

Conference Approval Track



WSC 2006

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It's All About CARRYING The Message

PROPOSED TRAVEL REIMBURSEMENT POLICY

CONFERENCE CYCLE 2006–2008

This package will attempt to answer most questions you may have concerning reimbursement and advances for expenses you may incur while fulfilling your world service commitment.

Enclosed you will find a copy of the "World Services Travel Guidelines." You should attempt to familiarize yourself with this document. The most commonly asked questions are addressed here.

Seven Basic Rules to Keep in Mind

1. All requests for funds must be submitted on a "Reimbursement Request." A copy is included.
2. All reimbursement requests must be submitted no later than ninety days after the last travel day of a trip or event. Submissions after ninety days will be automatically denied. Any advances not accounted for within this time period must be returned. Please note that any advances not accounted for will become accounts receivable and reported to the conference.
3. You will only be reimbursed for travel on the days you were scheduled to travel or attend an event. International travelers will frequently need an extra day on either end of an event. This is anticipated. All other extensions must receive prior approval on a case-by-case basis or they will not be reimbursed.
4. All requests must include a receipt for each reimbursable item, with the exception of meals.
5. Send all original documents (including receipts) to the WSO.
6. Travel expenses are typically reimbursable for portal-to-portal expenses.
7. The Internal Revenue Service does not allow for personal phone calls as a reimbursable expense.

MEALS

Maximum meal and tip allowance is \$50 US per day (including travel days). If you are traveling outside the US, you will be notified prior to departure of the approved Daily Meal and Tip Allowance for the particular country to which you are traveling. This is the maximum you will be advanced/reimbursed for meals and tips. It is not necessary to save or turn in your meal receipts.

TRAVEL

You must turn in receipts for all travel expenses; airfare, cab fare, shuttle service, mileage, or other ground transportation, parking, and tolls are reimbursable. If normal receipts are unavailable, a hand-written, signed receipt must be included. It is generally expected that the most economical means of transportation safely available will be used. Occasionally, travelers may wish to pool their resources and rent a car. This can frequently save money; however, in

most cases this must receive prior approval. Please note that when using your own car, you must include your odometer reading from the point of origin to the point of destination and the purpose of the trip on the reimbursement request. This reimbursement request will serve as the necessary receipt for mileage reimbursement. The reimbursable mileage rate for 2006-2008 is \$0.36 per mile.

For meetings held at the WSO-Chatsworth, ground transportation, including car rentals, do not require prior approval. The maximum allowable ground transportation from Los Angeles area airports is \$30.00 per person each way, including tips. Any ground transportation that exceeds this amount requires prior approval.

Travel Reservations Procedure

Air transportation will be reserved through the WSO or its agent whenever possible. Travelers making reservations through their own travel agents must fax or email a copy of their itinerary to the WSO at the time the ticket is booked. All travelers are required to make their travel arrangements at least twenty-one days prior to the scheduled travel. In cases when this is not possible, travelers must request special consideration for their travel by notifying the WSO prior to the twenty-one day deadline. The WSO will then ask for a decision from the designated member of the World Board. Their decision may be any of the following:

1. To approve the travel request
2. To ask the traveler to pay the difference between the ticket price and the twenty-one day advance purchase price
3. To offer an alternative mode of travel including but not limited to the use of other airlines, or air travel certificates
4. To reject the travel request

SAMPLE REIMBURSEMENT REQUEST

The following scenario is examined: Sam (could be Samantha) Service is funded to attend a workshop at a zonal forum meeting in Dallas for three days. Sam lives in Wisconsin. Sam purchases airline tickets (after checking with the WSO travel agent for a quoted rate) from a local travel agent. *Note:* In most cases, the WSO travel agent will be the least expensive. However, occasionally, a local agent may be able to save money. A local agent should only be utilized as a means to secure a lower fare, never as a convenience. Remember to always purchase your tickets a minimum of twenty-one days prior to departure in order to qualify for the lowest fare. Sam then drives to the airport (twenty-seven miles from home) and parks at the economy parking lot. Usually, the hotel room is booked by the WSO; however, that was not possible on this occasion. The shuttle to the hotel costs \$14.00, and Sam tips the driver \$2.00. Sam attends the event, imparting great wisdom to the local fellowship, returns by shuttle (\$16 with tip) to the airport and flies home. The parking bill is \$21. Sam saves all receipts. An advance of \$150 was requested and granted. The meal allowance is \$50/day. What is reimbursable, and how does Sam fill out a request?

Refer to the sample request attached.

- Airfare—yes, with receipt and itinerary faxed to the WSO.
- Drive to airport—yes; the beginning and ending odometer readings and the purpose of the trip must be provided. Compute mileage at \$0.36 per mile (27 X \$0.36 = \$9.72).

- Shuttle (with tip)—yes, with receipt.
- Meals—Maximum meal and tip allowance is \$50 per day (includes travel days); no receipts needed.
- Hotel—yes, with receipt. *Note:* Only room rate and tax is reimbursable; anything else charged to your room (meals, movies, phone calls, etc.) is your responsibility. Single accommodations may be planned to accommodate travelers from different time zones and/or individual personal habits like smoking, etc. This is arranged in the meeting planning and may not be done by the individual traveler. Any travelers with other special requests for single accommodations or plans to stay with a non world service traveler will be expected to pay for one half of the room. The WSO staff will let travelers know how to arrange payment.
- Parking—yes, with receipt.

Fill out the Reimbursement Request as shown and mail the signed original to the WSO. You may fax a copy to the WSO to help expedite your approval, but all originals *must* go to the office.

After approval, the balance of Sam's request (after deducting the \$150 advance) is mailed in the form of a check on the next weekly run. Because Sam filled out the request correctly and included the proper documentation (receipts), within a week (two at the most) Sam has been reimbursed for the above expenses.

ADVANCES

If you receive an advance, you **MUST** submit a reimbursement request, even if no money is due you. This is done to account for the funds. Include any unused funds (by check). No funds will be advanced or reimbursed to you until any previous advances that are outstanding for ninety days or more have been accounted for. Again, please note that any advances not accounted for will become an account receivable and will be reported to the conference.

A WORD TO THE WISE

If, after reading the World Service Travel Guidelines and this package, you are uncertain about some particular item and whether or not it is or would be reimbursable, please contact the WSO for clarification. A good rule of thumb to use is this: if something is not addressed clearly in the World Service Travel Guidelines, it most likely will require prior approval if you plan on requesting reimbursement. As with all policies, there are times when travelers may need to seek an exception. The World Board Executive Committee has the ability to consider these requests on a case-by-case basis.

We hope this has been helpful. Again, please submit your requests as soon as possible. It will help you be reimbursed more quickly and greatly aid in the administration of our travel budget.

Reimbursement for Non-Travel Trusted Servant Expenses

Most expenses incurred in order to fulfill your service commitment are reimbursable. All require receipts and must be submitted within ninety days of purchase (in the case of supplies) or date of bill (phone/fax).

2006–2008 Telephone & Fax Policy

The IRS does not allow personal phone calls as a reimbursable expense. Only telephone calls that are directly related to a specific business purpose are a reimbursable expense. Telephone and fax expenses incurred by world service trusted servants in the course of authorized or necessary world service business are reimbursable using the following procedure.

- ◆ Allocations are determined by project, activity, or assignment. These allocations will be for monthly expenditures unless otherwise authorized.
- ◆ Telephone credit cards may also be issued when authorized.
- ◆ All phone and fax expenses must be substantiated using a phone log sheet. Phone log sheets should include the purpose of the call, dates, approximate time, cost of call (including tax), and phone/fax number of the party being called. Total the cost of all calls and submit for reimbursement.
- ◆ Individuals' phone logs must be submitted to the WSO each month. (In cases where telephone billing does not occur on a monthly basis, the log and bill is to be sent to the WSO within thirty days of the date of the bill.)
- ◆ If you have been approved by world services to install a dedicated line for a fax machine, the installation and the monthly line charge are reimbursable (with receipts). These telephone lines are provided to ensure reliable communications with world services and should not be used for other purposes. Be careful not to include the charge for any enhanced plans (i.e., caller ID, call waiting, etc.), which are frequently included in the monthly line charge.
- ◆ Whenever possible, members of WS leadership should utilize the 1-800 number for all telephone calls to the WSO.

MISCELLANEOUS

Postage, copy/fax paper, fax cartridges, etc. are reimbursable. Submit under "other" on a "Reimbursement Request" and include receipt(s). These expenses must fall within the project, board, or committee budget allocation as stated above.

SAMPLE REIMBURSEMENT REQUEST

Name: Sam Service Date of Request: 05/10/2006
 Event/Purpose: Zonal Forum Workshop Dates of Event: 6/06–6/06/06
 Location: Dallas, Texas, USA

Maximum meal and tip allowance is \$50 per day

3 # of Days X \$50.00 \$150.00

Days	Travel	Lodging	Meal/Tip	Other	Notes	Daily Total
Thursday						
Friday	\$292.00 \$9.72* \$30.00**		\$30.00		Airfare *27 miles **Shuttle	\$361.72
Saturday			\$40.00			\$40.00
Sunday	\$9.72* \$30.00** \$21.00***	\$181.50	\$35.00		*27 miles **Shuttle ***Parking	\$277.22
Monday						
Tuesday						
Wednesday						
Totals	\$392.44	\$181.50	\$105.00			\$678.94
Advance						\$150.00
Balance						\$528.94
Make & Model of Vehicle	2002 Ford Taurus		License Number	123XXX		
Odometer reading at beginning of trip	62300		Odometer reading at end of trip	62354		

I hereby certify the above is true and correct.

Signed _____ Date _____

Approved _____ Date _____



WORLD SERVICES PARTICIPATION REQUEST FORM

This form should be completed and submitted when making a request for world services participation at an event. This information helps world services plan more effectively.

Name of Event:

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Type of Event: (i.e., zonal forum meeting, *Conference Agenda Report* workshop, multi-regional PI workshop, regional assembly, etc.)

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Dates/Time of Event:

--

Contact Person:**Name:****Phone:**

--

What Region or Regions will be in attendance?

Do you have letters of intention from the regions that plan to attend?☐ Yes ☐ No

If yes, please provide us with copies of the letters.

Estimated number of attendees: _____

In which portion of the event will world services be participating? If possible, give approximate date and time traveler(s) will be participating—including any specific issues you would like addressed. Please attach a tentative agenda for the entire event.

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Closest airport to the event: _____**Will the traveler(s) be picked up at the airport?** ☐ Yes ☐ No**If no, what is the distance from the airport to the event?** _____**Closest hotel to the event:** _____

(if event is not held in a hotel)

Driving time from downtown area of city to event: _____

Will the hosting region/forum/committee be making a contribution to the traveler(s) expenses (airfare, meals, lodging)? ☐ Yes ☐ No

If yes, please indicate the amount: \$_____ for

☐ Airfare☐ Meals☐ Lodging

If you are providing lodging, what is the name and phone number of the person on the committee responsible for making reservations?

Name:**Phone:**

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Public Relations and the NA Member – why public relations is important

The Narcotics Anonymous message is “that an addict, any addict, can stop using drugs, lose the desire to use and find a new way to live.” Our relations with the public enable us to share this message broadly so that those who might benefit from our program of recovery can find us. We perform public relations service to increase the awareness and credibility of the NA program. We share our message openly with the public at large, with prospective members, and with professionals. Maintaining an open, attractive attitude in these efforts helps us to create and improve relationships with those outside the fellowship. Establishing and maintaining a commitment to these relationships, can help us to further our primary purpose.

The spiritual principles of our steps, traditions, and concepts guide us in pursuing our public relations aims and our efforts to enhance NA’s public image and reputation. These principles apply to our community and service efforts as well as to the personal behavior and attitude of individual NA members.

Informing Professionals and the Public

The following statement can be used to inform members of the public about NA:

Narcotics Anonymous is a global, community-based organization with a multi-lingual and multicultural membership. NA was founded in 1953, and our membership growth was minimal during our initial twenty years as an organization. Since the publication of our Basic Text in 1983, the number of members and meetings has increased more dramatically. Today, NA members hold more than 35,000 meetings weekly in 116 countries. We offer recovery from the effects of addiction through working a twelve-step program, including regular attendance at group meetings. The group atmosphere provides help from peers and offers an ongoing support network for addicts who wish to pursue and maintain a drug free lifestyle.

Our name, Narcotics Anonymous, is not meant to imply a focus on any particular drug; NA’s approach makes no distinction between drugs including alcohol. Membership is free, and we have no affiliation with any organizations outside of NA including governments, religions, law enforcement groups, or medical and psychiatric associations. Through all of our service efforts and our cooperation with others seeking to help addicts, we strive to reach a day when every addict in the world has an opportunity to experience our message of recovery in his or her own language and culture.

Current Public Relations Statement of Purpose from GWSNA

Narcotics Anonymous is a worldwide organization based on a twelve-step approach to recovery whose primary purpose is to help any individual stop using drugs. Our message is “that an addict, any addict, can stop using drugs, lose the desire to use, and find a new way to live.” Through our group meetings, members learn how to live drug-free and recover from the effects of addiction in their lives. For the purpose of our public relations, NA services cooperate with the public by providing information about recovery from drug addiction. Furthermore, we seek to increase the awareness of NA's existence through presentations, media exposure, and telephone services. These cooperative efforts enhance our relationships with those outside our fellowship. As a result, we further our primary purpose. This statement of purpose will provide the base from which to develop the following objectives for a long-range public relations plan:

1. Help the still suffering addict find the NA program.
2. Help clarify the role of NA in the community.
3. Develop and communicate a positive image of the NA program to society at large.
4. Increase the awareness of individual NA members about their role in NA's public image.
5. Develop cooperative relationships with professionals.

