

What's happening in NA World Services that you may want to know...

We hope you will continue to forward this page by email, or copy it for interested members, your ASCs, and your RSCs. We continue to encourage people to obtain e-subscriptions to *The NA Way* and *NAWS News*.

This helps us to communicate more effectively and control distribution costs.

- ❖ **Living Clean: The Journey Continues**, our new Fellowship-approved book is available in hard and softcover. Both are selling for \$8.75. The limited numbered commemorative edition is still available and priced at \$30. The commemorative edition of *Just for Today* is also still available at \$30.
- ❖ We have electronic versions of the Basic Text, *Sponsorship*, and *It Works: How and Why* available. These are available on Amazon and the iTunes store with links on our website.
- ❖ **WCNA 35**: As we celebrate 60 years of recovery (our diamond anniversary) at this world convention in Philadelphia, we will certainly be living the theme, "The Journey Continues." Early registration has ended. Pre-registration is now available at \$89; onsite will be \$99. We need your help to effectively plan for this event so please pre-register. If you need flyers or postcards for your meeting, please just ask and they will be sent to you free of charge, or you can download a one-page flier from www.na.org/wcna. Hotel rooms have been moving quickly but continue to be added to our block and are still available. Visit www.na.org/wcna for updates.
- ❖ **Service System**: We are continuing to field test GSUs and LSUs. If you are trying any aspect of the proposals such as GSUs, CBDM, etc. please share your experience with us at servicesystem@na.org. The more help we can have translating the ideas in the proposals to actual practice on a local level, the easier it will be for us to frame a transition plan to present at WSC 2014. Updates about the project will be posted online as they are available: www.na.org/servicesystem.
- ❖ **WSC Discussion**: We are considering a couple of specific proposals pertaining to the WSC. They are the elimination of automatic delegate funding to the WSC and alternate delegate attendance. We want to encourage you to read the report on page 6 of this *NAWS News* and to forward your thoughts to us at worldboard@na.org.
- ❖ **Traditions Book Project**: We have been receiving input from those who have held fellowship workshops using the session profile that can be found at www.na.org/traditions. The ideas and materials you have been sending will help make this book a valuable resource for the fellowship. A discussion board for the project will be available no later than April of this year; you will be able to find a link and can continue to submit input through the project webpage at www.na.org/traditions.
- ❖ **An Introduction to NA Meetings** is out for review and input from the fellowship until 30 April 2013. A project plan was presented at WSC 2012 to have this piece put through the Fellowship-approval process so it can be published as an informational pamphlet. Materials can be found and input submitted through the project webpage at www.na.org/intro. An approval draft will be included in the 2014 CAR.
- ❖ **Online Webinars—sharing experience**: Participation in our online webinars has increased, and we would like to encourage more area and regional chairpersons to participate. The areas of service we would like to bring together are conventions, H&I, and PR. If you would like to join us and discuss issues and solutions with others who are serving in these areas, please send your name, email address, trusted servant position, and region and/or area to events@na.org for conventions; HandI@na.org for H&I servants; and PR@na.org for PR/PI trusted servants.
- ❖ **Financials**: We are committed to providing services worldwide; all of us love NA and are proud that the Fellowship is in 129 countries. Let's reflect that love and pride in our actions and contribute financially through our portal at www.na.org/contribute.

Go to **NAWS News** at www.na.org/?ID=reports-nawsnews-nawsmain



**INSPIRED BY
OUR PRIMARY
PURPOSE
MOVING FORWARD
IN THE NEW YEAR
AND IN THIS
CONFERENCE CYCLE**

We experienced a productive board meeting 23-26 January in Chatsworth, CA. We started our board meeting on Wednesday with a discussion of a component from the Service System Proposals, the local service unit, including an update on the core group of field testers for the LSU.

Thursday was one of the board meeting days facilitated by Jim DeLizia with a focus toward the Service System Project, specifically the state/nation/province component of the system. We considered local service coordination with its inherent challenges and began to brainstorm about possible approaches for them. We also discussed delegate funding to the World Service Conference and the role of the Alternate Delegate. At our April board meeting, we anticipate reviewing the role of zones in a system of service delivery.

Our first strategic planning session for the cycle was a facilitated discussion on Friday, with the Business Plan Group members in attendance. This helped us with the resources discussion—where we are and how we can improve. One action in this session was to ascertain whether the currently identified Key Result Areas remained applicable; we had not changed these in ten years. We identified relevant KRAs for where we are going in the next ten years such as Public Relations and Service System.

