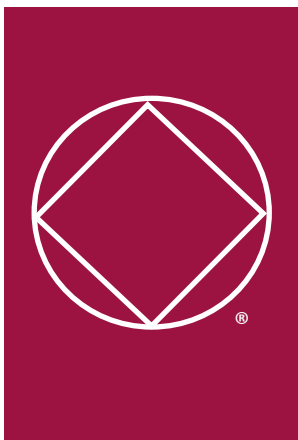




SERVICE SYSTEM PROJECT STRUCTURAL PROPOSALS

AUGUST 2010

This report and the discussion it attempts to generate are part of the early stages in the process of change. The board has worked for the previous conference cycle putting together these proposals, and we hope to get fellowship input on them by the end of the year (31 December 2010). We will continue to work on our ideas and, depending on the input, probably send out revised proposals sometime in the beginning of 2011 with the aim of putting something in the *Conference Agenda Report*. Though we would very much like your input on the ideas outlined in this report, you shouldn't feel like 31 December is the last chance you will have to hold workshops or give input on proposed changes to the service system. That's simply the deadline for input on these first draft ideas so that we can revise and rerelease them.



THE SERVICE SYSTEM PROJECT

A BRIEF INTRODUCTION

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

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

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

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

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

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

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

The 2008 project plan explains that the first task is "to provide framed options and recommendations for discussion by the conference and the fellowship." This report contains the information for that discussion. ***We want to emphasize that these are ideas to talk about together, not a set of "finished" models. If we are to succeed in bringing about a fellowshipwide change in NA service we must have a fellowshipwide discussion.*** This degree of global change needs to be organized and coordinated on a global level. Global-level coordination is also the best way to ensure that any proposals are flexible enough to work in every NA community, and practically speaking, there's no other way to implement something like a change in conference seating that may affect regions throughout the world. But of course, the service system belongs to all of us, and cooperation and communication throughout the fellowship are essential for any change to the system to take place. Nothing will change if we don't work together.

For a more detailed account of the history of our service system and of the project please see the CAR 2010 essay on the Service System Project webpage at: www.na.org/servicesystem.

Creating a Common Vision

One of the first things we've done is create a "common vision for all NA services." Because our world services vision statement was already embraced by many, we used it as the foundation for "A Vision for NA Service," which was unanimously approved at the 2010 WSC. We hope this common vision will provide a focal point to guide and inspire us in all our service efforts and will become a foundational piece of a revitalized service system.

A Vision for NA Service

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

Our vision is that one day:

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

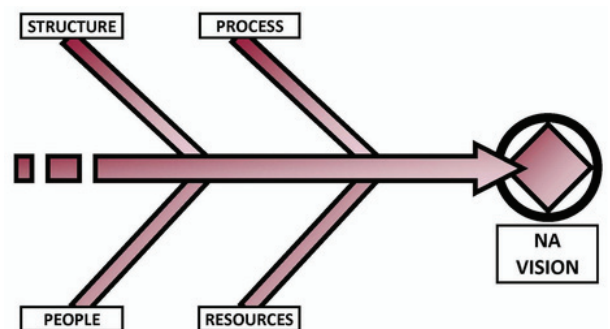
Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

The Basic Elements of a System

Examining and suggesting improvements to an entire system is daunting. It helped us to think about the service system in terms of its components. ***Any effective system has four main components: structure, process, resources, and people. All of these should work together in harmony to achieve the purpose of the system, which is captured in our Vision Statement.***

We decided to offer ideas on structure first, although we know that changes to our processes, the way that we do things in NA service, may have the most profound change on how successful we are in delivering NA services. By improving some key processes we can hopefully create a more dynamic system that is focused on improving our services. Some of these key processes include:

- Planning – deciding where and how to focus our service efforts in order to most effectively carry the message and most efficiently use our resources
- Decision making – working together to reach decisions that best reflect the will of a loving Higher Power
- Communication passing information and sharing ideas with each other, and those outside NA
- Training and Mentoring – passing on our experience in service



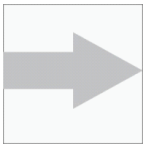
All of the structural ideas contained in these proposals are grounded in ideas about these sorts of processes. You could think of these proposals as process-driven structure. Structural change, however, seemed possibly the most challenging change to implement and talk about throughout the fellowship so we decided to start there in our proposals. We are continuing to work on ideas about processes, people, and resources while these proposals are being discussed.

Foundational Principles for a Revitalized Service System

Because NA service must always be guided by spiritual principles, before we began discussing structural change, we spent many meetings talking about the fundamental principles we needed to incorporate into our ideas—what should the ideal service system look like and what does a system need to do in order to be successful. By gaining a

better understanding of our principles and our needs we were able to clarify some of the essential elements necessary to achieve success.

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



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



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



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



Flexible: Each model offers ideas for optional service bodies, or “intermediate bodies,” to answer specific needs, but does not mandate their existence if they are not needed. In a general sense, we feel strongly that form should follow function and want to find a way to ensure that communities have the flexibility to create a structure that works best for them.

THE SERVICE SYSTEM PROJECT

THE GROUP & LOCAL LEVEL



Since the early days of NA our service manuals have described the ASC as responsible both to support groups and to provide services. The reality of that dual purpose has often been that both of those focuses get shorted.

The complexity of some of the services provided by the ASC often prevents groups from receiving the time they need during an area meeting to raise issues that are affecting their ability to carry the message. This can lead to groups feeling that their needs are underserved.

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

We all want the same thing—to carry the message to the addict who still suffers—but our current structure

seems to make this difficult at times. The aim of the Service System Project is to bring us closer to the ideals expressed in A Vision for NA Service. Revitalizing and evolving local services are a key part of achieving this goal. We hope to:

- Increase the amount of services we can provide
- Make service a more rewarding process
- Increase unity throughout NA
- Improve our reputation as a viable program of recovery

The proposed group support unit (GSU) and local service unit (LSU) divide the responsibilities of our current ASCs. ***Each unit has one main focus: The GSU is devoted to group support and the LSU to providing local services.*** These clearly defined roles embody the foundational principle of purpose driven service bodies, and increase their chance of each successfully fulfilling its responsibilities.