NA AND PUBLIC RELATIONS

“The principle of service, critical to the application of our Eleventh Tradition, is not a passive principle. To be of maximum service to the still-suffering addict, we must energetically seek to carry our message throughout our cities, towns, and villages. ... We must take vigorous steps to make our program widely known. The better and broader our public relations, the better we will be able to serve.”

Tradition Eleven, *It Works: How and Why*

The concept of public relations is not new to the Fellowship of Narcotics Anonymous. The above passage, from the essay on the Eleventh Tradition in *It Works: How and Why*, reminds us that active efforts to form strong relationships with the public are essential to NA's growth. Strong relationships with the public make it possible for more addicts to have the opportunity to experience freedom from active addiction. Our vision is for NA to thrive in every community around the world.

Why does Narcotics Anonymous need relationships with the public?

As a fellowship, we have already made remarkable advancements in our relationships with the public. Area service committees around the world bring meetings into correctional facilities, provide information to various professionals, and interact with members of the public over NA phonelines and in planning NA events. And yet, there is still room for us to grow.

We can grow by taking on a more active role in our relationships with members of the public. We can expand our ideas about which professionals might be able to help us fulfill our primary purpose. We can take even greater responsibility for the ways our personal behavior affects the public's willingness to refer addicts to Narcotics Anonymous.

The *Public Relations Handbook* has been created to help us do an even better job at carrying NA's message. It has been created to help us increase the recognition of NA and enhance the credibility of our program of recovery so that addicts seeking help don't have to continue to suffer from active addiction. Our ability to form long-lasting relationships with the public can help to ensure that NA becomes and remains a respected, credible, and accessible recovery choice for addicts.

How can this handbook help members in their PR efforts?

This handbook is written for NA members with varying service experience and clean time, as well as those who may have no prior knowledge of public relations or service in NA. Most of our public relations opportunities happen at the area level and, as a result, this handbook is geared toward those serving in area service committees. Yet, the material here can be adapted for use at any level of service and for a variety of uses.

The handbook is organized into two sections:

Section One—Chapters One through Four
Section Two—Chapters Five through Thirteen

About Section One:

The first section contains conceptual information, such as a discussion of NA's principles in Chapter Two, planning techniques in Chapter Three, and PR training ideas in Chapter Four.

The remaining chapters contain practical information that applies to specific areas of service.

The handbook has been organized this way because practicing NA's spiritual principles and creating a more reliable and responsive service structure is the foundation of our public relations service. Chapters Two and Three are resources for members looking to better understand NA's principles, as they relate to service, and for new ways to plan and organize services. Remember, the material here is meant to be adapted and used in ways that make the most sense in the local area.

About Section Two:

Each chapter in the handbook's second section is organized into two segments: the first contains excerpts from some of the principles contained in Chapter Two that are relevant to the particular service area of that chapter. For example, the material from Chapter Two about anonymity in the press is excerpted in Chapter Five, "Media." Practical information about the specific area of service makes up the remainder of each chapter.

Find What You're Looking For

Look for the following characters to find the information you need:

- Members' experience
- ✓ Training tips
- Philosophical issues for discussion

In an effort to make the material here more useful, we have provided a list of resources at the end of each chapter. For example, Chapter Four includes a sample correspondence letter, a referral letter, frequently asked questions, and a presentation format. This resource material is contained as addenda for each chapter.

Although the handbook is organized in a way that allows members to use sections as needed, we encourage you to explore all the information contained within the various chapters. The scope of public relations is broad; because of that, we have provided a range of useful information.

Find What You're Looking For

Remember that there may be useful information in a chapter that might not contain the specific service focus you are looking for—for instance, the presentation techniques in Chapter Four may be valuable when planning a presentation for healthcare professionals.

What does 'public relations' mean for NA members?

For our purposes in Narcotics Anonymous, the term "public relations" refers to all of the relationships we create and maintain with the general public, professionals, potential members, and each other in our groups and service communities. We have been establishing relationships with the public all along, whether we have made a choice to be aware of and participate in those relationships or not. It is time to look more closely at how we relate to the rest of society as well as to fellow members. It is time to gather our collective experience, and improve our service efforts so NA can continue to become a more reliable and recognizable program of recovery.

“Public relations” implies an ongoing relationship. We have many opportunities to build and sustain ongoing relationships with the public. We can follow up after a presentation, ask for feedback from an institution, and check in with the facilities where our meetings are held. Our ability to respond and participate in relationships with the public can only help to strengthen the public’s trust in our ability to help addicts.

It’s easy to miss the positive influence our relationships can have on addicts finding NA. An area service committee may begin its PR effort with a presentation to nurses, doctors, and administrators at a local hospital. As a result of this initial contact, members may be asked to start meetings for clients within a unit in the hospital. And because of that, a nurse in the emergency room may think to give an NA helpline phone number to an overdose patient, and a doctor may feel confident about referring a patient seeking help to NA. The actions we take in forming relationships with the public can have a profound effect on whether or not addicts find NA.

Many of us have experienced our most powerful PR opportunity when we least expected it. Maybe it was the time a property manager watched us thoroughly clean a facility following an NA event. In that instance, we may have left an impression that NA members are considerate and responsible. In other situations, we may make a more negative impact. Leaving a meeting facility in a loud and disrespectful manner, or fighting at NA events, can harm NA’s reputation. We have choices about the impression we leave on those around us. Our actions tend to serve as our strongest public relations message.

We can also think about public relations in terms of how we interact with each other. Do our service committees provide training and orientation for new trusted servants? Do we thank each other for doing a good job in a service position? Do we value and use the knowledge of more experienced members? The positive relationships we build with each other can only help our interactions with the public—which helps us better fulfill our primary purpose.

Many of us may be performing public relations without having been elected to a trusted servant position, without any prior service experience or any focused public relations efforts in our local area. These “public relations” are the relationships we build with the public through the individual impressions we leave. It is easy to overlook the impact of these brief personal encounters. The information in this handbook is meant to help us see the ways in which our relationships with the public are a part of everything we do.

Public relations goals

One goal spelled out in the Narcotics Anonymous World Services’ Vision Statement is to “work together in a spirit of unity and cooperation to carry our message of recovery.” Local NA communities can have a powerful impact on the larger communities around them. It is through the unity of members in their service efforts, and a cooperative attitude toward the public, that helps the NA message of recovery grow.

The following points are goals that we can strive to fulfill in making NA a visible and attractive choice for addicts:

- ❖ We clarify what services NA can and cannot provide to the community.
- ❖ We make NA members more aware of their role in NA’s public image.
- ❖ We aim for the public to recognize NA as a positive and reliable organization.
- ❖ We develop valuable relationships with professionals and the general public.

The first point in the NA World Services vision statement instills us with the hope “that one day, every addict in the world will have the chance to experience our message in his or her

own language and culture and find the opportunity for a new way of life.” Many of us are aware of the struggles and challenges our founding members faced as each one of them sought to carry the message of recovery to suffering addicts. In the 1950s, the “worldwide fellowship” of Narcotics Anonymous was in its infancy; “the world” for those early members consisted of a few states in the United States of America. This is no longer true. Our growth exploded during the 1980s and 1990s, and we continue to grow. As a result, our public relations efforts can be more effective if we acknowledge the various geographic, social, religious, ethnic, political, and economic factors that affect an addict’s ability to find NA’s message. The disease of addiction does not afflict any one particular group of people—its deadly grip knows no boundaries. And our message—the message we are all entrusted to carry—also knows no limits.

In conclusion

We know that, even with our commitment to addressing service needs in this handbook, something will be missing. Ultimately it is you, the individual member, who will breathe life into NA’s public relations efforts. Your own experiences are the best examples of NA’s effectiveness, making you the most valuable PR resource our fellowship has. The efforts undertaken by each member are absolutely essential to the success of our worldwide fellowship.

We can learn from those who approach challenges in unique and surprising ways. Don’t be afraid to share your ideas and experiences with one another. After all, “one addict helping another” is what our recovery program is founded on—and our service efforts can use that same principle.

CORE PUBLIC RELATIONS PRINCIPLES

Many of us understand the importance of NA's principles, but how do we go about applying those principles as we carry NA's message of recovery in a public setting? This chapter highlights NA's core principles and explores how to practically apply them in our public relations efforts. By understanding these principles, we are empowered to create services that are more reliable, responsive, and communicative.

The principles outlined in this chapter are contained in NA's steps, traditions, and concepts. Of course, all of the steps, traditions, and concepts have some bearing on our relationships with the public. We have simply highlighted the principles that seem particularly relevant to public relations service. The foundational principle of all our service efforts is the group's primary purpose described by our Fifth Tradition. As the Fifth Tradition essay in *It Works: How and Why* states, "carrying the NA message is so important to the survival of NA that it is called our primary purpose." We work to fulfill our primary purpose within NA's principles.

The spiritual foundation

This chapter illustrates the NA principles that apply to our relationships within the fellowship and with the public. When we truly understand NA principles, we are better able to act in a mature way when we are presented with unexpected challenges.

Our service efforts often provide us with opportunities to apply principles to what might appear to be insurmountable obstacles. We can approach these challenges with an open mind in order to discover possible resolutions. For example, we may find ourselves in a situation where two different subcommittees are interacting with the same correctional facility. Each subcommittee may be in contact with different people at the facility. What is needed in a situation like this one is good communication between subcommittees. Our public relations are strengthened when we can practice principles, work together, and keep each other informed.

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

As members of NA, we have a primary purpose to support. NA groups have delegated the responsibility of supporting this primary purpose to our service committees. For those of us performing public relations services, this means we approach our service with an attitude of humility: We are simply recovering addicts trying to carry a message of recovery—one that someone else freely shared with us—to other suffering addicts. Our job is to let others know that Narcotics Anonymous is a simple, spiritual, twelve-step recovery program that can help any addict find freedom from drug addiction. We confidently acknowledge what services we can and cannot provide. We approach public relations with the knowledge of what NA is to the community and what NA's relationship is with that community. The principles of humility and service can help us carry NA's message in a way that acknowledges NA's role in the community.

Anonymity

When a friend tells us about the struggles another person is having with addiction, we may want to let that friend know about Narcotics Anonymous and what it has done for us. When a coworker has a drug problem, we may want to share our experience with that person. None of us will want to indiscriminately trumpet the gory details of our addiction to everyone in town, nor will we want to disclose our NA membership to everyone we meet. When we think it may be helpful, however, it may be appropriate to share a bit of our story and the recovery we've found in Narcotics Anonymous.

It Works: How and Why

We do not break our anonymity when we share with someone, directly and openly, about our personal experiences with addiction and freedom in recovery. Many members share their recovery experiences with their former treatment counselors or probation officers. This could be considered public relations, as treatment counselors and probation officers are more likely to refer new clients to NA when they see that the NA program of recovery is working in the lives of these members. This approach creates opportunities for addicts to learn about NA, and it generates an attitude of goodwill toward our program.

In NA, the principle of anonymity encourages what our literature describes as “selfless generosity.” The principle of anonymity guides us to behave in ways that put the group’s welfare ahead of our own: the “we” becomes more important than the “I.” When we accept our individual strengths and weaknesses, we are practicing humility—and humility is anonymity in action. We practice humility when we understand that the group is the strongest vehicle for carrying NA’s message. We are all equal when we sit together in an NA meeting; anonymity asks us to carry that equality and selflessness into our relationships with the public.

In joining anonymously in a fellowship with other recovering addicts, placing the welfare of the group ahead of our own, our own spiritual growth is enhanced beyond measure, not diminished.

It Works: How and Why

The principle of anonymity encourages equality and a focus on the greater good of NA, rather than our own personal interest. In NA, we don’t care who you are; we care about the therapeutic value of one addict helping another.

Many members view anonymity simply as not stating our last names. This would only be an issue of concern in a media setting. It is each member’s choice whether or not to disclose a last name or personal information.

Anonymity supports our ultimate goal of focusing on our primary purpose instead of our individual concerns. The principles contained within our traditions encourage us to humbly join together in hope of forwarding the ideals of our fellowship.

Anonymity and confidentiality

We sometimes confuse anonymity with confidentiality—but they are not the same. It’s helpful to remember that when we are sharing in an NA meeting, we are sharing in public place. There is a good chance that members will identify with what is shared. Generally,

there is no reporting of what has been shared in a meeting, even when a member shares about a criminal act. There is, however, no guarantee that what is shared in an NA meeting will stay in that meeting, despite an NA group's best intent.

Another part of confidentiality has to do with sponsorship. Unlike therapists, psychologists, and counselors, sponsors generally don't keep written records of what their sponsees share with them. Usually, a sponsor keeps what is shared confidential—but this is not guaranteed. Sponsors are recovering addicts, not paid professionals. Understanding this distinction can help members be more realistic about anonymity and confidentiality in NA.

Anonymity on the Internet

The Internet can often give the illusion that it is not a public sphere. As a result, the role of personal anonymity on the World Wide Web can be a confusing one. Many members, in enthusiastic efforts to carry NA's message of recovery, have set up personal websites or weblogs. One way a personal site could respect the principle on anonymity would be to state that the site does not represent NA; it speaks only for the individual. Personal sites can also provide links to a local registered web site or to NA.org. Personal web sites can further protect members' anonymity by using words like "recovery" instead of specifically stating that they are members of Narcotics Anonymous. Using "recovery" instead of "Narcotics Anonymous" will help the site avoid being recognized by a search engine if someone is looking for an NA meeting or information about Narcotics Anonymous. It can also help members maintain their anonymity in this public media.

Anonymity with non-addicts

Tradition Eleven emphasizes that no one personality is more important than another. When our Eleventh Tradition tells us that "we need always maintain personal anonymity," it does not say that we need to do so under all circumstances. Tradition Eleven says that "we need always maintain personal anonymity *at the level of press, radio and films.*" This public is carefully outlined within our eleventh tradition as the press (print and electronic media), radio, and films.