We spent time reviewing our fiscal picture. Honestly, we adopted the expression “Rome is burning” to describe our current status. Granted we continue to move forward with faith and courage, yet realistically we know we are threadbare with resources to assist a worldwide fellowship. We discussed how to achieve a systemic shift with contributions, as we are aware that regions are financially strapped. Ideally, we strive to support our services through member contributions; but the reality is that we are sustained by literature sales. Sales of *Living Clean: The Journey Continues* are relatively brisk. Today our course of action is to maintain our streamlined approach and continue to ask for financial contributions to support services.

WCNA 35 planning continues and the workgroup for this recovery celebration will hold its first meeting in March in Philadelphia. Early bird registration is over. We have entered into our second registration discount tier; the current price for registration is \$89. We are negotiating Saturday evening entertainment, seeking to finalize the coffee house entertainment, and will post information as it is available at www.na.org/wcna. Celebrating NA's

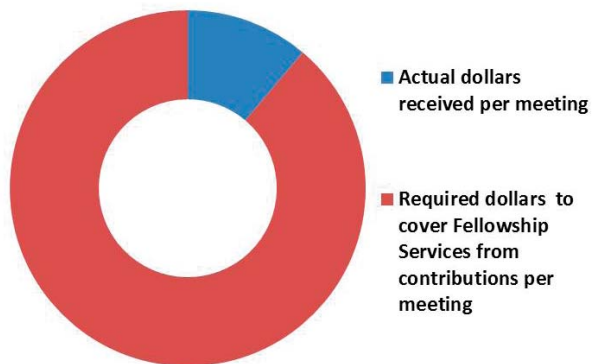
Diamond Jubilee can be enhanced through various excursions to Amish country, historic Philadelphia and the numerous hand painted murals throughout the city.

In closing out our industrious meeting, we discussed financial resource development with the Business Plan Group, who will develop for board approval a multifaceted strategy to increase member contributions. We recognized that action with member contributions begins with us and we need to lead by example. We met the accountant who was at the WSO to meet with the audit committee. Hopefully, the audit and therefore the 2012 *Annual Report* will be available soon. Additionally, the lease for the warehouse space behind the office was signed, phase two of the Traditions Book Project will be drafted by April, and we have signed a contract for WCNA 36 to be held in Rio de Janeiro, Brazil, June 2015.

We continue to minimize what is captured in our official, legal corporate record because a longer record seems to only lead to misunderstandings. Our minutes are a legal document that we are required to keep. But all that is really required to be recorded is those present and our decisions. Some members ask for copies of our minutes and this has seemed to cause us all confusion. People incorrectly assume that some comment or a part of a discussion that is noted in the minutes is a decision and, as a result, we end up answering a number of questions that are factually inaccurate. Often all the minutes reflect is one moment in time for an ongoing discussion. Not only does most of our work span several board meetings, but we also do work between meetings. Reporting our decisions and actions takes place, by WSC policy, in *NAWS News* in five languages.

FISCAL UPDATE

Since we used “Rome is burning” to describe our current financial state, we see the rain to put out the fire as member contributions. In the last five years we have seen the trend line for contributions steadily declining, and that similar declining trend is evidenced in literature sales. There is no quick and easy solution; in order to reverse a trend we need consistent movement in the opposite direction which means a steady continual increase in contributions. The ability to sustain the current level of services to our global fellowship is a daily challenge.

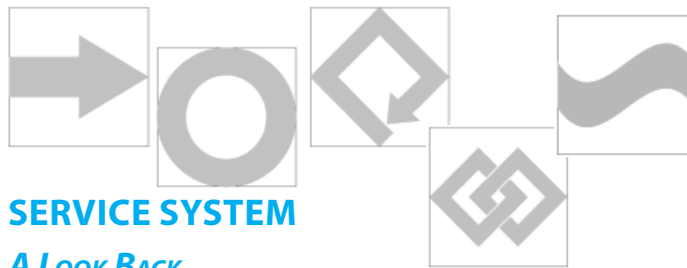


There is no service in NA that is free. How often have we attended meetings that ask for a little more to meet the rent – our most basic service of carrying the message of recovery? Perhaps service bodies needed to be frugal in 2008 with the recession. Yet, in 2013 have we fallen into a pattern of withholding funds “just in case” rather than practicing fund flow? Experience tells us that what we give is returned to us in unexpected ways. Leading by example can mean one member putting their fair share in a basket or directly through the contribution portal, and thus that member can help change an outdated mindset of \$1 or \$2 being enough in today’s reality. How much money is enough for a gift of freedom from active addiction? How many of us have included in our Tenth Step, “What is the price of my freedom from active addiction?” We say in the Basic Text, Step Eight that we are never done with amends and that most likely includes financial. Naturally, one way to practice indirect amends is to contribute financially to the fellowship that saved our lives. We lead by example and practice the spiritual principles of recovery. As we hear in meetings, it is our walk (actions) that speaks loudest.