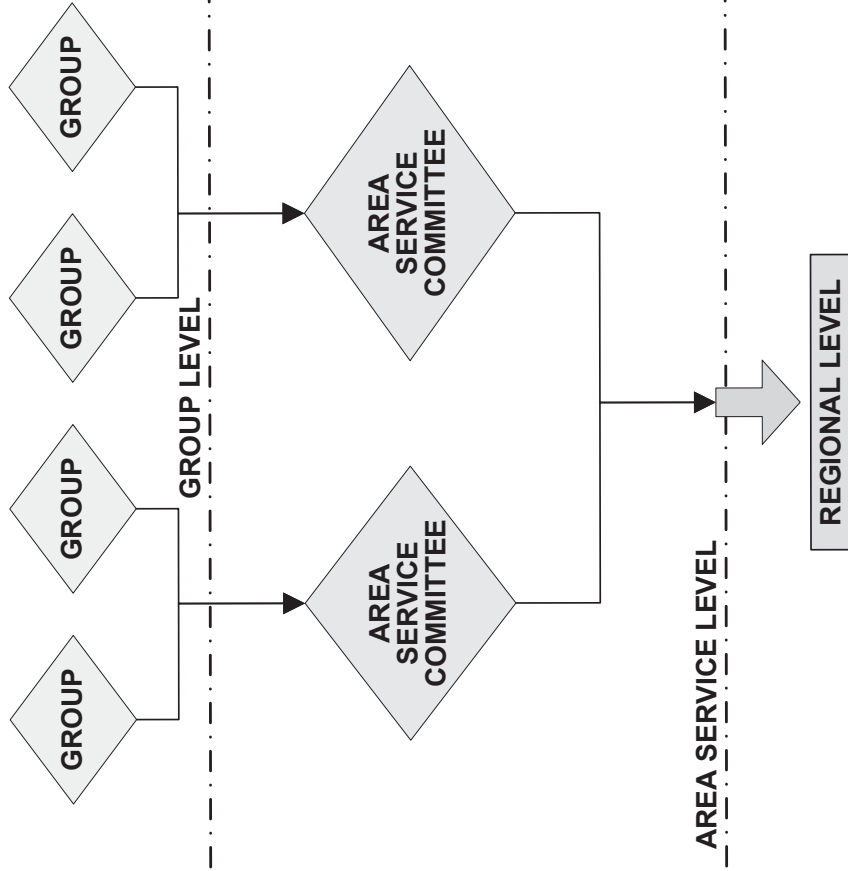


Locally, most area service committees serve dual functions, offering both group support and direct service administration. A small area committee, while providing a forum in which groups can share their experience with one another, often has difficulty administering direct NA services. An especially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

Guide to Local Service in NA, "The Area Service Committee"



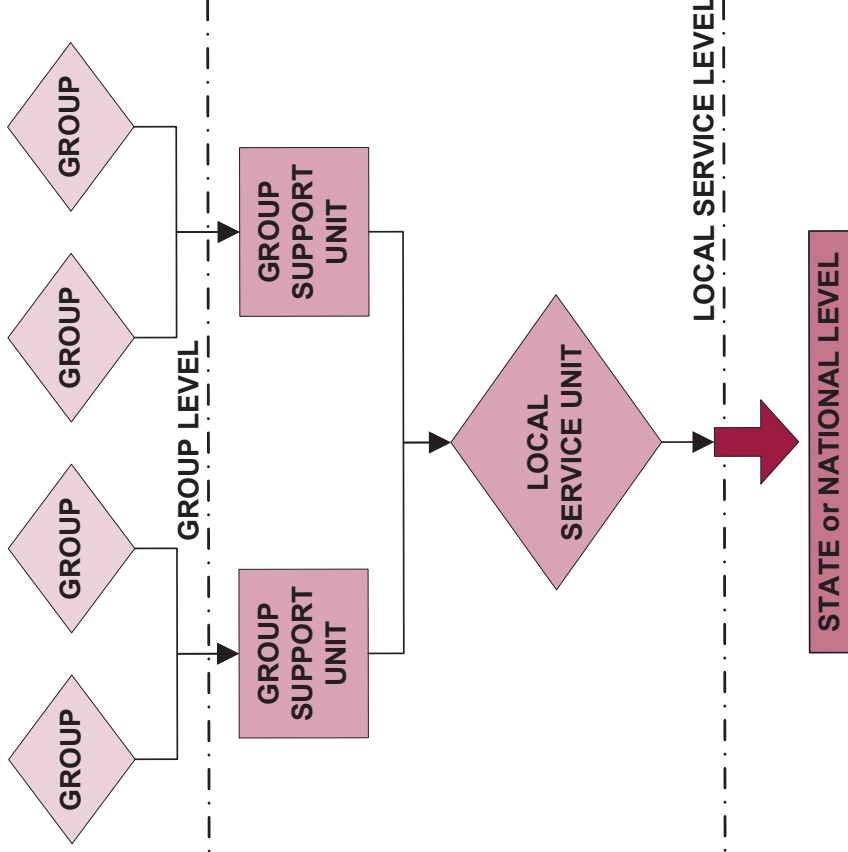
EXISTING STRUCTURE



Current structure; the ASC is responsible for both group support and local service delivery.

- Group send a representative to the ASC
- ASC boundaries are often somewhat arbitrary
- ASCs are committee-driven

PROPOSED NEW STRUCTURE



New structure; the GSU is dedicated to group support and the LSU is devoted to service provision.

- There are a number of ways delegation can work. The depicted model shows groups sending a delegate to the GSU, which in turn sends a delegate to the LSU.
- LSU boundaries are geographic as much as is practical
- LSUs are project- and plan-driven

The Group Support Unit—Carrying the Message



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

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

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

The GSU may or may not send a delegate to the LSU, depending on what structural option works best for groups in the local NA community. The section below titled “Linear and Two-track” offers more ideas on these options. Whatever option is chosen the GSU is not intended to be another level of service, although it may have some involvement in service delivery, typically in a support role to the ongoing services and projects coordinated by the LSU. Examples of these include picnics, poster drives, and H&I sign-up sheets.

Size and Attendance

The GSU is intended to be smaller and more locally based than some existing ASCs and so attendance may mean less travelling for group delegates. Typically a number of GSUs will be found in the geographic area of the LSU. The exact relationship between the GSU and LSU will vary according to local conditions.

The size of each body will be determined by its intended function. The GSU is intended to be a “neighborhood” sized body firmly rooted in its local recovery community.

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

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

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

The Group Booklet

Linear and Two-track Options for the GSU

These two options allow groups to choose either to send a delegate from their GSU to the LSU meeting or, to send a delegate to both the GSU meeting and the LSU meeting.