If we are asked to participate in a radio talk show about recovery in NA, for instance, we are strongly encouraged to seek support from experienced NA members in our service community, discuss, plan, and rehearse our presentation with committee members, and represent Narcotics Anonymous with another NA member.

Anonymity is not in conflict with making the NA message more available and understood in our communities. Speaking about NA to a correctional facility to provide H&I information, or presenting the program of NA to a secondary school to inform an audience about recovery, are positive efforts of our service committees—actions that demonstrate NA's message of recovery. These examples do not involve the public media, where maintaining personal anonymity is always encouraged.

There may be times when non-addicts can help us protect our anonymity as recovering addicts in the public media. Those outside of NA often have the ability to enter media venues in a manner that can help further our primary purpose. For example, a judge may talk about their positive experience with NA, describing how hundreds of addicts have changed their lives because they started to attend NA meetings, and speaking about the effectiveness of our program of recovery. We are not asking non-addicts to carry NA's message, we are asking them to speak *about* our message of recovery. The role of non-members is to simply carry information about NA.

A non-addict professional helps members to retain their personal anonymity with the press and protects any individual NA member from being considered a spokesperson for Narcotics Anonymous. We don't risk our program's credibility as much, since a non-addict is completely separate from our membership. Members can also maintain the focus of carrying NA's message instead of becoming overwhelmed with representing NA in the media. Non-addict professionals, like judges, are often inclined to discuss their experiences with our program. It is our responsibility to make sure that these members of the public are well-informed and that they have had a positive experience with NA.

If an area service committee has decided to use a non-addict in a public media event, the area needs to responsibly address any possible challenges. One important concern is that an outside non-member could possibly become associated as "the face of NA." One way a local service body can ensure that they have been responsible in this type of situation is to make certain that they have clearly defined the non-member's role and relationship to NA. Being responsible helps these relationships to be successful.

Each public event and opportunity is unique. The local service body is usually best equipped to make informed decisions about the appropriate use of non-addicts. Evaluating the nature of the event and the relationship with the non-addicts involved can help an area decide if including a non-addict is appropriate for each situation.

The traditions describe a fellowship that takes collective guidance from spiritual principles rather than individual personalities. That kind of selflessness is what the Twelfth Tradition means by the word "anonymity."

It Works: How and Why

Anonymity and equality

Anonymity gives every addict who attends NA meetings an equal chance at finding recovery. When members live by principles, it doesn't matter how addicts look, where addicts came from, how educated or uneducated they may be, or how much money they have or don't have. If an attractive newcomer begins attending a meeting and the members in the group give that newcomer more attention, then the group members would be treating this newcomer differently. Would these members have behaved the same had the newcomer not been so attractive? Is this attractive newcomer receiving a certain type of attention that might prevent them from hearing the NA message? We try to treat all members equally, so everyone has a chance at finding the freedom our program offers.

In the final analysis, our personal differences make no difference; we are all equal. It's true that we all come to Narcotics Anonymous with our own personal histories, using patterns, backgrounds, talents, and shortcomings. But for the purpose of our own recovery, our occupational identity has no bearing on our ability to care for one another in NA. A college degree, a trust fund, illiteracy, poverty—these circumstances that so powerfully affect so many other areas of our lives will neither help nor hinder our chances at recovery. Likewise, they will not aid or impede our efforts to carry the message, one addict to another.

It Works: How and Why

Our Third Tradition: "The only requirement for membership is the desire to stop using".

Narcotics Anonymous is open to anyone seeking freedom from active addiction and our public relations efforts need to support that inclusiveness. Our service efforts need to

ensure that everyone is welcome in NA—from the householder to the convict. As our *Basic Text* says, our service efforts should strive to reach all addicts “regardless of age, race, sexual identity, creed, religion or lack of religion.”

Our Third Tradition also addresses the fact that no one can judge the desire of another addict. Desire is personal; eliminating the need for any standards on a member’s desire to stop using.

Narcotics Anonymous offers recovery to addicts around the world. We focus on the disease of addiction rather than any particular drug. Our message is broad enough to attract addicts from any social class or nationality. When new members come to meetings, our sole interest is in their desire for freedom from active addiction and how we can be of help.

It Works: How and Why

Unity: ‘Together We Can’

NA is more attractive when we are able to demonstrate our unity. Our unity shows when we use our diversity as a strength in our meetings and our services. When a group of addicts from different backgrounds and with varying beliefs serves together, they highlight our unity in a way that is extraordinarily attractive. When thinking about our unity in terms of attracting a variety of using addicts, we can ask ourselves the following questions:

- How do we demonstrate an atmosphere of recovery in our meetings?
- Are we open and welcoming to all those who attend our meetings?
- In our service committees, are we receptive to members in the fellowship and attractive to the public?

We are the ones who bring to life Narcotics Anonymous’ simple message of recovery from addiction—a message that ensures freedom for any addict, from any background or age group, to experience recovery from active addiction.

In our efforts to fulfill the all-encompassing goal of remaining open to and inclusive of all addicts, members may want to take time to identify groups who reside in their local community that are missing from NA meetings. Addiction crosses all cultural boundaries; the absence at our meetings of individuals from a certain cultural group doesn’t mean that no one from that culture suffers from addiction or needs what we have to offer. Asking questions like, *Who in our community is missing from our meetings?* and *Who in our community does NA need to reach?* will help to focus service efforts where they are needed the most. Having group discussions about the area’s goals will help to focus PR efforts.

One approach for attracting potential members to NA is to create service projects specifically designed to reach those potential members. If members live in a community where the largest population is made up of retired citizens or those confined to convalescent homes, members of the area might consider creating a presentation that would show two important realities about NA: that there are older people clean and recovering in NA, and that those members participate in a fellowship with a diverse membership. This could be accomplished by asking some older members in the local area to participate in a presentation with a diverse group of NA members. These steps can illustrate both the diversity and the unity of our fellowship. Our public relations efforts are likely to be more valuable and effective when we take some time to plan the best ways to approach potential members.

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

Unity is the spirit that joins thousands of members around the world in a spiritual fellowship that has the power to change lives.

It Works: How and Why

Our collective service efforts help other addicts find recovery. NA has been growing since the 1950s because of members working together to further NA's primary purpose. Many of us are familiar with the group's power to carry the message of recovery to addicts coming to our meetings, and we use groups of members in service in the same way. We can see our First Tradition at work when members put their individual wants and needs aside for NA's common good. Working together to make NA more visible and viable in our local communities not only helps addicts find our program, it is also a powerful way of practicing the unity described in the First Tradition.

Attraction ...

The attractiveness of the behaviors and attitudes of individual NA members and the collective appearance of our fellowship is essential in making our public relations efforts more valuable. Attraction means that we function (as members and as groups) in ways that naturally draw others to us. When members act in a way that is attractive, newcomers and potential members are more likely to get a positive impression of NA.

We can also think about attraction as it relates to those who help addicts find NA (who may not be addicts themselves). Our individual attitudes have an effect on our collective appearance. How do we help professionals become aware of what NA has to offer? We cannot expect non-addicts to fully understand addiction in the same way we, as addicts, do. What we can do is illustrate the power of recovery within the NA program to those who are not members.

What is likely to be attractive to the public and to professionals who interact with addicts is reliable communication, responsibility, commitment, and behavior that reflects recovery. We can demonstrate the reliability of NA by showing up and fulfilling the obligations we make, whether it is to return a telephone call for information about NA or supplying meeting directories at a public library. We can learn to draw on the experiences of NA members to fulfill the commitments we make to professionals. In the event that something prevents us from our keeping an appointment, we can ask a fellow member to fulfill our commitment for us and notify the person with whom we have the commitment to let them know someone else will be coming in our place. We can also maintain good communication within our committee by staying in contact with the committee chairperson. We need other NA members to be truly successful in building and maintaining relationships with the public. Cooperation and collaboration in our areas and committees can help us provide an attractive message of recovery to the public.

... Rather than promotion

When thinking about the difference between promotion and attraction, it may be helpful to think about the difference between informing the public about NA and insisting that NA is better than any other recovery program. The essay on the Eleventh Tradition in *It Works: How & Why* describes promotion as "fanfare, overblown claims, [and] celebrity

endorsements.” Informing the public that we are a credible program of recovery is a principled action, whereas comparing NA to other programs or approaches, offering recovery incentives, or making claims about our effectiveness can all be considered promotion. The only promise we make is the opportunity for addicts to experience freedom from active addiction; guaranteeing any other outcome is promotion.

Promoting Narcotics Anonymous doesn’t need to be an option for us because the program speaks for itself when we humbly and honestly share how NA is working in our lives. Consistently providing services to the community and to professionals, letting the public know about NA and what the NA program has to offer is a way for our service efforts to make our program more attractive to the public and to potential members.

As outlined in the essay on Tradition Eight in *It Works: How and Why*, we perform our service work energetically, and we seek to carry the message of recovery throughout our cities, towns, and villages. We take vigorous steps to attract still-suffering addicts to our program. We have faith in the effectiveness of our fellowship. We know that NA works because we have experienced it working in our own lives. We know that any addict seeking recovery in NA can find the same freedom we have found.

Self-support

Our first experience with the Seventh Tradition may be when the basket is passed at the meetings we attend. Our contribution in a meeting may have been the first time we experienced feelings of responsibility and a growing sense of belonging to something bigger than ourselves. Yet, a broader definition of NA’s principle of being fully self-supporting means that our organization is sustained by our own energy through member donations and service efforts. We don’t solicit for financial contributions from the public. When we practice the Seventh Tradition, the spirit of self-support encourages responsible actions, anonymity, and integrity in our relationships with the public.

Self-support and public service announcements

We are a not-for-profit organization; therefore, we are often offered charitable rates on things like group meeting-space rentals or public service advertisements, such as radio spots or public transit placements. We may fear that when we aren’t charged for a thirty-second spot on a radio program or for an informational NA poster in a train station, we are not being self-supporting. Public service announcements are often available to charitable organizations. In these situations, the media is providing the public with a service through these announcements. Public service announcements do not compromise or jeopardize our principle of self-support. These are opportunities that the public creates for community service organizations. What we offer the still-suffering addict in NA has a benefit to society. Accepting charitable rates and discounts that are offered to other similar community service organizations is in keeping with the principle of self-support.

In fact, this example of public service announcements can be an opportunity for us to build a cooperative relationship with members of the public in our community. This offering of services to charitable organizations is a way that public organizations and businesses enter into cooperative relationships within the community. By combining our efforts with these organizations and taking a team approach, we demonstrate our ability to cooperate. We are not attaching ourselves or affiliating ourselves with these organizations. Rather, we can enter these relationships based on the spirit of cooperation.

Self-support and non-addicts

Just as we are permitted to accept free public service announcements and discounted rates for meeting space, we may accept help from non-addicts. This volunteering of services by non-addicts may be considered a typical part of their community service. For example, a healthcare professional may offer to volunteer time to NA by sitting on an inventory session to discuss challenges both parties are facing in finding ways for addicts to easily reach NA. In this example, there is a distinction between services that are normally billable (such as a non-addict accountant offering to manage a local committee's bank records) and a relationship that benefits both NA and the outside party. When both parties are benefiting from the cooperative interaction, and are closer to reaching their mutual goals, then both parties involved equally support the relationship. NA is not being given any special treatment by accepting this volunteer service from a non-member. Instead, NA is merely one of many not-for-profit organizations that can obtain a volunteer's time. When considering using a non-addict volunteer, local NA communities can ask themselves the following questions: Will accepting this service give the person or organization undue influence over NA? Will accepting this service make us reliant on this person or organization? Undue influence can also be avoided by asking if the service being offered benefits both NA and the outside party.

In understanding the principle underlying the Seventh Tradition, practical simplicity walks hand-in-hand with our faith in a Higher Power. So long as we take direction from that Power, our needs our met. Likewise, the decision to decline outside contributions, meeting the group's need from the group's own resources, is based firmly in faith.

It Works: How and Why

Self-support and cooperation

Our experience has shown that as the public gains more knowledge about NA, they become more inclined to offer their support. Often this support is expressed through referring clients, family or friends to the NA program. They refer people to us because they support our organization's mission. This type of rapport builds relationships with the public founded on trust and goodwill.

Often, we will find that the question we need to ask ourselves is if we are doing all we can do in the relationships we have formed with those outside of NA. It would be good if professional and community organizations that want to help addicts get clean feel that NA is available, willing, accessible, and helpful. Self-support means more than just carrying our own financial weight—it means that we fulfill our responsibility to provide information about our program and engage in meaningful relationships with others who have similar goals.

Another way that those outside of NA may lend their support is through helping us reach suffering addicts. Sometimes professionals help carry information about NA's message of recovery because they know that the NA program of recovery is credible. There are people outside of NA who help start recovery meetings in homeless shelters; there are professionals who help make recovery literature available to incarcerated addicts. Those outside of NA who share with others what they have seen working in the lives of addicts are a testimony to the power of recovery that our program offers. There are many ways to ensure that the NA message continues to reach addicts, and sometimes advocates outside of NA help further our primary purpose.

There are limits to the amount and kinds of support we can accept from the public. There have been times when family or friends of NA members have been so overwhelmed with gratitude for the recovery of their loved one that they have offered financial support to NA. We understand this, and we appreciate their good intentions. But we don't accept financial contributions from non-members, even from the grateful members of an addict's family. We put ourselves at risk of compromising the autonomy of NA and the spirit of the Seventh Tradition when we accept monetary contributions.