Some members have shared their examples with us. One example is acting the opposite when feeling financially strapped. We hear that “feelings are not facts” and acting opposite of how we are feeling may be a solution. These members contribute more money during times of financial insecurity. It is an act of faith that one will be okay. The members who practice this approach report that they have not suffered adversely for their act of faith. A second example is the group that directly contributes \$160 a year to world services. Now, this example can easily be applied to all groups throughout NA. The figure stated does reflect what each and every group needs to contribute yearly to fund services in NA.

Any and all examples, and surely there are many more, apply to each of us because we are all addicts recovering in NA. Granted NA does not charge for membership, yet we are to be fully self-supporting through our own contributions. How can we honestly accept the support of a service provided by NA without contributing? If we choose not to contribute, are we denying service to another addict? We espouse becoming productive, responsible, contributing members of society; NA is part of society. As a member in this global fellowship, one that is about to celebrate 60 years of carrying the message of recovery to drug addicts, ask yourself, “Do my contributions match my gift of recovery and freedom from active addiction?”

To carry our message worldwide to any and all addicts who seek recovery, we need your financial help. Please contribute through our portal at www.na.org/contribute. Some members have let us know they would like to be able to set up a recurring monthly contribution, and at their request we offer this feature as well.



Sometimes in a three cycle project, we need to look back and see where the project started. Long before a project plan was presented to the World Service Conference, we had service discussion topics each cycle, beginning in 2000 and ranging from Service at the Group Level through Infrastructure. These Issue Discussion Topics echoed the same struggles on a local level: apathy, poor communication, no training for trusted servants, mismanagement of funds, poor atmosphere of recovery in service meetings, and lack of trusted servants to fulfill service delivery. The Service System Project grew out of a need to find new solutions for these recurring problems.

At one time, NA World Services was plagued by systemic issues such as duplication of services, poor communication, and competition for resources. By the early 1990s, service efforts were threatened and overwhelmed which led to the World Services inventory process. From 1993 to 1998 various committees examined what we had and proposed ideas for change. This led to the reformation of the Board of Trustees, the WSO Board of Directors, and the WSC committees into a single World Board; the creation of the World Pool and the Human Resource Panel; a unified budget for all of world services; and the writing of the NAWS Vision Statement (which later formed the basis for A Vision for NA Service). Structural changes were coupled with process changes including strategic planning, a project-based work cycle, and the use of consensus based decision making to name a familiar few.

However, the rest of the service structure has never undergone such an in-depth examination of service provision and overhaul. Service delivery on the local level (areas and regions) mirrors ideas presented in *The NA Tree* in 1976. Thirty-seven years later, our service delivery at the local level remains the same. We continue to apply the same structural “die model” to a growing diverse global fellowship because it seems to be the only option we have.

The WSC 2008 approved formation of the Service System Project, and the first step was to create A Vision for NA Service which was unanimously approved at WSC 2010. Additionally in the 2008-2010 cycle we looked at our current service delivery and realized we needed to think systemically, not just in terms of structure. Structure is one component piece in a system that also includes members, processes, and resources all working toward our common vision.

At WSC 2010, the Service System Project was reaffirmed for a second cycle by unanimous consent. The 2010-12 Strategic Plan phrased it this way:

“Issue: Service System Revitalization, Objective 4: Transition from a service structure to a service system that is driven by unity in fulfilling our primary purpose and that is flexible in meeting the diverse service needs and goals of NA communities.”

Today with the 3rd cycle of this project approved at WSC 2012, we are beginning to consider development of our transition plan. WSC 2012 passed a series of resolutions, and we are testing the “theories” of the proposals by field testing GSUs (Group Service Units) and LSUs (Local Service Units). Sometimes, with a project that spans several conferences which recognizes communication breakdown and change with trusted servants, it is wise to look back before moving forward again.