The linear option gives the GSU the responsibility of selecting a delegate to attend the LSU, and makes the GSU a part of the “delegation stream” between the group and the rest of NA. The delegation stream is what connects the group to the LSU, the LSU to the state/nation/province service body, and the state/nation/province body to the global level of NA. Resources and information flow back and forth across the delegation stream, and it allows for services to be accountable to groups. Care must be taken

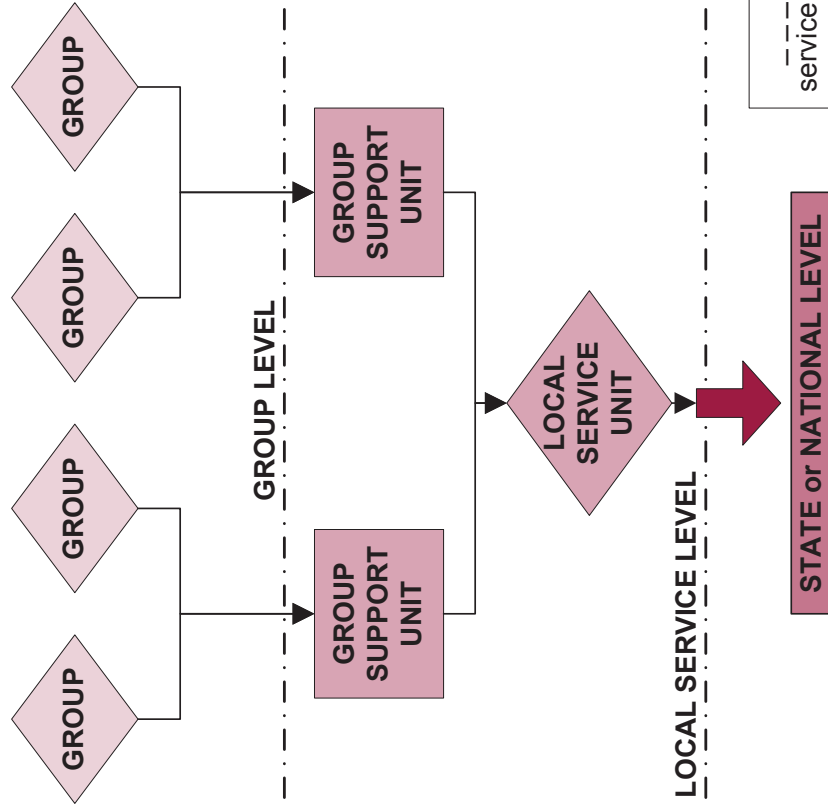
to limit the GSU’s “business” to choosing the delegate and discussing whatever information and ideas they bring back from the LSU meeting. This is to ensure the GSU retains its primary purpose of group support.

The two-track option means the GSU would only have the purpose of discussing group issues and would not need to send a formal “GSU delegate” to the LSU. This would preserve the simplicity of the GSU meeting, but would also mean that groups would have to find a delegate to attend the LSU meeting, or ask the same person to attend both the GSU and the LSU. Other options that may work in small NA communities are to have alternate GSU meetings and LSU meetings, or to devote the first half of a service meeting to the GSU and the second half to the LSU.

CHALLENGES	SOLUTIONS
Key challenges in our current structure	Key solutions provided by a GSU
<p>Groups do not always receive help to deal with specific issues like drug court attendees in meetings.</p> <p>Members are often unwilling or apathetic about service.</p> <p>Members are not always trained in service.</p> <p>There is often a lack of NA unity and a common purpose.</p>	<p>Group support is its main focus.</p> <p>The GSU is an informal, discussion-based body, and open to everyone interested in attending.</p> <p>It offers an opportunity to introduce new members to service and to train them in the basics.</p> <p>The GSU increases unity within local NA communities by bringing groups together and strengthening their ability to carry the NA message.</p>

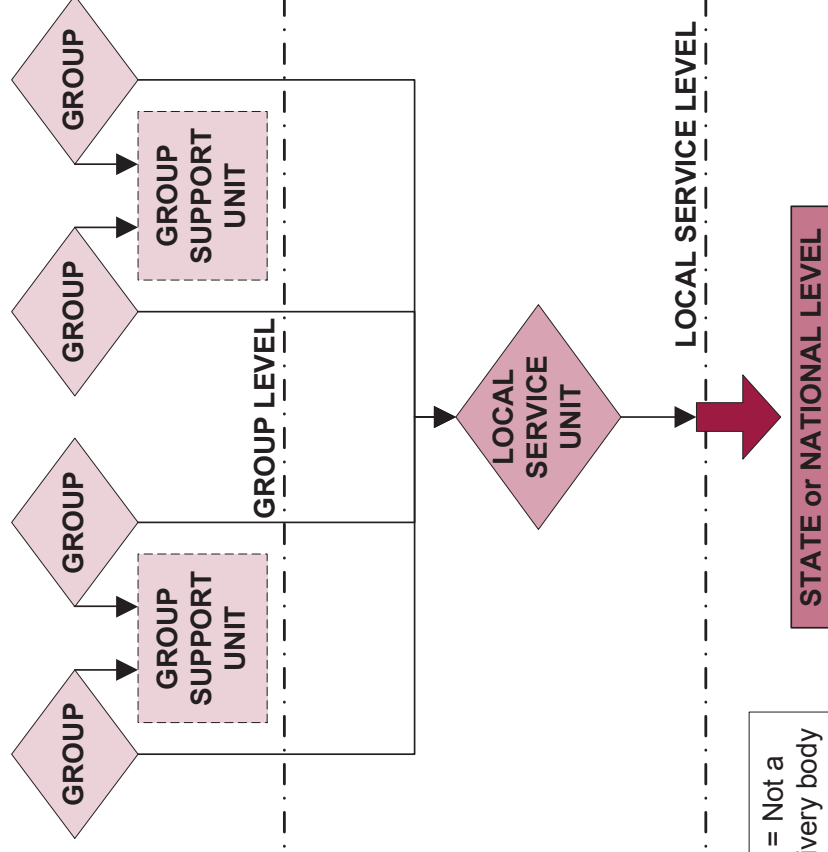
PROPOSED NEW STRUCTURE Linear Option

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



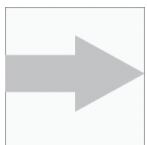
In the linear model, groups send a delegate to the GSU, which in turn sends one to the LSU. This helps the GSU function as a training program of sorts to let interested members get their feet wet with service, learn the "language" and how to relate to others in a meeting with this sort of focus. A potential disadvantage is that this option separates the groups further from the body (the LSU) that provides services on their behalf.