There are, however, many other ways in which non-addicts can help us fulfill our primary purpose. We can encourage them to buy NA literature and donate it to detoxification centers, treatment centers, or correctional institutions. We can encourage them to volunteer at community agencies that serve addicts. And we can encourage them to help addicts they know by purchasing NA literature for them. These are all ways in which we can encourage our supporters to act on their compassion without compromising the spirit of our Seventh Tradition.

Cooperation, not affiliation

Cooperating means that we work together; it means that we associate with one another in actions that benefit all those involved. When we cooperate, we willingly help someone who requests our assistance. In NA, this may mean supporting a struggling committee from another area when they ask for help with our ideas and our time. We are here to support one another. When we work with each other and with our communities, we are able to take positive steps that help make our message more available.

How can we work with the public and other organizations without merging or affiliating with them? One of the ways in which we practice cooperation is by remembering that NA members are responsible for observing the principles of our traditions. Facilities and other organizations do not have this responsibility. We can practice this responsibility by following our own principles, relying on our service committees, and studying NA's traditions and concepts.

We are more likely to form productive and cooperative relationships when we simply and honestly review what services we can and cannot offer to others. For example, if we are forming a relationship with a treatment or correctional facility, we ask about their expectations of NA. Maybe they have requested weekly meetings and, after an honest assessment, we decide that we cannot meet their request. Instead, we can offer a meeting on a monthly basis. In this manner, we create a relationship that we can responsibly sustain over time. We practice cooperation by being honest about what we are able to provide, and we still find a way to respond to requests. As a result, public organizations learn to trust our members and rely on our program as a credible community resource.

Another aspect of cooperation is when organizations outside of NA want to research the effectiveness of our program. NA members may decide to cooperate in outside research projects. If this is the case, there are some points to consider. First is that healthcare professionals rely on independent, objective data about effective treatment outcomes to make decisions about their patients' recovery options. When information about NA is missing from the data bases relied upon by professionals, it is a stumbling block for referrals. Research has the potential to open doors for addicts, but NA has no control over what kind of data is collected or how it is used. We have much to learn about cooperating with outside research, and we don't have much experience to draw on. We can remain open to gaining more experience and to learning how to cooperate with those who conduct research.

On a rare occasion, an area or region could decide to conduct its own internal research of the NA program in its locale. Although members are free to participate in research, this is something an area can discuss. A service body can decide to provide a forum for members to discuss this issue if they are feeling uncertain about research that is occurring in their community. Members are more likely to stay informed and aware about research of NA if local NA communities provide the opportunity for open discussion.

Tradition Six: *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.*

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

A big part of our credibility comes from the fact that we maintain our single focus of recovery from addiction. We can be seen as credible, and we can be present in an organization's decision making, but the only way we can be drawn into public controversy is if we offer an opinion on an issue outside the scope of our own program. If a facility wants us to endorse or lend our name to its program, or an organization requests our support on a piece of legislation, we refrain. If we become involved in an outside organization's decision-making process, such as sitting on a board for a non-profit agency as a representative of NA, we offer no opinion on the organization's business practices. We do not take sides on an outside issue, and we do not put NA at risk or compromise the clarity of our message. If we took one side or another on a legal issue or a medical practice, we would undermine our credibility and our primary purpose. We work to avoid being identified as taking any side or giving an opinion in a controversy. We stay focused only on how we can help those suffering from addiction. This focus allows us to build relationships where our role is clear and free of controversy.

Our experience has shown that we have many non-addict friends who can advocate for NA. If a professional wants to support NA by sharing about the effectiveness of our program, they are free to do that. What we can do is try to ensure that the non-member's enthusiasm for our program doesn't misrepresent the addict-to-addict nature of our program. NA is not a program where professionals treat addicts, although professionals often want to advocate for NA's viability because they have seen recovery working for their clients or loved ones. The role of the local service body in a situation like this is crucial. The NA community can provide training and establish accountability with the non-member supporter; this way the non-member supporter can become an asset to NA in fulfilling its primary purpose.

One of our public relations goals is to build long-lasting relationships that further our primary purpose through the pursuit of those mutual goals we may share with other organizations. Compromising any of our traditions in an effort to build these relationships is never beneficial to individual members or NA as a whole. We maintain a consistent focus on our primary purpose with the public. By creating positive relationships with those outside of NA and with our own members, we foster unity and harmony with each other and the community around us. We put the common welfare of NA first, and we remember that we are only autonomous as long as our actions do not affect NA as a whole.

Personal responsibility as a member

Our personal interactions with the public have the potential to affect the way members of the public view NA as a whole. As recovering addicts, we interact with the public in our daily lives. And we are often faced with public relations opportunities when we least expect it. We may have decided to share our recovery with our doctor. Although we hadn't expected an NA service opportunity, it may dawn on us that the PI committee could target other local doctors in our community. We could bring this information to our local service committee and discuss how to proceed with this contact. A situation like this demonstrates how members can take responsibility to follow up with the local service committee on an unexpected public relations opportunity.

The accountability of our service committees

Our entire service structure is based on the spiritual principle of accountability. We go to the appropriate service body to seek direction for our public relations efforts. Service bodies, which were created by groups to provide services on their behalf, maintain accountability through their collective conscience and communication with NA groups. There should be no such thing as an unaccountable service body.

We can further foster accountability by working with others in service. We can perform these services in a way that gives a Higher Power an opportunity to work through our group conscience. Local committees can work together, through the process of a group conscience, to create opportunities for a Higher Power to influence services. By working with the area committee, we are less likely to let our personal agendas be the driving force of our service efforts.

There are responsibilities that accompany the principle of accountability. These responsibilities apply to all parties engaged in an accountable relationship. A committee has responsibilities to fulfill to the area service committee, and the area committee has a responsibility to its committee. For instance, if a convention committee is accountable to a regional service committee that means that the regional committee has agreed to take on certain responsibilities for that committee. If the committee encounters challenges such as financial crises or problems with NA's public image during an event, the service body needs to take constructive steps to help the convention committee. It is helpful for service bodies like areas or regions to understand and accept this responsibility before creating subcommittees. This understanding can encourage regions and areas to be proactive in their role with committees that are accountable to them. Requesting financial budgets and asking questions of committees encourages accountability and can help avoid larger problems in the future. Remaining within budget guidelines and maintaining accurate financial records may save an NA community the embarrassment of having to contact an accountant, a lawyer, or even the police. Accountability may also save us from having to cancel other services because we have overspent our budget.

Delegation is another aspect of providing accountable and responsible services. Just as groups have delegated responsibilities to service committees, those service committees can delegate appropriate responsibilities to members. When we delegate responsibility, we expect members or committees to be accountable and keep the larger service committee abreast of their activities. At the same time, the larger service body practices trust by not micromanaging or trying to control the responsibilities they have delegated to another body or another member. It may be in the best interest of a public relationship to have the point person who is in contact with the public remain in that position even after their term is up.

This could be beneficial both to NA and to the public organization. The area will be best suited to make this decision based on their needs.

Sometimes we fear that delegation will mean a loss of control over our services. Together, Concepts One, Two, and Three have been designed to help us maintain responsibility for our service structure without tying our trusted servants' hands.

Twelve Concepts for NA Service

'Forever nonprofessional'

During a public presentation, we remember that we are simply trusted servants helping to carry the message of recovery. What does remaining nonprofessional mean in NA's public relations efforts? In NA it is defined as the equality we share. As members, we have an equal place within the fellowship and are equally valued in our efforts to carry the NA message. The principle of remaining nonprofessional also supports the groups' integrity—we are working in service of the group.

Most members may be able to provide information about NA to the public. However, we can also utilize the special skills and talents of certain members. Some of the members in our service community may have public-speaking skills or experience that better fits a particular audience. For example, a member who is also a doctor might better understand the philosophies and vocabulary of the medical community. Forming a panel of members with particular skills and talents, along with other members from various backgrounds, illustrates the range of membership in NA. Using a member's skills in our service efforts adds to how effectively we can communicate information about NA to the public.

Communication

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

Communication is a two-way street. We strive to be effective, honest, open, consistent, and straightforward in our communications. We keep channels of communication open with those we are trying to reach in the public sphere. Communication is not just feedback. It is listening, accepting constructive criticism, and asking questions. Communication is verbal and non-verbal, written and oral, and it affects all of our public relationships. Good communication means listening to a member of the public after we have had an initial interaction. It is the quality of our correspondences and our awareness of various cultural environments.

Above all, our communications are strengthened when we demonstrate integrity, trustworthiness, consistency, and accountability. The principle of integrity applies to all of our service efforts. In our communications, integrity means we present information in a clear and honest way, even in very challenging situations. Trust creates unity in our service committees and confidence in the public. Trust is built when we are accountable for what we say and do. It is our behaviors and actions that communicate most clearly to those around us. Our integrity is expressed when we strive to practice NA's principles in all of our affairs; it is demonstrated in all that we do, and all that we don't do. We need to remember that we communicate when we take no action. Communication is more than the words that come out of our mouths. Communication is listening, following up, and responding; it is how we carry ourselves through our service work and into the public.

Communication can be considered the foundation of all the principles that support our public relations efforts. As we begin dialogues with each other about how to bring the

principles of our program into our services and daily affairs, our public relations efforts have already begun. The image we present to the public begins long before we contact an organization to make a presentation about Narcotics Anonymous. Often, the first impression of NA is made when a member of the public sees us standing outside a meeting facility. NA's image is affected by the ways individual members live their lives.

Taking a moment to reflect on the underlying principles of our program and how our actions can demonstrate those principles, will provide our service efforts with a strong foundation. We can begin by opening our minds and initiating a dialogue with members in our areas. Working with a group of addicts to carry NA's message can be an incredibly rewarding and meaningful experience. When we come together and do the right thing for the right reason, we often begin to feel a growing sense of our own purpose and the purpose of NA as a whole.

EFFECTIVE SERVICES

This chapter outlines ways to provide effective public relations services. Included here are a variety of **planning tools**, ideas for how to **structure services** more effectively, and **communication strategies**. These approaches are intended to help an area discover what they need in order to build effective public relations service. The idea is for areas to take what works for their local services and leave the rest. The focus of this chapter is the area service committee, since members of the area committee are more likely to be the ones providing local services. The planning processes described in this chapter can be easily adapted for use by regions, zones, or any service body. Members are encouraged to modify and adapt these steps to fit their service body.

We offer this information to help areas provide public relations services that are less reactive and more proactive. Planning can help areas move away from thinking that there is only one “right” way to provide services for Narcotics Anonymous. We can all agree on the goal of service in NA: to reach still-suffering addicts. With this as our motivation, we try to identify the best way for *our* service body to achieve that goal.

If services are to be effective, then our efforts and goals need to be clearly defined and focused. Effective services mean that members understand their roles and responsibilities in meeting service goals. It means that areas have created service goals by first considering the needs of the community, current priorities of the area, and available resources. Effective services apply to how the entire area service committee and its committees organize and plan services.

Public relations planning

Planning means that we identify goals and clarify members’ roles in reaching those goals. It is much easier to provide effective services if everyone involved understands their tasks, responsibilities, and the desired end-result. An area may or may not need all of the following planning methods—they are provided so areas can make choices about which processes will work best for them.

Inventory local services

Inventory current services:

An inventory can help an area see its strengths and weaknesses. It can help identify what is being done well and what needs improvement. An area can use the inventory process to more objectively examine the services currently being provided. Through its inventory, an area may discover that they have a strong training and orientation process for phonline volunteers. Members may find that the phonline committee utilizes experienced members and performs mock phone calls in the training of new members. The area may discuss and decide to use some of the phonline committee’s training methods for other subcommittees and projects.

Looking at what needs improvement is just as important. There are bound to be areas where the service body’s ability to provide public relations service is weaker than others. Working to strengthen those weaker areas is an important part of providing effective services. The ideal is for our PR service efforts to produce results that strive to fulfill our primary purpose in our local community.

While the Eleventh Concept applies directly to the management of funds, it also has implications for the management of all our service resources. Most projects depend as much on ideas, information, conscience, and members' time and willingness as they do on money.

If we have the funds needed to carry out a project but lack the time or the ideas, we'd best wait until we've gathered all the needed resources before proceeding. If we don't we will have wasted NA service funds. In responsibly planning and prioritizing our service efforts, we must consider the total resource picture, not just our finances.

Twelve Concepts for NA Service

Inventory where NA may be needed in the larger community:

The area can gather information about the needs of the local community to create services that better meet those needs. This may mean evaluating helpline calls and discovering that there have been a number of requests for information about NA from local community colleges. The area committee may then decide that the priority is to form relationships with college administrators. The area can then work on providing information about NA to local colleges looking for student resources. This aspect of an inventory allows an area to determine if certain populations still need to be reached. If existing efforts are not meeting the larger community's needs, then the service body may decide to take action to reach a particular population of potential members.

Priorities

Prioritization involves evaluating which service projects seem most needed for furthering NA's primary purpose in a local area. Prioritization may require that, for the greater good of NA, members let go of service projects about which they are personally passionate. Inviting all interested trusted servants to participate in prioritizing an area's projects helps focus on the broader services needed, rather than the desires of individual subcommittees. Involving all of an area's trusted servants also helps to inspire in those trusted servants a sense of responsibility for the area's future projects.

There are several ways to prioritize. The following steps provide an example of how to prioritize service projects using a ranking system:

- Make a list of all desired projects. Place this list on a wall, chalk board, or somewhere all participants can see it.
- Trusted servants then rank their top three projects with check marks.
- When members have ranked the area's projects, all participants review what seem to be the area's highest priorities.
- After members have had time to reflect on the area's priorities, a careful look at financial and human resources is needed.

Resources

Once public relations service projects are identified, the area will need to find out if there are enough local resources to carry out the prioritized projects. Looking at the human and financial resources needed for each project helps a service body create budgets, timelines, and training based on available resources.