Now, if you have any questions about how we got here or concerns with how we are moving forward, let us know. We’ve created an email address dedicated to the project: servicessystem@na.org.

LOCAL SERVICE UNITS

We continue field testing the ideas in the Service System Proposals. The field testing frame posted on the Service System Webpage at www.na.org/servicessystem explains the field test in detail. There are a number of communities around the world who are already implementing parts of the Service System Proposals, often modified in some way, and they are reporting their successes as well as their stumbling blocks. The “core community” field testers have agreed to form LSUs and/or GSUs exactly as those bodies are described in the Service System Proposals. They are sending us all of their materials—agendas, guidelines, minutes, tools—and we have agreed to talk with them regularly—at least monthly—and support them however we can. Because of our resource limitations, these core communities are all located in North America. Many of the core communities’ initial LSU meetings took place following our board meeting yet we did hear from a few on their progress.

The number of core communities is relatively small because that is all we can sustain at this level of support, but we are interested in any communities that are field testing or want to field test the ideas in the proposals. Let us know what’s happening in your community and how we can help. If you’ve adapted the ideas in the proposals in some way to make them “fit” better with your local community, let us know. And keep in mind, we can learn as much from struggles as we can from easy transitions. All of it can be helpful information when we are drafting a transition plan.

In our meeting, we discussed exciting aspects of LSUs and elements that may be confusing and pose challenges. Most

of the stumbling blocks seem to be places in the proposals that need better definition or more elaboration. Literature distribution is a good example of one of those aspects that might be confusing; it’s something we believed needed better definition in the proposals. Field testing is helping us gather some practical examples of how local communities are dealing with collecting contributions and distributing literature. Some other concerns we identified in our meeting were simplification of tools, collaboration with neighboring areas, syncing planning cycles, and transition training. Equally important was identifying what is exciting in the process. Some of our exciting points were: goals produce results, planning for services, empowering all members, attracting members to service through defined projects and tasks, and a more inviting service atmosphere.

WWW.NA.ORG/SERVICESSYSTEM

We have updated the service system webpage and we regularly post new material. In addition to the tools we are drafting for the field test, we have posted a couple of new PowerPoints for local workshops—a “101” session that gives a very brief overview of the Service System Proposals and an update session that explains the project focus for this cycle. We’ve also posted a document titled “Ongoing Discussions Related to the Service System Proposals” that highlights some of the areas in the proposals we know we need to talk about this cycle. We have posted this document so you know what we plan to discuss in our upcoming board meetings and so that you can give input on any of the topics if you wish. We particularly encourage those involved at the zonal level to send ideas about the role of zones in a revitalized service system.

STATE, NATION, AND PROVINCES

We mentioned in the November 2012 *NAWS News* that we were going to separate our discussions about seating criteria from those about service delivery within small and large SNPs where a single service body may not make the best sense. We started our facilitated session with a general question about state/nation/provinces: “How can a SNP effectively perform one of its primary functions—to coordinate local service bodies as needed into an efficient system of service?” We talked in small groups about the challenges SNPs face in filling their roles and identified four general challenge areas:

- **communication** (internal, external, and ability to link communities together),
- **logistics** (planning, coordination, scheduling),
- **mindset/attitude** (willingness to collaborate, reallocate tasks, trust in value of SNP to help mend regional splits), and
- **resources** (human and financial).

Once we completed the identification of challenges, we began to brainstorm some solutions for each of the four challenge areas. Some of the ideas we had included:

- **communication**
 - o a statewide 800 number
 - o effective use of technology
 - o workshops/IDTs rather than providing reports
- **logistics including planning and scheduling**
 - o a revised Planning Basics for SNPs
 - o coordination of scanning and plan process (calendars) with LSUs
 - o a resource development focus
- **mindset/attitude**
 - o building from our strengths
 - o partnering with zones for workshops
 - o community building workshops at SNP that demonstrate value in the process
- **resources**
 - o propose a new funding approach
 - o communicate the tangible results of giving time and money
 - o clear budget for plan goals with consideration for a budget template

Of course, these solutions are not exhaustive yet they will begin to move us forward in mapping out an effective and efficient coordination of local service, and provide the basis for facilitated discussions with regions.