PROPOSED NEW STRUCTURE Two-track Option



In the two-track model, groups send a delegate to both the GSU and LSU. This ensures that the GSU is focused purely on group support but it means that the GSU and LSU must alternate meetings and/or the groups must find two delegates to send.

The Local Service Unit—Effective Service Delivery



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

Twelve Concepts for NA Service

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

1ST CONCEPT

The LSU is the “workhorse” of the service system with the responsibility of carrying the message outside of NA meetings. The greatest number of NA members is involved in services at this level. The LSU will have the responsibility to deliver the bulk of local services.

Wherever possible, decisions at the LSU will be made using a consensus based process instead of motions, making it a more accessible and attractive service body.

Another way that the LSU would differ from many

Twelve Concepts for NA Service

Group conscience is the spiritual means by which we invite a loving God to influence our decisions.

6TH CONCEPT

of our current ASCs is that the LSU would utilize a strategic planning process and services would be delivered through a mix of project-based workgroups and through service coordinator positions. There would no longer be a need for a range of standing sub-committees, although ongoing services would be organized by a service coordinator. Both project

and service coordinators would report directly to the LSU, which will have the responsibility to oversee the work of service delivery.

Resource pools of experienced, qualified, and available members would be organized to provide the necessary human resources for projects and ongoing services. In this way we can retain the skills our members acquire through their service experience and continue to make them available for NA service.

It is hoped that service as part of a project may be more attractive to members who are currently unable or unwilling to commit to attending a subcommittee meeting every month for a year or more, but may still have vital and useful experience to offer.

Examples of ongoing services undertaken at the LSU include:

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

Project-based services would be formed as part of strategic planning process. Examples of them are:

- PR work such as having a booth at a professional event
- Fellowship activities like picnics and unity days
- Conventions

Groups will remain responsible for funding services through contributions to the LSU.

Connecting the Groups and the Service System

One of the aspects of these proposals that we will be talking about in greater depth is how groups can maintain and improve their connection with the service structure, whether they choose the linear option or the two-track option.

2ND CONCEPT

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

Two of the potential problems we have identified are:

- The linear option may create an impression of an increased distance between the group and the LSU's decision-making processes because of the presence of the GSU between them.
- The two-track option could mean that a group needs to find an extra trusted servant, which may be a problem with resources already stretched.

Either of these possibilities could make it harder for groups to feel connected to the service system. We have discussed a number of ways to alleviate this sense of disconnection:

- We could use information technology (IT) more effectively to distribute information and discuss ideas.
- LSUs could hold quarterly or twice-yearly meetings with the specific focus of presenting updates on any progress and to evaluate the success of projects. Groups could have the option to attend only these LSU meetings.
- An annual planning assembly could allow groups to oversee the approval of projects and some sort of evaluation of service delivery. It may, however, not

be feasible to expect groups to make effective decisions when a planning assembly would only be held once a year.

The LSU will also serve as a communication and delegation link between the groups and the rest of the fellowship by sending a delegate to the state/national/province service body.



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

Size and Attendance

Wherever possible and practical, the LSU will conform to a recognized geographic boundary such as a county, town, or borough. In this way, the LSU will be best equipped to provide services within its community by connecting easily with professional and government bodies that interact most frequently with addicts. These sorts of established boundaries will, crucially, make it easier for addicts to find our meetings.

Ideally, the LSU will consist of members more experienced in service who are more capable of dealing with the sometimes complex issues encountered at this level. Attendance will be open to all, but the LSU is intended to be a leaner, more efficient service body with the sole focus of service provision.

Twelve Concepts for NA Service
The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.

3RD CONCEPT

Services will be delivered by a mixture of ongoing work and projects, each of which will have a coordinator that is a member of the LSU and reports to it. The LSU will also consist of delegates from the group or GSU, and of an administrative board with the responsibility to organize and facilitate the LSU meeting. The LSU meeting may be attended by any interested members, with the level of participation being determined by the LSU itself using the Seventh Concept essay as guidance.

Twelve Concepts for NA Service

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

7TH CONCEPT

CHALLENGES

Key challenges in our current structure

Many members are unwilling to serve on subcommittees, meaning we have too few trusted servants.

The atmosphere in some service meetings is off-putting.

Complex service decisions are often made by inexperienced trusted servants.

SOLUTIONS

Key solutions provided by an LSU

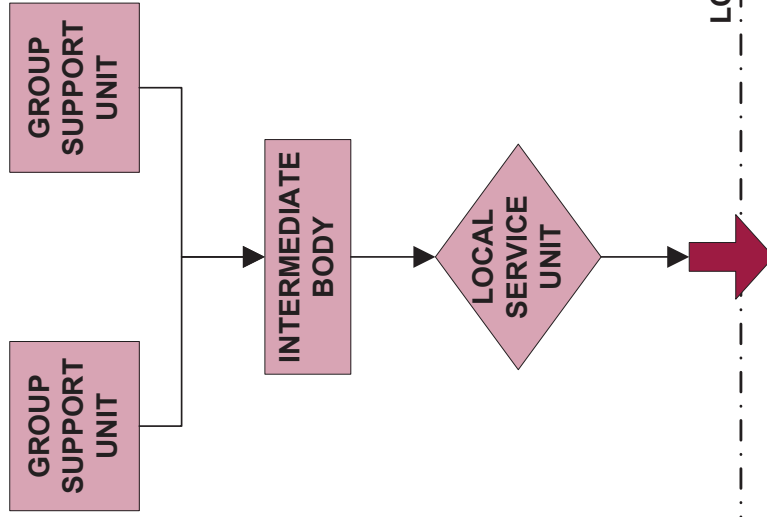
Project-based service provision is more attractive to some members.

Where possible consensus-based decision making is used rather than motions.

Separates "NA business" from group concerns allowing the business to be carried out by members who may have already gotten their feet wet and received some service mentorship at the GSU.