- **Human resources:** A realistic picture of an area's human resources will help service projects be more successful. In order to assess human resources realistically, the area needs to look at the current experience of involved members and consider the learning curve for newly elected trusted servants. A learning curve means that although trusted servants have been trained for a project or position, they may still need time and support to adjust to their new responsibilities.

An area can also consider that there is often a natural decrease in trusted servants over time. This is often a result of the rotation of positions and the reality that members sometimes have to give up commitments early due to personal circumstances. Realistically considering human resources can help when planning service projects.

The area may discover that they need to recruit members for service projects. Recruiting members into service is an important component in building human resources. Following are some ways to build human resources:

1. Strive to make service attractive—be a good example.
 2. Identify members who may have skills, but not much experience, and support their involvement in service.
 3. Encourage sponsees to participate in service.
 4. Invite those members who may have been of service in the past to join in current local efforts.
 5. Create a pool of former trusted servants.
- **Financial resources:** An area can also examine local financial resources available for prioritized service projects. Looking at the area's budget at the beginning of the planning cycle will help trusted servants take the larger financial picture into account. The service body will want to determine if financial resources are available for prioritized service projects. One question to consider is if any projects will take funds away from a committee's routine finances (such as phonelines). The area also needs to make projections about the amount of funding needed for the duration of the prioritized projects. Project timelines can be created to ensure that financial resources will be available when needed at crucial points during the project. Getting a broader sense of the area's financial needs and resources helps trusted servants better plan for service projects.

Many areas raise money to fund service projects. Our ideal is for contributions to support our services, but many areas turn to fundraising to make service projects possible. Each area has to make a choice about whether or not to raise funds. The area can take time to discuss the question of whether fundraising is the appropriate and necessary action to take. If an area does decide to undertake fundraising, the area service committee should organize these efforts. Committees are more likely to stay focused on providing services when they leave fundraising efforts to the area.

Once an area has determined its priorities and evaluated its resources, it is time to identify project goals. These goals are the final outcome of projects. They are the services an area wants to provide to help addicts find NA.

The public relations plan

Begin with a goal

Once an area has identified local PR goals, it will need to plan the actions necessary to reach those goals. One way to find out which steps are needed is to consider the ideal end-result of the goal and then work backwards. It is difficult to identify the actions necessary to achieve a goal without having a strong idea about what the ultimate aim will look like. Remember that it is important to establish achievable goals that can be realistically accomplished. The following process can help an area establish the steps required to reach their service goals:

1. Establish the goal of the project based on prioritized needs and available resources of the area.
2. Plan step-by-step actions or approaches to reach the identified goal.
3. Use the goal to measure the progress of the project.

Sample Public Relations Goals:

Following are some examples of the kinds of PR goals an area could work toward. This is not a comprehensive list. These examples are just ideas for how to provide more effective PR service.

- **Goal:** Make healthcare workers aware of NA as a credible resource for their clients. **Steps to reach the goal:** Trusted servants initiate a relationship with local healthcare workers by mailing an introductory letter and an NA information pack. NA members familiar with the field of healthcare give presentations at local healthcare events. Ongoing contact is maintained through written correspondence, email, and/or phone conversations. NA members regularly supply healthcare workers with meeting directories, NA literature, and reliable contact information. Feedback is gathered through an ongoing dialogue or an evaluation form of whether or not NA is an accessible resource. **Measure the progress of the project:** Review and discuss the feedback from healthcare workers. Evaluate whether or not healthcare workers are aware of NA as a reliable and accessible option for addicts.
- **Goal:** Establish NA as a trusted resource for local high schools. **Steps to reach the goal:** NA members schedule several presentations at various schools in local school districts and meet with administrators and teachers prior to giving presentations. Trusted servants who got clean at a young age are trained to share information about NA for these presentations. Ongoing contact is maintained through a follow-up “thank you” letter and an evaluation form about the effectiveness of the presentation. NA members regularly supply schools with meeting directories, NA literature, and reliable contact information. **Measure the progress of the project:** Review and discuss completed evaluations. Plan ways to improve relationships and presentations in school settings.
- **Goal:** Give the public reliable, regularly updated Narcotics Anonymous contact information. **Steps to reach the goal:** Trusted servants are instructed to send their updated contact information through the local web site. The web site coordinator is in charge of updating the service body with new member contact information. The coordinator is also charged with the responsibility of proactively contacting members every three months to make sure the contact information is still accurate. **Measure**

the progress of the project: Evaluate contact information every three months to ensure that it is reliable and updated.

- **Goal:** To provide local NA members with an education and training program in public relations service. **Steps to reach the goal:** The area service body creates written material for a training program. Experienced members train trusted servants. Short training sessions take place before service committee meetings. **Measure the progress of the project:** Evaluate attendance at training sessions on a quarterly basis, and review training program to ensure that it meets the needs of the area.

The above goals are meant to illustrate the process of identifying goals and creating the approaches necessary to reach those goals. In the practical application of local PR service goals, an area will need to add more detailed and specific directions for each approach. These details usually include timelines, scheduled reviews of progress, and the time necessary to take corrective actions. Corrective actions are steps that help bring the goal of the project back into focus. Adjusting a timeline, reviewing a project plan, discussing unexpected challenges with the area are all considered corrective actions.

Service structure and effective services

The structure of our services differs from one area to another. This difference often depends on how many NA members are involved, how geographically spread out or close groups are, and what goals the service committee hopes to accomplish. Below are examples of how a variety of service structures can function in order to provide effective services. These are simply examples. It may make sense to use some combination of the examples below or none at all. The point is that local service bodies should coordinate services in ways that work best for them.

Each element of our service structure has its own role to play; all, however, serve together as a team, striving toward a common goal, “that no addict seeking recovery need die without having the chance to find a new way of life.”

Twelve Concepts for NA Service

Subcommittee structure

A committee structure is common in NA. In a committee structure, there is usually an administrative committee that handles the business of operating the area meeting, area finances, and area records. Various subcommittees provide specific services for the area. Those employing this type of structure will want to make sure that subcommittees are communicating and supporting each other in reaching the identified service goals.

Some areas have combined two subcommittees in an effort to improve communication and maximize resources. In an instance like this, a function such as phonelines would be included with the public information subcommittee.

A committee structure may also use an **ad hoc committee** or **workgroups** to get specific service projects done. The work of an ad hoc committee or workgroup is limited to a specific period of time; the committee has a single focus, and is accountable to the area.

The use of **coordinators** can also help service committees to cooperate more directly with each other. Coordinators communicate information about current services being provided to each subcommittee. They do not necessarily provide hands-on services but serve more as a communication link between committees. Coordinators can also act as a communication link between regions and areas.

Umbrella structure

In an umbrella structure, services are provided under one overarching umbrella. This could be a total integration of the functions of all area committees (Hospital and Institutions, Public Information, Phoneline, Activities, and Outreach). Or it may be a combination of two subcommittees that share one pool of resources. If an area uses an umbrella structure, then the service body discusses and decides which services to integrate. An umbrella structure may utilize coordinators (for instance, phoneline service coordinators) to assist with providing services, or an area may find that an ad hoc committee or workgroup would help complete prioritized service projects.

Public relations umbrella: The focus of a public relations umbrella structure is to provide services to those outside of NA. In this structure, members of an area work together to build relationships with public organizations. Instead of dividing into subcommittees, one group of trusted servants considers resources, requests from members and the public, and the NA community's overall needs. A chairperson or coordinator can bring the committees' recommendations to the larger service body for discussion, direction, and consensus. This structure can allow for a more unified and coordinated approach of providing services.

Fellowship development umbrella: This structure is similar to a public relations umbrella except that the focus is on supporting the growth of other NA service bodies. In a fellowship development umbrella, one group of trusted servants provides information, training, and support to other NA areas. This support allows each service body to provide services that best meet the need in their local community. This structure may be useful in large geographic territories where each area needs to be empowered to provide effective services in their own community.

...We remind you that, of course, your NA community can organize its services in any way that seems fit. Examine the service needs among your areas, experiment, and find out what works best for you...However you decide to coordinate NA services in your community is perfectly alright, even if you don't see it described in an NA service manual, so long as it truly serves the best interests of your NA community and does not conflict with either our Twelve Traditions or our Twelve Concepts for NA Service.

A Guide to Local Services in NA

Flexible service structures

A flexible service structure can often be more effective in providing services. Flexibility helps meet local service needs. We have a common message and approach for providing services through utilizing NA's traditions and concepts. Implementation of services may differ depending on an area's abilities and needs. Every NA community has the ability to create a service structure that will best help them provide effective, efficient and reliable public relations.

No matter how services are structured, it is important that the structure is accessible for both experienced and inexperienced members. Accessible services means that inexperienced members feel included and that training and orientation for those new to service is readily and consistently provided. It also means that the area has created ways for members with experience to share and pass on that service experience. An area is more likely to have a strong base of trusted servants if there is an accessible place for members to offer their support. An area's ability to be flexible can allow for more members to be of service.

Communication and effective services

Public relations and NA groups

An area's public relations goals can have significant impact on the groups. Thoroughly discussing public relations projects during an area service meeting will help group service representatives communicate the area's discussions and goals to their groups. Area projects may cause an increase in newer members attending meetings. Groups may need to prepare for this influx by developing meeting formats that better serve a large influx of new members. Successful PR projects depend on meaningful group involvement.

Group members should take the time to have step-by-step discussions about the area's PR efforts. GSRs are the communication link between the area and groups and can bring member's concerns or questions back to the area meeting. This link helps keep groups involved and informed. This link also provides a back-and-forth dialogue between the area and groups. Communication helps the area come together to further NA's primary purpose.

Who is the audience we want to reach?

Defining our public audiences can help make communications more effective. Communication is likely to be an essential component in an area reaching its prioritized service goals. Our audiences can be organized into three broad categories: members of the NA community, potential NA members, and the external public. We will communicate in distinct ways for each audience.

- ❖ **The NA community:** Our communications within the NA community can encourage members to be conscious of NA's traditions and concepts. One way to do this is through learning days. Learning days and service meetings can function in the following ways:

1. provide education regarding the responsibilities of each service position;
2. encourage and support trusted servants;
3. demonstrate leadership and training; and
4. provide traditions and concepts workshops

Communication also includes communicating our experience in service with one another. One way for members to communicate their service experience is to have terms of service positions overlap. With overlapping terms, the departing trusted servant has time to train and orient the newly elected trusted servant. We can also contact previous trusted servants about their service experiences. We can create a contact list and keep them involved. The experience of former trusted servants is a valuable resource—they can offer newly elected trusted servants another training and education opportunity.

- ❖ **Potential members:** NA members are one of the greatest influences in attracting new members to meetings. We do this by either providing information about the NA program or creating an opportunity for potential members to identify with us. If we are participating in an H&I meeting, we tell prospective members that they, too, can recover in NA if they have a desire to stop using drugs. If we are presenting information at a local high school, we inform students about what NA is and how NA functions. (There is a more in-depth discussion about presentations and building public relationships in Chapter Four.)

- ❖ **External public:** Our communications with the external public can show that NA is an effective, reliable, and responsive program of recovery (“The NA Membership Survey,” for example, demonstrates that NA is effective in a variety of cultures, countries, and languages). Our communications should be informative and should directly address any misconceptions the public may have about our program. Honest and open communication with the external public helps NA retain its credibility and supports our ability to provide effective services. See Chapter Four for a thorough discussion about initiating relationships and creating presentations for the external public.

How do we communicate?

How we communicate is another crucial element in reaching our area’s service goals. We can plan and target our communications for each identified audience. We generally communicate in four different settings:

- 1.) with each other in our meetings and service committees;
- 2.) with professionals and the general public when we are informing them about the program of Narcotics Anonymous;
- 3.) with professionals and the public when we are utilizing their services—public service announcements, meeting space, bus benches—to reach potential members; and
- 4.) directly with still-suffering addicts.

Of course, we are always communicating a message about NA with our personal actions. No matter with whom we are communicating, we are more likely to create a solid, reliable relationship when we plan and target our communications.

Below are possible components of a communication plan. During the planning process, an area may decide that strengthening communication efforts is what is most needed. The communication approaches that follow can be used as simple one-page checklists that address an area’s communication needs.

- **Action plan:** *A communication action plan helps trusted servants stay focused on the purpose and approach of each communication with the public.*
 - What do you hope to accomplish with this communication?
 - Who is the intended audience?
 - Why does the committee want to send a communication to this audience?
 - When does the area plan to send the communication?

An action plan can help an area anticipate the best time to communicate with the public. For example, sending newly trained treatment counselors a packet of information about NA before they are settled in their new positions may not be the best time to make this communication. A communication action plan also helps an area be clear about the goal of each communication.

- **Coordination strategies:** *Coordination strategies help us work toward a unified approach to providing services within the service community.*

Coordination helps members of the NA community stay informed. Coordination strategies also ensure that groups are involved in communication efforts. A committee may decide to send an informational letter to local medical clinics. In planning for this correspondence, trusted servants can consider if they have the appropriate human resources in the event that they are asked to provide a

presentation. Being prepared and having the necessary human resources are some of the benefits of a coordinated communication strategy.

- **Communication follow-up:** *Follow-up ensures that the area maintains an ongoing relationship with the public.*

A follow-up checklist can help an area assign a trusted servant to be responsible for maintaining an ongoing relationship with the public. It can also be a record for future trusted servants about how often the area has been in contact with a particular individual or public organization.

Effective public relations service depends on our ability to work together. We can only do this by taking time to talk with and listen to each other. We can stay open to new ideas and encourage experienced members to share their knowledge about how to provide effective services. We can strive to get the most out of the ways our services are structured and the ways that we approach service endeavors. Once our local services have a solid foundation, we put our plans into action.