In closing out this session, we looked at the practicality of small and large SNPs. We decided that we would contact some of the regions in large states that have several regions within the state, including some we know that have discussed the possibility of reunifying after a regional split to hear their thoughts about how to best provide services on a statewide level. We know the ideas in the Service System Proposals may not work the same in all places. We need to talk with those involved in service in large states with multiple regions, or small states that comprise only part of a region, or states that are split between an urban region and a region for the rest of the state so we can get their ideas about what would work best where they live. Following our fact-finding telephone calls, we may find that we need a face-to-face meeting. We are trying to determine what makes the most sense for unified and efficient service delivery within geographic boundaries.

THE WSC

One of our focuses this cycle has been the issue of WSC Seating and the WSC component of the service system.

We have certainly struggled with some aspects of creating standardized seating criteria, and two related but separate issues have come out of our discussions. Those two issues are delegate funding and alternates at the WSC. We have seen some discussion of delegate funding on the conference participant discussion board so we are obviously not the only ones who are thinking about these topics.

We are all influenced by our own personal experience and that certainly pertains to how we look at the WSC. What we have known is comfortable, and it's easy to view the unknown with resistance or suspicion. To help us get away from this reaction, we asked ourselves what we think is possible and what will serve NA for the future.

Since all of these issues seem to elicit a personal reaction, we tried to look at all of the data we have available. Prior to the world services unification in 1998, the WSC and its expenses (H&I literature, the annual meeting, boards and committees, the Development Forum, travel, publications, etc.) were all paid through contributions and were accounted for in the WSC Budget. That income and expense averaged at roughly \$500,000 per year with fewer than 100 seated regions.

In 1998, all income and expense for any world service activity was consolidated into one budget. At the same time, seating at the WSC began to increase and perhaps more importantly, the costs of projects began to rise primarily because NAWS funds workgroup participation whose membership had begun to be much more global. In 2000, we moved from an annual conference with some funded delegates to a two-year conference cycle and complete delegate funding. In the 2000 *CAR*, we stated that this seemed the most logical way for us to collectively take responsibility for attendance at the conference. The intent was to equalize access to, and participation at, the conference by a worldwide fellowship. Prior to 2000, the WSC functioned with a Developmental Forum that ensured funding for those who were not financially able to attend a conference held in the US. There was, however, some perceived inequality with regions that could send their delegate versus those who needed assistance. The belief behind the move to complete delegate funding was that if we all continued to contribute what we could, this would be a form of equalizing the cost.

The primary objection to the 2000 motion was fear of funds being withheld or spent in other ways. However, we didn't believe fear of what "might happen" ought to keep us from moving forward with what was believed to be best for the conference. Our collective thinking was that, ideally, if participation at the WSC is a top priority, then the fellowship will respond and take responsibility for this decision. That ideal has not really been what has occurred throughout the fellowship, however. Many regions have stopped considering conference funding a regional responsibility, and this doesn't seem to be a sustainable direction for the future. Since 2001,

what was once under the WSC budget and considered WSC expenses, have exceeded contributions by over \$1,800,000. That trend is something we can no longer sustain with declining literature sales.

The conference now costs approximately \$500,000 for the biennial meeting whereas the 2000 WSC cost was approximately \$121,000. The expense increase is partly due to delegate funding but also due to the increase in the size of the WSC. The audio-visual needs, set up of the room, and other hotel charges are all more expensive as the conference grows. We expect this trend to continue once the seating moratorium is lifted and more delegates are seated. We have seated 20 regions since 1998 – 15 of those since 2000. We do not see how we can continue delegate funding with spiraling WSC costs.

We seem to be at a crossroads. The issues that we looked at in the 2000 CAR included delegate funding, alternates, zonal forums, and decision making at the WSC. Some thirteen years later we seem to need to evaluate most of this yet again. We need to be able to look past our own personal experience and opinions, and consider what the best course of action for the future of the fellowship is. In other words, we can do that by visualizing how we want to see the WSC meeting 5 years from today. That is only a few conferences away. Having discussed delegate funding thoroughly, we believe that the most responsible action is to recommend that delegates not be automatically funded by the WSC to attend the WSC. Those regions unable to fund their delegates attendance would go through an application process as was done in the past with the Development Forum. The Development Forum, which were those delegates needing funding before 2000, seemed to be something we could pay for.

We are hopeful that delegates and others will want to discuss this with us. We need to be able to make a collective decision as a conference to find a more sustainable approach to funding for the future. Please share your thoughts and ideas on the conference participant discussion board or write to us at worldboard@na.org. We welcome your thoughts and ideas about this and other ideas to lead us forward.