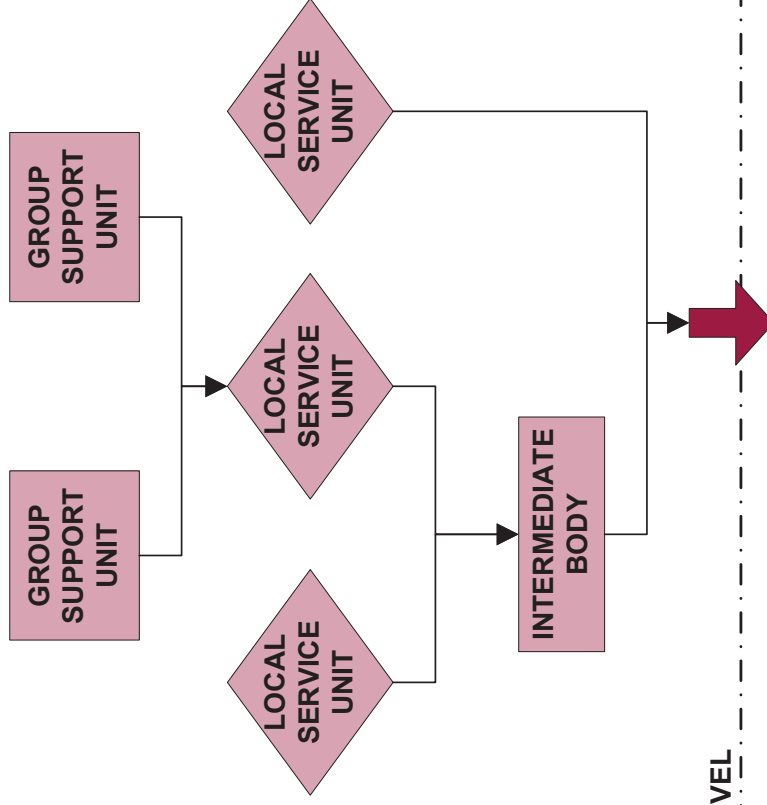
PROPOSED NEW STRUCTURE Intermediate Body #1

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

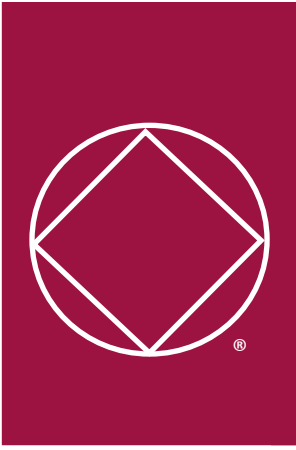


It may be practical for GSUs to come together and send a delegate on their behalf to the LSU. One example of this could be in rural communities.

PROPOSED NEW STRUCTURE Intermediate Body #2



Similarly several LSUs could send a single representative to the state or national body. Typically this would be to save travel resources or to keep the state or national body manageably sized. It could be compared to one of the US regions that currently serves part of a state.



THE SERVICE SYSTEM PROJECT INTERMEDIATE BODIES & STATE/NATIONAL SERVICES



Flexible: Each model offers ideas for optional service bodies, or “intermediate bodies,” to answer specific needs. In a general sense, we feel strongly that form should follow function and want to find a way to ensure that communities have the flexibility to create a structure that works best for them.

Intermediate Bodies— Meeting the Needs of a Diverse Fellowship

As our Second Concept explains, “The final responsibility and authority for NA services rests with the NA groups,” yet in many cases, groups don’t have a solid connection with the service system. Intermediate bodies are proposed in part as a way to address this disconnect.

In our existing system, some NA groups in rural communities are unable to attend their local ASC as it takes too much time and money to attend a meeting several hours journey away. This separates them from other NA groups and the fellowship, and makes them less able to participate in delivering services. We also encounter very densely populated NA communities where service bodies become very large and service meetings are difficult to manage. We often see poor attendance at meetings like this.

Our current structure presents a limited number of options for forming new service bodies to answer these issues. **Intermediate bodies are intended to help offer new ways to structure our services that best suit a community’s individual needs.** They occupy the space in between existing service bodies, like extra “pieces of the accordion” making it possible to maintain geographic boundaries within service bodies where practical but still accommodate distance, density, and other cultural variables, such as shared language.

Intermediate bodies would always be formed based on need. Their role would always be clearly defined so that they address only the need for which they are created and do not duplicate services already being delivered.

Primarily they will serve to facilitate communications and share experience, although they may also deliver some services when appropriate. For examples of how they could work see the Intermediate Body #1 and #2 sections below.

The frequency that intermediate bodies meet as well as their place in the fund flow and the level of administration they require would all be defined by the role they are playing or the tasks they need to perform. So far our thinking is that intermediate bodies will be streamlined bodies with clearly defined tasks that do not use excessive resources. In some cases, they could serve as temporary service bodies that fulfill a specific task and are then dissolved in a similar way to a service project. As we work further to develop processes and resources for the service structure, we may have more ideas to offer.

The intended outcomes are the same for all intermediate bodies:

- More effective service provision with no duplication of services by different bodies,
- More efficient use of resources,
- A flexible system that answers varying local needs and conditions.

Twelve Concepts for
NA Service
Our service structure
depends on the
integrity and
effectiveness of our
communications.

8TH
CONCEPT

Intermediate Body #1

An intermediate body of this type will help connect isolated rural groups with an LSU by creating an opportunity for several groups to come together and send a delegate to the LSU meeting. Our current service system contains an example of bodies of this type in rural co-ops.

This type of intermediate body will also provide an opportunity for groups in densely populated urban areas to share resources by sending a single delegate to the LSU on their behalf in the same way that some groups with multiple meetings already do in some communities. This will also help to reduce the size of some large urban LSUs.

This type of intermediate body may also provide some basic services, as long as that service provision does not distract the groups from their primary purpose. For instance, they might run a panel in a local treatment facility or prison. This is intended to be a more efficient arrangement than expecting an LSU to provide basic services in geographically distant areas. Services that affect the whole of an LSU’s area would still be the responsibility of the LSU.

This type of body could also help groups that speak a minority language to come together and connect with the larger NA community by sending a bilingual delegate to the LSU. They may also be able to pool their resources and work on translation projects together or hold events such as unity days.

Intermediate Body #2

In this option a group of neighboring LSUs forms an intermediate body that sends a representative to the state/national/province body. This could be a good option for densely populated communities where attendance by a

delegate from every LSU would make the state or national meeting too large and consume excessive resources. This may also help in large states or countries where the distance between an LSU and the state or national service body meeting is long. In some cases, this might mean regions that currently encompass part of an existing state or country re-form as intermediate bodies if that seems to make sense in terms of service provision needs and use of resources.

A body of this type may also deliver some services if it is appropriate. For example, a group of LSUs that make up a large city could form a body to represent them at the state or national body. It may also make sense to provide services that occur on a city-wide basis at this intermediate body. The LSUs would continue to provide services that make sense to provide on a more local level.

Shared Services Body

In our current system some ASCs group together to share resources and deliver services with each other, for example, a meeting list that covers more than one area. A body of this type does not send a representative on to the next level of service. Some communities have experienced difficulties with accountability with services of this type as they require a trusted servant to attend both the ASC and the shared services meeting. We have not yet addressed this type of service as part of the project. This is an area for further discussion.