Resources

Planning tool

Form letter

Area inventory tool

Evaluation survey

PREPARATION AND TRAINING FOR INTERACTING WITH THE PUBLIC

This chapter focuses on how to prepare for and build relationships with any public audience. Contained here are training materials and general practices for trusted servants. Detailed information pertaining to specific audiences (such as criminal justice, healthcare, etc.) is contained in later chapters. The information outlined in this chapter is essential in any public interaction. These are our best practices in forming valuable and lasting relationships with the public.

We can show a public audience that we are reliable and knowledgeable by preparing and training for our interactions with them. We want the public to know that we can follow through on our commitments and that what we say is accurate. Preparation and training can help our public interactions improve even if we consider ourselves as having experience with public relations service.

Core public relations principles

Establishing a common set of principles can help trusted servants learn how to interact with public audiences. Shared values, such as trustworthiness and respect, can guide us in a more unified approach to our public relations efforts. The following values or attitudes can be helpful to committee members who may coordinate and participate in public relations projects, and to trusted servants who will be trained to do specific public relations tasks.

- ❖ **Strong relationships are ongoing.** An ongoing relationship includes consistent dialogue. If we have decided that forming a relationship with a local organization that help addicts is a priority, then we continue to stay in touch with that organization after an initial presentation. We present accurate information about NA, follow-up after the presentation, and provide the organization with reliable ways to make contact with members in the local NA community.
- ❖ **Strong relationships are flexible.** Just as we may ask public organizations to respond to our needs with flexibility, we can work to adapt to their needs. We can listen to what is being asked of us and evaluate whether or not we are able to meet the organization's needs. In some instances, flexibility may mean finding a different way to provide services. We can ask members of the area service body for ideas about how to respond to requests. We always try to respond in a manner that maintains the relationship with the public while still considering our own abilities and abiding by NA's traditions and concepts.
- ❖ **Strong relationships are trustworthy.** The trust we build with the public is a result of consistent, reliable, and diplomatic service efforts. Our traditions and concepts guide our fellowship to act with integrity—we have one very clear goal of helping still-suffering addicts find freedom from active addiction. Our ability to act with integrity makes it easier for public organizations to trust our work. When members understand and follow NA's traditions, our relationships with the public are more likely to be based on this trust.
- ❖ **Strong relationships benefit both NA and public organizations.** Effective public relations service comes from our ability to work with other organizations. If we are initiating a new relationship with the local police, then we keep in mind that one of the police department's goals is to make the community safer. Our goal is to help

addicts find recovery. One result of addicts finding recovery is that the tendency of addicts to commit crime is lessened, often resulting in a safer community. We use these common goals as a basis of our relationships.

- ❖ **Strong relationships are respectful.** When NA members treat each other with respect, that respect is carried into our relationships with the public. We learn about the values of the organization or individuals with whom we are interacting. That kind of respect makes it more likely that the organization will respect our values. If we have a conflict with an organization, we have our traditions, concepts, and a group conscience to guide us. We can inform the organization about our traditions in a considerate and respectful manner.

Preparing and training for public interactions

Preparing and training for relationships with the public includes considering who we are interacting with, and defining and practicing how we will be communicating in those interactions.

With whom are we interacting?

How we communicate depends on the audience. We consider the knowledge, values, and experience of our audience. We may communicate with an audience through written correspondence or through a presentation. Regardless of how we will be communicating (which will be discussed in the next section), we will need to find out about our audience. We can create correspondence and presentations based on what we find out about an audience. Taking time to learn about the organization with which we would like to form a relationship will help us communicate in a way that best reaches that organization.

As NA groups, service boards, and committees, we deliberately and energetically cultivate good public relations, not as a result of our normal activity but as a way to better carry our message to addicts.

It Works: How and Why

What do we know about them?

Just as NA has a primary purpose and set of traditions and concepts, we can research the mission or goals of the organization we will be interacting with. This information can help us to communicate in a way that takes into consideration the goals we may have in common with a public organization. The following list can help members have a solid idea about the values and aims of an identified public audience.

- We have identified the organization's goal or mission.
- We understand the organization's professional practice or discipline (such as a legal practice, medical practice, etc.).
- We have considered if the organization has known philosophical differences with NA's approach (such as a drug replacement approach to addiction, etc.).
- We understand the organization's relationship with potential members— if they primarily interact with addicts, the ways they can affect potential members, and whether or not they are required to interact with addicts (such as criminal justice, healthcare, and schools).

- We have researched the demographics of the organization—we know their culture and language.
- We have learned if the organization serves various language groups.

After we have considered the previous points, we can decide if a mutually beneficial relationship is possible with this organization. We gain a better understanding about how to communicate with the organization and about whether the organization is likely to cooperate with us. We may also have a clearer picture about what the organization is likely to gain from a relationship with NA.

What do they know about us?

Thinking about what an organization knows about NA can help us communicate with our audience. The following list will help us get a clear idea about what information trusted servants need to include in their interactions with the public, what knowledge the audience already has, and perhaps some of the audience's hesitations about forming a relationship with us.

- We know if the organization has relationships with other self-help programs or if they are familiar with the twelve-step approach.
- We have considered the organization's knowledge and perception of NA.
- We have researched if the organization has had experience with NA and how that experience might affect our current relationship.
- We have thought about what the organization expects of us and have clarified the nature of our relationship with them.

Who do we contact within an organization?

Once we have researched our audience, we figure out who is the best person in the organization to contact. First, we consider if there are NA members who may have experience with the organization. These NA members may know whom to contact and if it's best to make a phone call, send an email, or write a letter. A member who has experience with an organization may also be able to introduce us to an appropriate contact person.

We can also find ways to identify the decision makers in the organization, so we know the best people to communicate with throughout the organization. We can consider if the designated contact person is a decision maker and if we have friends (other than our initial contact person) inside the organization. We also want to understand the individual responsibilities of those within the organization. This may seem like a lot of work, but this planning can often be more important than the actual communication. Thoughtful preparation can help build relationships and make our efforts become more effective in reaching addicts.

Our Twelfth Step says, in part, that “having had a spiritual awakening,” we individually “tried to carry this message to addicts.” Our collective service efforts arise from that same spiritual foundation. Having experienced the results of this program in our own lives, we join together to carry the recovery message further than we could individually.

Twelve Concepts for NA Service

How will we be interacting?

Now that we've researched the organization we will be interacting with, we can use that information to shape the way we communicate. We can communicate through a written letter, email, a phone call, a meeting, or a presentation. Presentations require more in-depth preparation and training, but all interactions need to consider the following points.

- **Create a dialogue**—One of the most important things we can do when initiating relationships with the public is to create a dialogue. A dialogue implies an exchange of ideas. We offer information about NA, and we listen to what the public organization has to offer us. We use a dialogue to create realistic expectations about our local resources and the kind of relationship that can be maintained. We set up clear roles between NA and the organization.

A dialogue also means inviting the members of the public to provide us with constant feedback about how we are doing. We can do this through consistent follow-up, asking questions like, "Are we still meeting your needs?" "Have your needs changed?" Because keeping this dialogue going is so important, we can create an internal reminder system so we are sure to keep following up. This reminder system can be as simple as designating one member to be accountable for following up with public contacts. This member may want to store public contact information on a computer and program the computer to give periodic reminders to follow up with various public contacts.

- **Use familiar language**—We want to communicate with our audience. We can do this by using language that an audience will understand. Language choices are critical in creating clear and effective communications for various audiences. We want to address any language differences between NA and the organization. We use respectful, clear, and direct language in our communications.

Whether we are sending a written announcement or meeting with the director of a public organization, thinking about what kind of language to use will help us speak to that audience. We will want to refrain from using "NA language" in our communications. Not everyone in a public audience will understand what we mean by "ASC chair" or "home group." Someone who is not familiar with NA terminology should be able to easily understand our communications; we should work to be professional and courteous. This means that we may seek help from members who have some writing experience when preparing written communications for the public.

- **Appearance**—There is a fine line between showing respect for an audience through our appearance and presenting ourselves as something that we are not. When preparing for an initial interface or an informational meeting, we want to choose clothing that suits the setting. Some of us feel that changing our dress is somehow compromising who we are. Another way to look at dressing appropriately is that clothing choice is a way of showing an audience respect. We can think about it like a job interview: We dress appropriately to make a positive impression. We gain credibility when we are able to play by the rules of those with whom we are interacting. An initial impression can be lasting. We want our audience to remember NA as a beneficial program of recovery. At the same time, we don't want to require that members dress a certain way and present a false image of NA. Inviting a variety of members for presentations would more accurately represent the diverse membership found in NA.

- **Rehearse**—Preparing for introductory interfaces and informational meetings is another way of conveying NA’s message to the public. Just as inappropriate attire may distract an audience from the NA message, confusing communications and unprepared meetings distract an audience from hearing what NA has to offer. If we read and reread the materials to be used in the initial interaction, we are more likely to be familiar with and knowledgeable about our material. We can role play with a mock audience composed of NA members. Role playing can help us anticipate some of the questions that may come from the audience. The goal is to leave the public with accurate information about NA and assurance that our organization and its members are reliable and capable.

Presentations

The presentation material

The goal of presentation material is to leave the audience with two or three important points about the Narcotics Anonymous program. We can use repetition to reinforce important points. And we can prepare handouts that outline the primary messages we want to communicate. There are sample presentation formats in the resources section of this chapter.

We want to be aware of our language choices when presenting to a public audience. We want to be extra careful not to use NA language. For example, a public audience may not understand NA’s meaning of the word “fellowship” as clearly as they would “NA members.” The goal when creating presentation material is to make it appropriate to the audience. This is where our research will help us form tailored presentation material.

We can also use our research to make NA’s message meaningful to an audience. A presentation to healthcare professionals should be tailored to that specific audience. We don’t want to overwhelm the audience with too much information. Instead, we want to provide specific, meaningful, and timely data.

We can communicate information about NA more clearly if we create talking points. “Talking points” are the key ideas for a particular presentation (see the next section, “What we want to communicate about NA,” for examples of talking points). We can make decisions about which points are most important to an audience based on our dialogue with and research of that audience.

We want to be sure that supporting materials reflect what we say in the presentation. Supporting materials often include NA pamphlets, the fellowship survey, copies of The NA Way Magazine, and whatever else seems appropriate for a given audience. If local information is available (newsletters, surveys, etc.), then those materials would work best at local events. Audio/visual support aides can also strengthen a presentation.

Remember to keep the format of the presentation flexible. A flexible format will keep the audience interested and will help create a dialogue. For example, if members of an audience exhibit puzzled looks, then the trusted servants can ask if everyone is clear about the information being presented. The presenter may then need to explain certain points in a different way or offer new information. This kind of flexibility demonstrates responsiveness and allows for dialogue. Breaking up a large group for small-group discussions, or using question-and-answer sessions, will allow us to hear back from the public audience.

What we want to communicate about NA

Practicing what we want to say about NA is crucial in our public interactions. To be successful with public relations, we need a consistent, well-crafted message. We want to be sure to communicate information like the following to the public:

1. A short description of local NA history and NA's overall development;
2. A description of NA—our primary purpose and our sole requirement for membership;
3. The role of the NA group and NA's traditions (a general overview about how groups and service bodies work to forward NA's message of recovery);
4. NA's steps—we provide a brief description of the role of the Twelve Steps in recovery. We explain that the steps contain the spiritual principles of our personal program;
5. We discuss the name "Narcotics Anonymous." We dispel any notions the audience may have that the word 'narcotics' in our name means NA is only for those who used opiates;
6. NA is spiritual, not religious, program; and
7. Where to find NA (phoneline, service office, WSO, web site, etc.).

Communication also includes outlining what NA can and cannot do. We work to help those who are unfamiliar with our program of recovery to understand the principles that underlie the actions of our fellowship. We give non-members a snapshot of our traditions: principles like cooperation and self-support. We don't need the public to fully understand our traditions, but we work toward a relationship with the public that honors our traditions.

Providing information about our program of recovery is communication. We share information through our written communications, our recovery and service literature, and our presentations with professionals. We do NA a great service when we clearly state what the Narcotics Anonymous program is. We try to avoid making assumptions that those outside of NA understand our organization. We don't promise that NA will work for everyone, but we offer our experience in seeing the NA program work for many people from varying backgrounds and experiences. We highlight the diversity of our fellowship and our program—that NA is a global, multi-lingual, multi-cultural fellowship.

Following are a few examples of talking points that members might use when communicating about NA to non-members in a public setting:

- *Twelve step/sponsorship/mutual help:* a professional audience may understand NA as a twelve-step program or a mutual-help program. The Twelve Steps refer to what the program is based on, and sponsorship refers to how the Twelve Steps are applied. Mutual help refers to a peer approach rather than a professional-to-addicts approach.
- *Spiritual approach:* The NA program is based on the practical application of spiritual principles in everyday life. For example, a member may not believe in god but may gain their freedom and hope from active addiction with Twelve Steps or the group.
- *NA is a program based on spiritual principles:* The principles of NA's program are able to cross cultural boundaries. This is gained by working NA's Twelve Steps. Through working the steps, each member can gain their own experience with principles like honesty or faith.
- *What a newcomer can expect at an NA meeting:* Meetings often function in the following fashion: A newer member may be asked to say their name, members might

share about the program working in their lives, and groups usually close with a circle and prayer.

The presenters

It is important to choose a panel of presenters who represent a realistic picture of the NA community. We can do this by inviting a mix of members. We want to take a team approach in our presentations because we don't want one person to represent NA. We work together and support each other when presenting NA to a public audience. We want the public to see that we are a diverse group of volunteers.

We need to consider who in our NA community is best suited to do the presentation. We try to match presenters with an audience. Some NA members will be better at presenting than others. Presenting is not simple; it takes time and preparation. We may decide to encourage people who lack presenting skills to volunteer for other service positions, or we may provide training for members so they can improve their presentations skills.