ALTERNATE DELEGATES AND WSC ATTENDANCE

As already stated, we are concerned about the cost and size of the WSC, and that all of this time and energy we have put into looking at our service system actually serves our future needs. The role and perceived value of alternate delegates at the conference was also a part of our discussion, without the same clear conclusion we came to as a board with delegate funding. Several issues about alternate delegates seemed to warrant evaluation. One is the overall size of the WSC, the second is the seeming inequality of more US alternates, and the third is the overall cost to the fellowship of the WSC. For the past five WSC's, the average of US alternates attending the WSC is over 90%, while non-US

alternates are less than 50%. In a discussion based conference with many small group discussions, this "inequality" seems to skew the discussions to be even more US centric. If the size of the WSC was almost ninety people fewer, the physical needs, as well as cost, of the WSC would diminish, and the ability to adapt to future growth would increase. We estimate that the attendance of alternate delegates costs the fellowship about \$200,000 per conference.

This is by no means a discussion of whether or not the alternate delegate has value. Absolutely they do. Our question is whether or not they have to attend the WSC and if this human and financial resource would be best served by using it at home. It is not a matter of what we might like but what do we believe is needed to capture the voice of the global fellowship and what can we sustain?

We talked at our meeting about the value of alternate delegate attendance; we recognize they are an extra set of ears and eyes – a resource for the delegate. Additionally, their attendance may offer a training opportunity and a benefit to the home region. And, when continuity is able to be maintained from alternate to delegate that appears to be added worth, yet often "life shows up," and continuity is not possible. Communication can be increased back to the home region by having an alternate in attendance; yet, we also wondered whether the communication to all members actually is increased or is there a possible duplication of efforts.

Now, as we considered possible downsides to alternate delegate attendance at the conference, we immediately identified that not every delegate has an alternate present. Other thoughts that came up during discussion included the fact that alternates are not active participants in formal sessions, and that additional regional funds are being used to send the alternate delegate and this money may be better used in their home region on service delivery.

This discussion inspired us to begin envisioning a possible new role for the alternate delegates in the new system. If an alternate's function and responsibilities were solely focused to support their home region with service delivery, how might service improve? The alternate could reach out to areas and assist their service delivery efforts. Alternates would be an additional conduit of information and offer workshops to members. Alternate delegates may assist in the training and mentoring of members. We realized also that in large states/nations/provinces, there could be a team of alternate delegates performing services throughout a large geographic area.

This was our first discussion of the role of alternate delegate in our new service system; hence we have no recommendation at this time. We hope that you will discuss usefulness of alternate delegate presence at WSC and start to think about how value may be increased in service delivery without attending the conference.

We look forward to hearing your discussions; you may identify benefits with attendance that we missed and you may envision creative advantages to having an alternate delegate remain focused toward service delivery in their home NA community. We are in the process of envisioning a different model that has advantages and adds value to the conference and to the regions. Please share your thoughts with us at worldboard@na.org

We will continue to have the discussions outlined above regarding delegate funding and role of alternate delegate in our service system. We will also be adding the discussion of the role of zones at our April meeting.

TRADITIONS BOOK PROJECT

The first phase of the Traditions Book Project is well underway, and there continues to be a lot of enthusiasm about the possibilities for this new resource. We have heard from communities in various places that have held or are planning to hold brainstorming workshops using the session profile available on the project webpage at www.na.org/traditions. We have also received source materials in the form of worksheets and essays.

As we continue to review the ideas and input coming in, we are in the process of framing ideas for a discussion board for the project, and considering possibilities for more specific input gathering as the cycle moves forward. The discussion board will be available through a link on the project webpage at www.na.org/traditions. We will also post any additional workshop materials that are developed on the project page and provide notification about those materials through eblasts.

An Introduction to NA Meetings

We are still accepting input on this pamphlet through the project webpage at www.na.org/intro. Be sure to submit your thoughts by 30 April 2013 to help guide any changes that are made for inclusion in the approval draft that will appear in the 2014 CAR.



WEBINARS

We are continuing our webinars with members of Step Writing Committees as part of Sponsorship Behind the Walls. These webinars offer the opportunity for information exchange and discussing solutions for common issues. We hope more members of Step Writing Committees as part of Sponsorship Behind the Walls will sign up to participate.