5TH
CONCEPT

Twelve Concepts for NA Service

For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.

CHALLENGES	SOLUTIONS
Key challenges in our current structure	Key solutions provided by an intermediate body
Rural groups often have a long distance to travel to their local service meeting.	An Intermediate body can function as a “way station” allowing several rural groups to meet and send a single delegate.
Centrally located service bodies are challenged to provide services to rural areas.	That same “way station” can help rural groups more easily provide basic services, such as H&I, in their immediate area.
Service meetings in densely populated areas are often too large.	Urban LSUs can form an intermediate body to send a single delegate to the state/nation/province service body, saving resources and preventing the service body from being too large.
Urban service bodies usually don’t cover a whole city and therefore cannot provide services on a citywide basis.	Urban LSUs can also use an intermediate body to provide services on a citywide basis if needed and effective.

State/National/Province Service Level



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

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

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

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

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

While the LSU does provide the majority of local services, some service provision makes sense to coordinate on a statewide or national level. Examples of these are:

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

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

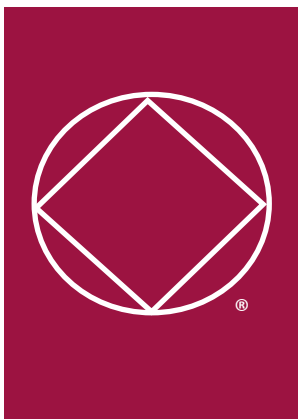
Size and Attendance

Typically this type of service body will consist of an entire state, province, or country. However, the principle of flexibility allows states, provinces, or nations to join together to form a single service unit if it makes sense in terms of service provision and use of resources. Also some border communities may be better served by joining a neighboring state, province, or country if doing so makes service provision more practical and is a more efficient use of resources.

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

By first considering the need that the service body is to answer, then carefully planning services by deciding how to best use our resources to answer those needs, we hope that state/national/provincial bodies will work with both groups and LSUs to provide a full range of services.

CHALLENGES	SOLUTIONS
Key challenges in our current structure	Key solutions provided by a state/national/province body
Unclear service body boundaries make public relations with state-, province-, or country-wide professional and government bodies difficult to coordinate.	Using existing geographic boundaries to establish service body boundaries makes communication with the public much easier and makes it easier for addicts to find NA.
There are often underserved areas in our current regions.	State/nation/province service bodies will be responsible for services that affect the whole of the state, ensuring that all areas are served.
Services, such as websites, are frequently duplicated creating confusion in service provision and inefficient use of resources.	Having one service body to cover the state, nation, or province will help eliminate some of the duplication of efforts.



THE SERVICE SYSTEM PROJECT

WORLD SERVICE CONFERENCE SEATING

The question of how to determine who is seated at the WSC can arouse some strong feelings. The belief that “you’re a region when you say you are” and are therefore entitled to a seat at the WSC is a part of our history and has underpinned the formation and seating of many of our current regions.

As we have grown internationally and seated increasing numbers of regions, the shortcomings to this approach have become obvious. We can no longer sustain the unrestrained growth of the World Service Conference, both because of financial limitations and because of the difficulty of facilitating such a large event.

Despite discussing these challenges for several cycles, we have so far been unable to create seating criteria that are applied uniformly to every seating candidate and that everyone feels are fair and thorough. In an effort to move forward, and as part of the wider Service System Project, we have proposals that offer two basic options for seating.

State/National/Province Seating

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

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

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

We will still need to create some additional criteria for seating. We expect we will need some way to deal with very large countries and groups of small countries that are closely associated with each other, for instance. In addition, we would expect to retain some kind of criteria requiring seated bodies to have a minimum amount of service provision experience.

The type of service performed by a state/nation/province service body (such as strategically planning services) would make them a suitable body for seating at the WSC as it has a similarly defined purpose. Seating bodies of this type would encourage the formation of service bodies that are better able to interact with government and professional bodies that come into contact with addicts.

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

Zonal Seating

In the second model, seating at the conference is apportioned through zones. Each zone would have a set number of seats at the conference. This could result in a smaller conference. In this model, zonal boundaries would have to be determined by the WSC to prevent the proliferation of zones in the same way that we currently see the proliferation of regions.

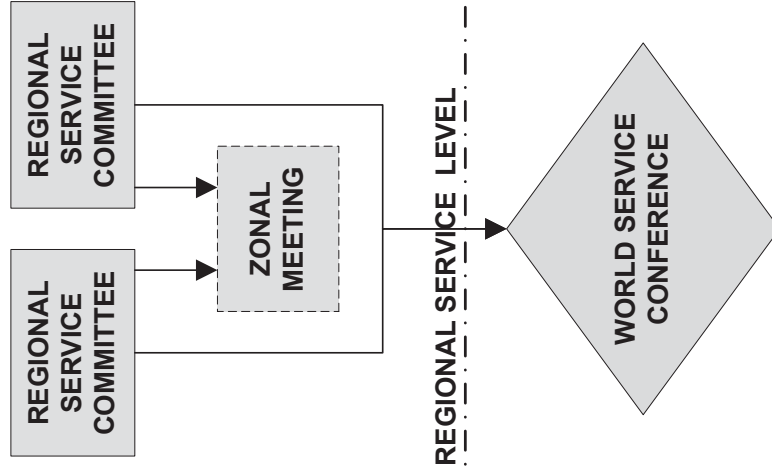
This option does not require the zone to duplicate any of the functions of the state/national/province service body. However, having to select delegates, collate the individual consciences of its members, and serve as

a communication link between world services and the state/nation/province will inevitably alter the nature of what the zonal meeting does, in most cases, dramatically. Another clear change on a conference-level will be that there will be no alternate delegates if a zonal representation system is adopted. How the seats are distributed among the members of the zone is yet to be determined.

One aspect of this option that has been discussed is that it may have unforeseen consequences. We would expect to see a decentralization of services by moving to zonal representation, and it's hard to anticipate all of the ways in which the structure as a whole might change since this would represent such a radical rethinking of the conference and zones.