Presenters can look at the Fourth Concept to be clear about the leadership role they are about to undertake. A question-and-answer session at the end of a presentation is a time when presenters may get asked questions that go beyond NA's scope. This is a situation where leadership qualities can be important. If a presenter is asked to give a television interview or state NA's position on an outside issue, they should be prepared to say "No comment" and briefly explain why. Rehearsed answers to these questions can allow presenters to say "no" in a way that is respectful.

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

Twelve Concepts for NA Service

Non-addict presenters

Two points to consider if we use adequately trained non-addicts to speak for NA at community events are that: (1) they can help us protect our anonymity at local events, and (2) they can advocate for NA using the language of the public audience. We want to be careful of using the same presenters so much that they become the "face" of NA.

Exhibits and booths

If we are not presenting and we are staffing a booth at an event, we take the same considerations of preparation and personal appearance. We want someone to be at the exhibit or booth at all times. We can invite experienced NA members to come join in events, yet we want to be sure to limit the number of members at an exhibit so that the booth isn't overcrowded; usually, three members are adequate. We provide local NA contact information to those who visit the booth. If a question to which we don't have the answer is posed, we offer to contact a member in the local NA community to get the answer to their question. We can make it a practice to ask those who visit the booth for their business cards. Getting this kind of contact information will be most useful if we are sure to follow up by sending a letter and information packets about NA. We try to be helpful and reliable when providing information about NA.

The audience

The audience is the reason for giving presentations. We encourage audience participants to network and invite their own contacts. We can also create ways for the public audience to

give us feedback on our presentation. An evaluation form that asks participants about the usefulness of the presentation, the effectiveness of the presenters, the values of the material handed out during the session, and if there was anything else that could have been included can help our presentations continue to improve. We can solicit contact information from attendees and be sure to follow-up with that contact information.

We can ask NA members to sit in the audience. We can train members from the local NA community by inviting them to observe the presentation and listen to the question-and-answer session. NA audience members can ask the first questions in the question and answer session. They can also help set the tone and provide the presenters with encouragement and support.

One of the more important things we can do is to listen to the audience. By listening to the audience, we can respond with more relevant information. We can also get their feedback and begin practicing having a dialogue with this public audience.

Rehearsal and preparation

Practicing with NA members can be a fun way to prepare for presentations. Trusted servants can ask each other the most difficult questions they can think of in a rehearsed presentation. Practicing with a friendly audience of NA members can also help presenters build their confidence. Rehearsing in this way will also ensure that our presentation fits into the allotted timeframe.

Another way to prepare for presentations is to rehearse a Q&A session and have prepared answers for what seem to be typical questions. Presenters may also want to find organizations in the local community that offer training in public speaking.

Finally, we will want to be sure that we are aware of the variables at the event: Do we know what to expect from the venue? Do we know how many people are expected to show up? Can we control the temperature and room set-up? Are we aware of the presentation start time, so we can be punctual? Are we dressed appropriately?

Organizing presentations

Members who coordinate public relations events and presentations have to keep a broader perspective in mind. The following points can be important when organizing presentations:

- The local NA community could provide a questionnaire for NA members to find out who has presentation or organization skills.
- Make sure that the presentation tools and resources are current.
- Schedule presentations during the time of day most convenient for invited participants.
- Trusted servants will also want to be sure to coordinate with other committees so the local service body can offer unified support to an event.
- If the local NA community has decided to use non-addicts to present, be sure to have oriented and trained them to communicate accurate information about NA.
- There may be opportunities to set up an exhibit or booth at a local event. We can use this opportunity to seek out future contacts by getting business cards.

Tips for how to make our presentations more successful:

- | | |
|--|---|
| 1. Be prepared | 8. Listen |
| 2. Know your audience | 9. Learn to 'read' the audience |
| 3. Keep it local—bring local materials | 10. Send a thank-you letter |
| 4. Be knowledgeable about NA resources | 11. Survey the audience |
| 5. Be enthusiastic | 12. Use feedback to improve for next time |
| 6. Keep the presentation within the allotted timeframe | 13. Share information about NA and minimize personal experience |
| 7. Be simple and direct | |

Our interactions with the public can become even more successful when we take some time to plan and prepare for them. Our primary purpose is to carry NA's message to addicts around the world—many members of the public are more than happy to help us fulfill this purpose. We can do our part by presenting clear, reliable, and meaningful information about what NA is and how NA can help addicts.

Resources

Sample correspondence letter
Sample referral letter
Sample frequently asked questions
Sample presentation format
Use of the PI basics, meeting schedules, phoneline

Organizational contact suggestions

Following is a list of general public organizations. Each chapter will provide a list of contacts that relate to the audience in that chapter (such as treatment, healthcare, and criminal justice).

- ❖ Industry: unions, employee assistance programs, human resource directors;
- ❖ Religious groups: check their church meeting times and office hours to find out when are the best times to make contact;
- ❖ Educational: teachers, colleges and universities, junior and senior high schools, guidance counselors;
- ❖ Service organizations: neighborhood groups, youth groups, social and cultural groups, service clubs, homeless and battered women's shelters, soup kitchens.

MEDIA

Our public relations efforts can be strengthened through the careful use of the media. This means that media projects are planned so that they address the area service committee's greatest needs. This also means that we strive to make our media efforts more responsive and proactive. We can be creative in the ways we use media to address an area's goal of making Narcotics Anonymous more visible. As a result, we are more likely to reach using addicts who may not know about the NA program.

This chapter covers the role of **print** and **broadcast media** in our public relations efforts (please see Chapter Ten — Internet Technology for information about the Internet). Print media in this context includes newspapers, local magazines, posters, outside advertising, news or feature articles and opinion pieces. Broadcast media includes public service announcements (PSAs), radio, television (including cable) and film. The questions raised in the planning and preparation section can be used as part of an area service committee's inventory process (discussed in detail in Chapter Three) before beginning new public relations efforts.

Core public relations principles

This section is excerpted from Chapter Two.

Anonymity

Tradition Eleven emphasizes that no one personality is more important than another. When our Eleventh Tradition tells us that “we need always maintain personal anonymity,” it does not say that we need to do so under all circumstances. Tradition Eleven says that “we need always maintain personal anonymity *at the level of press, radio and films.*” This public is carefully outlined within our eleventh tradition as the press (print and electronic media), radio, and films.

If we are asked to participate in a radio talk show about recovery in NA, for instance, we are strongly encouraged to seek support from experienced NA members in our service community, discuss, plan, and rehearse our presentation with committee members, and represent Narcotics Anonymous with another NA member.

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.

Tradition Eleven

There may be times when non-addicts can help us protect our anonymity as recovering addicts in the public media. Those outside of NA often have the ability to enter media venues in a manner that can help further our primary purpose. For example, a judge may talk about their positive experience with NA, describing how hundreds of addicts have changed their lives because they started to attend NA meetings, and speaking about the effectiveness of our program of recovery. We are not asking non-addicts to carry NA's message, we are asking them to speak *about* our message of recovery. The role of non-members is to simply carry information about NA.

A non-addict professional helps members to retain their personal anonymity with the press and protects any individual NA member from being considered a spokesperson for Narcotics Anonymous. We don't risk our program's credibility as much, since a non-addict is completely separate from our membership. Members can also maintain the focus of carrying NA's message instead of becoming overwhelmed with representing NA in the

media. Non-addict professionals, like judges, are often inclined to discuss their experiences with our program. It is our responsibility to make sure that these members of the public are well-informed and that they have had a positive experience with NA.

- *Why is anonymity important when representing NA in the media?*
- *How can we practice the principle of anonymity—our equality and the importance of our group over individual members—in our media projects?*

Promotion

When thinking about the difference between promotion and attraction, it may be helpful to think about the difference between informing the public about NA and insisting that NA is better than any other recovery program. The essay on the Eleventh Tradition in *It Works: How and Why* describes promotion as “fanfare, overblown claims, [and] celebrity endorsements.” Informing the public that we are a credible program of recovery is a principled action, whereas comparing NA to other programs or approaches, offering recovery incentives, or making claims about our effectiveness can all be considered promotion. The only promise we make is the opportunity for addicts to experience freedom from active addiction; guaranteeing any other outcome is promotion.

- *What is the difference between promoting NA and presenting NA as an attractive program of recovery?*
- *Have we confused the need for having strong public relations with promotion?*

Self-Support and Public Service Announcements

We are a not-for-profit organization; therefore, we are often offered charitable rates on things like group meeting-space rentals or public service advertisements, such as radio spots or public transit placements. We may fear that when we aren't charged for a thirty-second spot on a radio program or for an informational NA poster in a train station, we are not being self-supporting. Public service announcements are often available to charitable organizations. In these situations, the media is providing the public with a service through these announcements. Public service announcements do not compromise or jeopardize our principle of self-support. These are opportunities that the public creates for community service organizations. What we offer the still-suffering addict in NA has a benefit to society. Accepting charitable rates and discounts that are offered to other similar community service organizations is in keeping with the principle of self-support.

In fact, this example of public service announcements can be an opportunity for us to build a cooperative relationship with members of the public in our community. This offering of services to charitable organizations is a way that public organizations and businesses enter into cooperative relationships within the community. By combining our efforts with these organizations and taking a team approach, we demonstrate our ability to cooperate. We are not attaching ourselves or affiliating ourselves with these organizations. Rather, we can enter these relationships based on the spirit of cooperation.

- *How do we practice the spirit of self-support in our media efforts?*
- *When accepting rates offered to community service organizations like ours, how can we ensure that we don't become reliant on or unduly influenced by an outside organization?*

Public relations and the media

As discussed in Chapter Three, planning public relations projects will help trusted servants become more effective—and these steps naturally help with any media projects. Often, we initiate service projects because it is the tradition of the area. Instead, we can ask important questions such as; Does the area have enough human and financial resources for the project? Is the media project likely to reach the intended audience? Can the area effectively communicate the project to groups, members, and other service bodies? The questions below can help an area determine if it can sustain a media project and if such a project is the most effective way to reach suffering addicts in that NA area.

The primary purpose of our public relations efforts is to tell the story of Narcotics Anonymous and what our program offers to the still-suffering addict. Our practice of public anonymity is built on the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.

It Works: How and Why

Planning and preparation for areas and committees

Does the project match the area's needs and abilities?

The first concern is how the area's needs and abilities match up with the proposed project. The following questions can help an area clarify whether or not a proposed media project forwards the area's goals and if it can realistically be supported by the area's current human and financial resources:

- Is the proposed media project a result of inventorying the current needs of the community and the resources of the area?
- Does the area have the human resources for the media project? Has the area considered the current experience of committee members and members of the local NA community?
- Is the committee prepared for possible media follow-up requests as a result of the project?
- Has the area communicated intended media projects to all committees and, if appropriate, to neighboring areas?
- Does the area have a plan for how to manage unfavorable coverage of NA in the media? Are there trained trusted servants who can follow up on negative coverage by providing accurate information about NA?
- Is the area's phonenumber working and equipped with resources sufficient to receive an influx of calls as a result of the media effort? Does the area have members who are able to make Twelfth Step calls? (See the chapter titled "Phonelines" for more information about training phonenumber volunteers and making Twelfth Step calls.)
- Are the area service committee's finances sufficiently stable to support the project? Has the project been factored into the ASC budget?
- Have ASC funds intended for media projects been lost or misspent before? How can current media efforts benefit from what was learned from those past financial mistakes?

- Will this project get the most out of the NA funds being spent? Is the project a smart business decision? How is this project a good use of valuable—and limited—NA funds? Does the area need to look around at other options or negotiate better rates?

Is the project likely to reach the intended audience?

The questions below can help an area discuss if a proposed media project is the best way to reach the audience it is meant to reach. These questions can also help an area evaluate which type of media venue is the best choice for a particular audience.

- Is there any group of addicts not being reached by current PR efforts? (If the area has done an inventory, look there to find out where the biggest need is.)
- What kind of media project will help the NA community reach that group? For example, a daytime PSA might be appropriate for addicts whose schedules keep them home during the daytime, such as students, whereas a bus bench ad may be more likely to reach addicts who rely on public transportation.
- How effective were past media projects? How can the area address known challenges or past failures as it plans the current project?
- What makes a certain broadcast or print venue suitable for this public relations endeavor?

Are NA groups involved?

Media projects can often significantly affect local groups. An area can use the following questions to discuss the impact a media project may have on local NA groups.

- Have GSRs been given an opportunity to discuss the proposed project?
- How have groups been informed about current media projects? Have GSRs been informed at the area service committee meeting? Have members of the ASC visited groups to inform them of current media projects?
- How are groups prepared to support the possible influx of new members?

Our public image consists of what we have to offer, a successful proven way of maintaining a drug-free lifestyle. While it is important to reach as many people as possible, it is imperative for our protection that we are careful about advertisements, circulars, and any literature that may reach the public's hands.

Basic Text

Putting your plan into action

Print projects

Newspapers and **local magazines** can be a cost-effective way to publish a local phoneline number, a list of local meetings, or the address of the local NA web site. This project can be a simple way for an area to provide the community with information about NA. An area can often publish information about NA meeting locations at a relatively low cost (or sometimes at no cost).

Leaflets and **posters** are another inexpensive way to make NA more visible in the community. A poster campaign includes choosing where to place posters, contacting facilities to request permission to hang posters, and following up on placed posters. An area may decide to target local hospital emergency rooms or doctors' offices. Ongoing follow-up will ensure that phonenumber information and contact information are up-to-date. We want to work with public contacts so that our PR efforts make a positive impact on the community rather than a negative one. This type of communication not only attempts to reach addicts in the community, but it fosters a relationship with the public contact that has allowed us to place these posters or flyers. These print projects provide people who think they might have a drug problem with a simple and anonymous way to contact Narcotics Anonymous.