We are moving forward. We held a Public Relations web meeting 22 February. Hospital & Institutions and Conventions Webinars will follow. We are encouraged by the members who have signed up to participate, yet we believe there are trusted servants who are not aware yet of this opportunity. We welcome all their experience and hope, so that together we can find solutions to common issues with PR, H&I, and Convention service.

Please send us your name, contact information (email address), trusted servant position, and your region, as well as ideas about what you would like to see discussed, to:

- o Events@na.org for conventions,
- o Handl@na.org for Hospitals and Institutions, and
- o PR@na.org for Public Relations/Public Information.



We are excited about the prospect of being able to offer this service and connect trusted servants with others who perform the same service in their respective communities.

For members whose interest is the Service System, you will not be left out of an opportunity to dialogue. Please watch your email for updates about the Service System Project and avenues of discussion.

STRATEGIC PLAN

We began this session with the recognition that 10 years ago we developed our first Strategic Plan. We reviewed where we have been and identified where we want to go in the next 10 years. Reviewing the past helps remind us of critical points, such as the development of a unified budget, one board and NAWS under one umbrella, the resolution of past challenges and the effort not to repeat our mistakes. Looking 10 years ahead for the fellowship of NA provides us with new goals, hope, energy and focus. Ten years from now we would like to see NA continue to grow—new members and new generations—and to remain relevant in the ever-changing world environment. We remain committed to A Vision for NA Service.

We worked in small groups with the following topics: how we picture the growth and change of trusted servant's roles

and their decision-making processes; relationships outside of NA and how we are perceived by those who seek relationships with NA (potential members, local communities, etc.); how we are organized and how we work together within the service system (including structure and process); and a 10 year picture of our resources and how resources have been developed to sustain our ongoing growth.

We began to envision a new frame to serve us in the future. We reviewed our Key Result Areas (KRAs) to determine their relevance to today. KRAs are the broad, big area headings that reflect where change is required and action will need to be taken. Based on our morning discussion, we realized our KRAs needed to change and more accurately reflect the key areas we are focused on today and looking to improve in our future. In the identification of these new KRAs, we considered shifts in whom we serve (younger, older, etc.), how we are structured, how we function in relation to our mission and vision, and the ever-growing and changing internal and external expectations for services and their delivery.

We will continue with strategic planning at our April meeting. We will consider our 2012 environmental scan, current trends, and perceived shifts in who we serve (addicts coming into our meetings), expectations related to service delivery worldwide and technology demands. These are all necessary steps prior to creating goals and approaches for key result areas.

ELECTRONIC PUBLICATIONS, MOBILE APPS, NAWS WEBSITE

We continue to focus great amounts of our resources to address this area. The redesign of our website, the launch of the mobile website, emailing daily messages for *Just for Today*, the shopping cart, e-subscriptions of publications, posting literature on the web—the list goes on and on. And at the same time we know there is much more we still could do.

Hits/Visits/Views:

- o We finished calendar year 2012 with over 113 million hits, averaging around 10 million/month. The trend has been upward over the last six months.
- o We had over 8.8 million visits with over 22 million page views in 2012.
- o Visits continue to rise steadily; they are currently 600-700 thousand per month. This is up around 20-30% from two years ago.

Major areas of traffic:

- o The meeting search continues to be far and away the busiest area (with the exception of the *JFT* page—see below), with well over 1 million visits.

- o The “Find a Meeting” page has had around 600,000 visits, while the local phoneline and website page had around 300,000 visits.

Eblasts and emails:

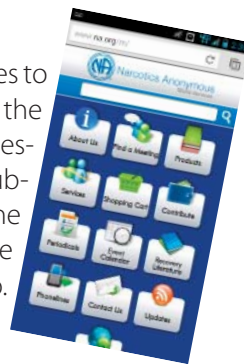
- o We have passed the 64,000 *JFT* emails per night mark in December 2012, meaning we have sent out in excess of 20 million emails for the *JFT* alone during 2012.
- o The daily *JFT* page on the website received over 1.5 million visits and 2.2 million views.
- o Our NAWS eblasts are continuing to grow. The most recent one was sent to over 96,000 email addresses with less than 1% failure rate, meaning that it was received by over 95,000 recipients successfully.

Recovery and service material:

- o Recovery literature index page was accessed more than 250,000 times over the year with over 80% of that going on to the English literature page.
- o Service material is harder to track because of the new site, but the Service System page has been accessed approximately 9,000 times during this year.