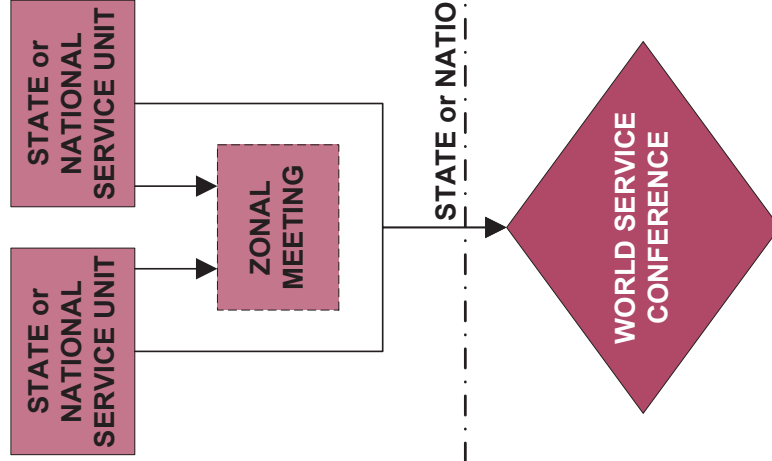
CHALLENGES	SOLUTIONS
Key challenges in our current structure	Key solutions provided by seating proposals
Growth of the WSC is not limited, creating resource and manageability problems.	An upper limit of seated communities is set by the number of existing state, national, and provincial bodies <u>or</u>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

EXISTING SERVICE STRUCTURE



In the current structure zones serve as forums for discussion of common issues, as workshop hosts, and may undertake fellowship development efforts such as coordinating translations and organizing trips to developing communities.

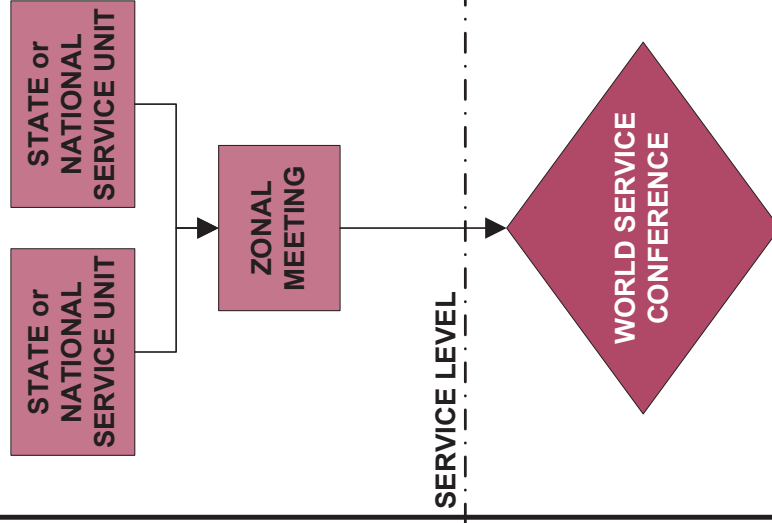
PROPOSED NEW STRUCTURE State/National Seating



In the state/national seating model the zone's role remains largely unchanged.

--- = Not a service delivery body

PROPOSED NEW STRUCTURE Zonal Seating



In the zonal seating model the zones become the bodies that send delegates to the WSC. This will require them to take on a more organized role as they fulfill tasks like selecting delegates, and determining the vote on CAR motions.

APPENDIX 1 FUNCTIONS OF THE GSU

The GSU may do some or all of the following:

- Welcome new groups and reach out to isolated groups
- Provide a discussion forum for group issues
- Pass on information to groups and individuals, including:
 - o News from other communities such as upcoming events, new meetings, decisions and plans made that involve the wider fellowship, etc.
 - o Availability of new recovery and service materials
- Pass on information from its constituent groups to other groups and service bodies, including up-to-date meeting information and potentially useful service experience
- Maintain an archive of solutions, service resources, and best practices to assist groups
- Provide basic services and participate in projects organized by the LSU
- Serve as a training ground
- Elect a delegate to the Local Service Unit

APPENDIX 2 FUNCTIONS OF THE LSU

The LSU may do some or all of the following:

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

APPENDIX 3

FUNCTIONS OF THE STATE/NATIONAL/PROVINCE SERVICE BODY

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

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



The Twelve Traditions of NA

First Tradition

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

Our First Tradition concerns unity and our common welfare. One of the most important things about our new way of life is being a part of a group of addicts seeking recovery. Our survival is directly related to the survival of the group and the Fellowship. To maintain unity within NA, it is imperative that the group remain stable, or the entire Fellowship perishes and the individual dies.

Second Tradition

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

Our direction in service comes from a God of our understanding, whether we serve as individuals, as a group, or as a service board or committee. Whenever we come together, we seek the presence and guidance of this loving Higher Power. This direction then guides us through all our actions. [...] When we choose a member to serve us in some capacity, we exercise mutual trust.

Third Tradition

The only requirement for membership is a desire to stop using.

The Third Tradition encourages freedom from judgment. It leads us on the path of service toward an attitude of helpfulness, acceptance, and unconditional love. [...] Addiction is a deadly disease. We know that addicts who don't find recovery can expect nothing better than jails, institutions, and death. Refusing admission to any addict, even one who comes merely out of curiosity may be a death sentence for that addict.

Fourth Tradition

Each group should be autonomous except in matters affecting other groups or NA as a whole.

Each group does have complete freedom, except when their actions affect other groups or NA as a whole. If we check to make sure that our actions are clearly within the bounds of our traditions; if we do not dictate to other groups, or force anything upon them; and if we consider the consequences of our action ahead of time, then all will be well.

Fifth Tradition

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

What is our message? The message is that an addict, any addict, can stop using drugs, lose the desire to use, and find a new way to live. Our message is hope and the promise of freedom. When all is said and done, our primary purpose can only be to carry the message to the addict who still suffers because that is all we have to give.

Sixth Tradition

An NA group ought never endorse, finance, or lend the NA name to any related facility or outside enterprise, lest problems of money, property, or prestige divert us from our primary purpose.

Within the limits established by Tradition Six, we have tremendous freedom to carry the message of recovery and help other addicts. We have clear boundaries set by our identity as Narcotics Anonymous. When we take care to observe those boundaries, our outside relationships enhance our ability to carry the message to the addict who still suffers rather than diverting us from our primary purpose.

Seventh Tradition

Every NA group ought to be fully self-supporting, declining outside contributions.

By encouraging our group to pay its own way, the Seventh Tradition gives our group the freedom to share its recovery as it sees fit, not obligated to outside contributors. Further, it gives our group the freedom that comes from inner strength, the strength that develops through applying spiritual principles.

Eighth Tradition

Narcotics Anonymous should remain forever nonprofessional, but our service centers may employ special workers.

In this tradition we say that we have no professionals. By this, we mean we have no staff psychiatrists, doctors, lawyers, or counselors. Our program works by one addict helping another. If we employ professionals in NA groups, we would destroy our unity. We are simply addicts of equal status freely helping one another.

