inventory is high – this is about insulating ourselves against the strike.

NAWS Headquarters building and Building B lease renewal

Our building lease expires this year and working with the broker on signing a 5 year lease with a 5 year extension for the 19737 Nordhoff Place building. Building B is the same owner/broker. Warehouse B is 24 ft. stackable space which allows us to store an increased inventory. We are