Publications:

- o The top publication online continues to be *The NA Way Magazine* with an epub circulation in English of approximately 16,000, and continuing to grow.
- o Similarly, interest in *NAWS News* is growing, and the most recent issue was sent out to around 13,000, up from 11,000 the previous issue.
- o The number of people subscribed to *Reaching Out* is growing exponentially as well, up to around 8,000 epubs.



The mobile website has been deemed a tremendous success; almost 40% of our web traffic now is from mobile devices. The new map-based search feature seems to have been extremely well received, as we have had virtually no complaints about it since its launch. The primary landing spots on the mobile site are the meeting search and phone-lines, events, and recovery literature, with meeting search being far and away number one.

What cannot be left unsaid here is the fact that we have a very aged technology infrastructure. The IT team has done a tremendous job in keeping us “live” despite that fact, but there is a natural lifespan that cannot be avoided. This is a result of lack of resources for us.

FROM THE HUMAN RESOURCE PANEL

Greetings from your Human Resource Panel. We are providing you this update although we have not met since the last issue of *NAWS News*.

As a start, we want to remind you that NA Regions, the World Board, and Zones have the ability to forward names to be considered by the HRP for nomination at the World Service Conference. We call this an RBZ recommendation, and it provides the HRP with a perspective from a service body who is familiar with the member. It is helpful to note that the WSC sees value in these recommendations. If you are interested in being considered for nomination at the WSC 2014, you may also want to pursue gaining an RBZ recommendation. We have recently sent information to those service bodies eligible to forward RBZs. Your Regional Delegate should have more information on this. Please contact us if your service committee requires additional copies of these materials.

Also, as we reported back in July 2012, we are making some changes to our World Pool vetting process. This is separate from the above mentioned RBZ process and uses the World Pool to identify those members who have the background to be considered for nomination. This cycle we will use two areas of focus as a first measure for consideration: recovery background and service history.

Candidates must answer a few personal recovery questions that seem to be critical for election. The first asks "Do you have an NA sponsor? If no, please elaborate." and the second asks "Have you worked all Twelve Steps of NA? If no, please elaborate." In past cycles we have asked these questions of candidates after they have passed through our blind screening process. We are moving these to the very beginning, placing them on the World Pool Information Form (WPIF). If a candidate does not offer a "yes" answer to the questions, they will not move forward into the blind screening process.

A member must also have some recent history of local service leadership in NA, or World Services exposure, to be able to be a viable nominee. With that as a foundation, we will use the current service history information to identify those members who have served in leadership at the local level, or in some capacity for World Services. Those who do not meet the above stated criteria will not move forward.

It is important to note that this new approach will identify those members who do not have the necessary qualifications for election at the WSC much earlier than in previous cycles. This has both the positive effect of not creating an expectation in a member who most likely would not be elected by the conference, and the negative effect, in that only a very few members will come forward from the World Pool for consideration. We are confident in the approach since the conference has been clear on their expectations;

they most value candidates with previous service experience, commitment to recovery in NA, and support from the service body where they have served.

With these changes it is very important for members to update their WPIF. Thank you to those members who have already updated their WPIF and we encourage those who have yet to, to do so.

As a reminder, deadlines are 31 August 2013 to update your WPIF for consideration as part of the 2014 WSC nominations process, and 31 October 2013 for RBZ submissions from regions, the World Board and zones.

Your input and comments are welcomed and we encourage you to contact us at hrp@na.org. Again we thank you for your support and we look forward to reporting more as the cycle progresses.

CALENDAR FOR 2013-2014

Travel requests (considered by quarter)

15 May for July–September

15 August for October–December

WSC Seating deadline—For regions not resulting from a split to request to be recognized as a new conference participant at WSC 2014: 1 April 2013

Regional proposal deadline—Proposals must be received by 1 August and be in *CAR* ready form by 30 August 2013

Deadline for WPIF submission—To be considered for WSC 2014 HRP nomination: 30 August 2013

WCNA 35—29 August–1 September 2013 Philadelphia, PA, USA

World Unity Day 2013—1 September 2013

HRP Deadline—For region, zone, and World Board candidate submissions to the HRP: 31 October 2013

English Conference Agenda Report—Available 27 November 2013

Translated Conference Agenda Report—Available 27 December 2013

Conference Approval Track material—Available 27 January 2014

Regional report deadline—15 February 2014

World Service Conference 2014—27 April–3 May 2014

WCNA 36—10–14 June 2015
Rio de Janeiro, Brazil