Ninth Tradition

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

NA groups join together, combining their resources to create service boards and committees that will help them better fulfill their primary purpose. Those boards and committees are not called to govern NA; they are called, rather, to faithfully execute the trust given them by the groups they serve.

Tenth Tradition

Narcotics Anonymous has no opinion on outside issues; hence the NA name ought never be drawn into public controversy.

There are a great number of addiction-related issues that others might expect a worldwide society of recovering drug addicts to take positions on. [...] Our answer, according to Tradition Ten, is that our groups and our fellowship take no position, pro or con, on any issues except the NA program itself. [...] For our own survival, we have no opinion on outside issues.

Eleventh Tradition

Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, and films.

The existence of a public relations "policy" implies the importance of a public relations "program" in carrying out our fellowship's primary purpose. [...] As NA groups, service boards, and committees, we deliberately and energetically cultivate good public relations, not as an incidental result of our normal activity but as a way to better carry our message to addicts. [...] Public anonymity helps keep the focus of our public relations on the NA message, not the PI workers involved.

Twelfth Tradition

Anonymity is the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.

Anonymity is one of the basic elements of our recovery and it pervades our Traditions and our Fellowship. It protects us from our own defects of character and renders personalities and their differences powerless. Anonymity in action makes it impossible for personalities to come before principles.



Twelve Concepts for NA Service

First Concept

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

The primary responsibility of an NA group is to conduct its recovery meetings, carrying the message directly to the addict who still suffers. Groups join their strength in the service structure, ensuring that other services—H&I, PI, literature development, for example—are fulfilled effectively and without distracting the groups from their own primary purpose.

Second Concept

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

The groups have final responsibility for and authority over the service structure they have created. By fulfilling their responsibility to provide their service structure with the conscience and ideas, people, and money it needs, the groups also exercise their authority. Conversely, the service structure must always look to the groups for support and direction.

Third Concept

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

In day-to-day matters, the groups have given our service boards and committees the practical authority necessary to do the jobs assigned them. This is not a blank check issued to the service structure; the groups still bear final authority. To make Concept Three work, we must carefully select trusted servants.

Fourth Concept

Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants.

Leadership is very important to the welfare of our fellowship. The essay on this concept describes an array of leadership qualities to be considered when selecting trusted servants.

Fifth Concept

For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.

In defining a single point of decision for each service assignment, we eliminate confusion about who has authority to do what. We also clarify accountability for our services: whoever is given the authority for a particular task will be held accountable for the fulfillment of that task.

Sixth Concept

Group conscience is the spiritual means by which we invite a loving God to influence our decisions.

Group conscience is the means by which we bring the spiritual awakening of the Twelve Steps to bear in making service-related decisions. It is fundamental to our fellowship's decision-making process. It is not, however, merely a euphemism for "voting" and is not itself the NA decision-making process.

Seventh Concept

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

All members of a service body bear substantial responsibility for that body's decisions; therefore, all of them should be allowed to fully participate in its decision-making processes. NA service is a team effort. The full participation of each member of the team is of great value as we seek to express the collective conscience of the whole.

Eighth Concept

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

Regular communication is essential to the fulfillment of all these concepts, and to the integrity and effectiveness of our services themselves.

Ninth Concept

All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes.

To check judgment, to guard against hasty or misinformed decisions, and to invite the sharing of new ideas, our services must consider all viewpoints when making plans. This is essential to the development of a fair, wise, balanced group conscience.

Tenth Concept

Any member of a service body can petition that body for the redress of a personal grievance, without fear of reprisal.

The Tenth Concept encourages us to treat each other with respect in the service environment, and provides us with a means of making amends when we wrong others. The essay describes ways in which an individual who feels he or she has been wronged can go about seeking redress of his or her grievance.

Eleventh Concept

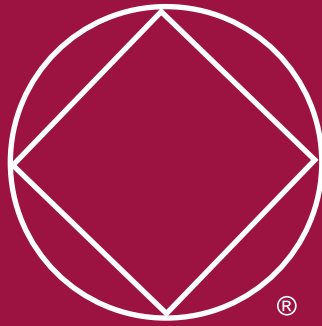
NA funds are to be used to further our primary purpose, and must be managed responsibly.

The Eleventh Concept establishes the sole absolute priority for the use of NA funds: to carry the message. The importance of that priority calls for total fiscal accountability. Direct contributions to each level of service help us focus on our primary purpose, and enhance accountability.

Twelfth Concept

In keeping with the spiritual nature of Narcotics Anonymous, our structure should always be one of service, never of government.

Within the context of the Twelve Concepts, as a body, this concept serves much the same function as Tradition Twelve in the context of the traditions. It brings our consideration of concepts for NA service back to the spiritual root of selfless service. "A structure based on that foundation could only be one of service, never of government."



AN INTRODUCTION TO THE SERVICE SYSTEM PROJECT

For years we have struggled with the same challenges throughout the service structure: apathy, disunity, communication problems, difficulties with our public image, and struggles to deliver basic services. The service system project was created, and unanimously adopted at the World Service Conference, to solve some of these ongoing problems.

We—world services together with interested members of the fellowship—are trying to design alternatives to our current service system—ways to more effectively serve the groups & better reach the addict who still suffers. So far, we have created *A Vision for NA Service*, which was adopted at WSC 2010. With that shared vision in mind, we are talking about possible structural changes to our service system. This is a conversation we need to have worldwide throughout Narcotics Anonymous.

Some things we are doing to help generate discussion:

- ❖ We will be holding five US workshops—information on the back of this flier or at www.na.org/servicesystem
- ❖ We have formed a discussion board open to all members for discussion of the project: www.na.org/servicesystem
- ❖ We have devoted a webpage to the project where we are posting all proposals, project updates, and workshop tools in one central location. On the service system page you will find:
 - ◆ A Vision for NA Service
 - ◆ Project updates and background
 - ◆ A link to the discussion board
 - ◆ The proposals for structural change
 - ◆ PowerPoints
 - ◆ Session profiles
 - ◆ Other workshop tools
- ❖ We have posted a form for input on the proposals. We welcome your thoughts at any time, but input specifically about these first draft proposals is due by 31 December 2010. Access the form at www.na.org/servicesystem.

To help us plan effectively and control costs, please act quickly to contact your hotel to reserve rooms. Mention NAWS Workshop.

WORKSHOP REGISTRATION:
www.na.org/servicesystem,
email elaine@na.org, or call 818.773.9999 x116

Service System Project info & materials:
www.na.org/servicesystem



For
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