An area can also consider if **flyers** for local NA events create a positive image of NA. Flyers containing offensive images and hard-to-read graphics have the potential to negatively affect a member of the public's perception of NA. Clear, simple, and straightforward information (with the NA logo) may help us create more positive relationships with the public.

Outside advertising, such as **billboards**, **transit signs**, and **bus benches**, is commonly used to inform the public about Narcotics Anonymous. Areas are encouraged to be creative in finding the most appropriate outside advertising locations in their community. Outside advertising (other than billboards and bus benches) is often used in various communities around the world. The following points are important considerations an area may want to discuss before deciding to use any of these print venues:

- Billboards, transit signs, and bus benches can be expensive. What is the cost of placing an announcement? Is the area able to afford this expense? Are these announcements likely to reach the identified group of addicts?
- What will the announcement say? Be sure to spell out Narcotics Anonymous and to mention drugs in general (for example, *Drug Problem? Call Narcotics Anonymous*). Will the announcement clearly and simply communicate information about NA?

Discussing these kinds of topics will help an area thoroughly plan for a large-scale print project. Thoroughly planning print projects can better help an area service committee achieve its intended results.

If a member, group, or committee is contacted by a **reporter** for an **article**, there are some approaches that can make these interactions more successful.

- Provide written information about the NA program: create talking points (simple, clear points of information about NA), use NA literature, and provide NA pamphlets or articles from local newsletters or *The NA Way Magazine*.
- Remember that we offer no opinion on outside issues. For example, if a reporter tries to question us about a needle-exchange program or medical marijuana use, we refrain from commenting.
- Have a group of addicts participate rather than one individual member.
- We can request to see an article before it is printed but we must remember that we have no control over how a reporter will depict what we say.
- We can cooperate with reporters by helping them find a point of view for their article that is in keeping with our traditions. For example, we can highlight the fact that the type of drugs used by an addict doesn't seem to affect that addict's chance at finding recovery. Paraphrasing NA literature can help these discussions.

The approaches above can help areas become more responsive in their interactions with reporters.

Discussing and addressing known challenges in media

Unfavorable media coverage

Planning for how to deal with unfavorable coverage of NA in the media can help areas in their public relations efforts. If the unfavorable coverage is a result of a lack of information, then providing accurate information may help to balance the coverage. In other situations, trusted servants may decide to do nothing and simply continue to provide consistent, reliable information about Narcotics Anonymous in other public relations settings. This may not directly amend the negative press, yet it may indirectly balance the public's perception of who we are and what our program has to offer.

Media and the addict working alone

There is some basic guidance that applies to most public relations efforts in media settings. The first is that members should not do this type of service alone. If a member is unexpectedly contacted by the media, a committee or area should be involved as soon as possible. Trusted servants also need to remember that one member's opinions can be seen as the opinions of NA as a whole. Accountability to a service body ultimately benefits our media efforts.

The situations described above can benefit from having a committee member contact the region or NA World Services.

Broadcast projects

Public service announcements and **public-access television** are ways to communicate with the public (usually at no cost). Both are community services provided by broadcasters or cable-service providers. Communities around the world may have a variety of ways of including an NA phonenumber or web site address on television. A public service announcement, or PSA, can be as simple as a television station announcer displaying a card with a local phonenumber and a script that states, "If you've been affected by addiction, you can call this NA phone number." Trusted servants can explore other available broadcast resources to find creative PR opportunities in their communities. Following are considerations when undertaking a PSA or public-access project:

- The area service committee can discuss the best time to air a PSA. An ASC or committee can request that a PSA be aired after a documentary about addiction, but it is very uncommon to have any control over when a PSA is aired.
- Make sure that local members and local groups are aware of the media project and prepared for a possible influx of helpline phone calls or newcomers at local meetings.
- An area may want to contact the region or the World Service Office about PSAs for broadcast media. The cost of creating videos can easily overwhelm an area's resources (see Chapter Three for information about how to inventory area resources and effectively plan projects).
- The information above can also be applied to PSAs that are used on radio shows.

If a committee decides to participate in a **radio** program about NA, one of the most important considerations is that NA is represented by a group of addicts. The following points need to be discussed before participating in radio shows:

- We prepare talking points about the NA program (see the section in Chapter Four, “What We Want to Communicate about NA,” and addendum material for examples).
- We also plan and rehearse what we will say if asked questions that fall outside of providing information about the NA program (Chapter Four has resources for interacting with the public).
- We are sure to invite NA members who are trained for PR opportunities like a radio interview (see Chapter Four for guidelines about how to train members for public relations opportunities). We consider if the panel of members accurately reflects the area’s diversity, including both men and woman and offering varying clean time, age, and experience.
- We are cautious about sensationalizing addiction or sharing the details of our personal story. We can share some details from our personal story for the purpose of identification—but we keep the focus on what NA is and how to find us.

Television, video, and film are media venues where long-term planning and thorough consideration are especially important. Broadcast media can be an opportunity to establish long-lasting relationships where NA is seen as a reliable source of information about recovery from addiction. If broadcast professionals are well informed about the NA program, they are more likely to use NA as a resource. Looking at the needs of the community and the abilities of the area can help trusted servants avoid broadcast projects that seem exciting but actually have little likelihood in helping an addict find NA. The points below outline some of the issues connected with broadcast venues:

- Since addicts don’t use full-face images to represent NA, we can rely on non-addict supporters if we are asked to participate in a TV interview. If an area has decided to participate in a TV, video, or film project using a non-addict, they will want to be sure that the non-member is trained and working closely with the area.
- Some NA members who have participated in TV or film segments have had success with using specific camera angles, like asking the camera person or producer to shoot from over a shoulder from behind or to take a longer shot from behind. Other members have worked with production companies to set up an interview in which members’ voices are played over images that are not pictures of members. We will want to keep in mind that we have no control over how a producer, director, or reporter will actually depict or interpret Narcotics Anonymous. Sometimes, despite our best efforts to thoroughly educate inquirers about our program, information may still be blurred or misinterpreted for reasons that are simply beyond our control.
- If contacted by a reporter, we can always provide written information about NA. If members do decide to answer questions, we want to be sure to give clear and accurate information about the NA program. We can politely decline to answer questions that fall outside of our traditions or that sensationalize or glorify addiction. For example, we are cautious not to discuss the details of which drugs we used, but we can share, for the purpose of identification, some details from our personal story. It’s always best to work with a committee when contacted by a reporter.
- An area avoids agreeing to the broadcast of any spots that require a sponsoring organization to be affiliated with NA. For example, we would not endorse a broadcast

spot that states that a certain corporation sponsors the message from Narcotics Anonymous.

- If an ASC learns that NA will be depicted in a dramatic film or is contacted by a local production company or television program, then the area may decide to form a cooperative relationship with the filmmakers. If members do decide to participate, the area service committee can then decide what they are able to provide. Trusted servants may ask to read the film's script and discuss with the producers or directors what is wanted from NA. There are times when our principles are at odds with the interests and goals of the media. We do not take part in any media project that is in conflict with our traditions and our desire to effectively carry NA's message. Outside organizations (like production companies) are not responsible to uphold our traditions and there is always the possibility that they may disregard our requests. Working with the region or the World Service Office can allow the area to maintain its focus on supporting its local groups' ability to carry the NA message of recovery in their meetings.

[The Eleventh] Tradition goes on to tell us that we need to maintain personal anonymity at the level of press, radio, and films. This is to protect the membership and the reputation of Narcotics Anonymous.

Basic Text

A **theatrical** production (professional, community, high school, or university) about addiction can be an opportunity for the area to cooperate with an outside organization. The area may want to provide information to a local playwright about addiction by clarifying the nature of recovery in NA and providing information about the NA program. The area can provide the production company with local meeting directories, or buy a spot on the playbill to provide the local NA phoneline number.

Planning our media efforts can make them more beneficial. Our interactions with those who work in the media can also help to establish NA as a responsive and trusted community organization. These outcomes will ultimately help us reach our most important goal: to make NA's message available to all addicts.

Resources

Sample PSA

Sample billboard and newspaper announcement

Interview questions

Sample Flyer Guidelines

CRIMINAL JUSTICE

This chapter contains information about **carrying NA's message** into various **correctional facilities** (including long-term, short-term, juvenile, and correctional psychiatric units). In the spirit of creating long-lasting relationships with correctional facilities, we encourage area service committees to research, understand, and engage with the personnel at the facility or institution. Our personal conduct—including the way members dress, speak, and interact with correctional personnel—has a powerful impact on NA's relationships with such facilities and NA's public image. Relationships based on mutual respect and understanding, are likely to support NA's ultimate goal of reaching suffering addicts.

This chapter also addresses ways to create relationships with **drug courts**. Many people convicted of nonviolent drug-related crimes are sent to Narcotics Anonymous as a result of court diversion programs. NA communities around the world are finding a growing number of court-mandated addicts attending local NA meetings. The material here contains practical solutions for interacting with drug courts and addicts referred to NA through the criminal-justice system, as well as discussion points for groups about how NA's principles can apply to this influx of court-mandated addicts. The specifics of court diversion programs may vary in different countries, but the principles contained in this section can be applied in almost any situation.

Core public relations principles

This section is excerpted from Chapter Two:

Attraction

The attractiveness of the behaviors and attitudes of individual NA members and the collective appearance of our fellowship is essential in making our public relations efforts more valuable. Attraction means that we function (as members and as groups) in ways that naturally draw others to us. When members act in a way that is attractive, newcomers and potential members are more likely to get a positive impression of NA.

We can also think about attraction as it relates to those who help addicts find NA (who may not be addicts themselves). Our individual attitudes have an effect on our collective appearance. How do we help professionals become aware of what NA has to offer? We cannot expect non-addicts to fully understand addiction in the same way we, as addicts, do. What we can do is illustrate the power of recovery within the NA program to those who are not members.

- *Why is it important to conduct ourselves in a way that positively affects NA as a whole?*
- *What can members do to make NA more attractive to the public?*

Cooperation, Not Affiliation

How can we work with the public and other organizations without merging or affiliating with them? One of the ways in which we practice cooperation is by remembering that NA members are responsible for observing the principles of our traditions. Facilities and other organizations do not have this responsibility. We can practice this responsibility by following our own principles, relying on our service committees, and studying NA's traditions and concepts.

- *How can we work with the public and other organizations without endorsing or affiliating with them?*
- *What is our experience (as members and as an area) with cooperating with the public?*

Tradition Three

Narcotics Anonymous is open to anyone seeking freedom from active addiction and our public relations efforts need to support that inclusiveness. Our service efforts need to ensure that everyone is welcome in NA—from the householder to the convict. As our Basic Text says, our service efforts should strive to reach all addicts “regardless of age, race, sexual identity, creed, religion or lack of religion.”

- *How can we demonstrate the diversity of our program so that members from varying backgrounds feel welcome?*
- *How can our service efforts better support the principle of inclusiveness?*

Narcotics Anonymous offers recovery to addicts around the world. We focus on the disease of addiction rather than any particular drug. Our message is broad enough to attract addicts from any social class or nationality. When new members come to meetings, our sole interest is in their desire for freedom from active addiction and how we can be of help.

It Works: How and Why

Public relations and the criminal justice system

Correctional institutions, jails, and prisons

The purpose of bringing panels and meetings into institutions is to carry NA’s message to those who cannot regularly attend outside meetings. Our approaches will vary based on the type of facility and the rules of each facility. The specific details of this chapter apply to facilities in the United States, but the underlying methods can be used and adapted to form relationships with criminal-justice systems all over the world. Members can also adapt these principles and ideas to fit different types of facilities, such as correctional vocational centers and maximum-security institutions. The challenge is to build relationships that honor NA’s principles and the facility’s rules. Areas may want to seek experience and support from local regions, zonal forums, or NA World Services.

Planning and preparation for areas and committees

Committee preparation and training:

Clear training methods can help a committee have a positive, long-lasting relationship with correctional facilities. Members should be accountable to a committee when establishing relationships with the criminal-justice system. The following items can help a committee that is planning to enter (or who has already established) a relationship with correctional facilities.

- ✓ Prior to initiating a relationship, the committee has a pool of trusted servants who are willing to be of service. Considering how many members in the area are typically willing to take service positions can help a committee decide how frequently NA will interact with a facility. Trusted servants need to be realistic about the area’s ability to provide service to a facility over time.

- ✓ The committee has created a written document for trusted servants that clarifies and communicates the rules of the correctional facility and the guidelines of the committee. Sometimes NA guidelines are different from a facility's rules; be sure to establish guidelines that honor both the institution's rules and NA's principles.
- ✓ The committee informs members that there can be challenges in filling out clearance forms. Clearance forms take time to process and can sometimes require fingerprinting or background investigations. A member is not automatically guaranteed clearance into a facility just because they fill out a form.
- ✓ If a trusted servant cannot fulfill a commitment to a facility, then another of the committee can show up in their absence. If clearance is required for all trusted servants entering a facility, then the committee will want to have both members cleared and have made prior arrangements for the other member to act as a substitute, if needed; if no one is able to fulfill the commitment, then the trusted servant should inform the facility.
- ✓ The committee regularly reviews and updates guidelines or training tools. Trusted servants may want to read portions of their guidelines aloud at each meeting to ensure all trusted servants stay informed. Learning days held on a regular basis can also provide members with training.
- ✓ Clean-time requirements for sharing on panels are established and followed.
- ✓ The committee ensures that there is regular communication between the facility contact person and the NA member coordinating meetings for that facility.
- ✓ If the issue of panel leaders or members taking medication comes up, then the panel leader or committee member can refer to *In Times of Illness* for guidance. This issue is often best left between the member, their sponsor, and their Higher Power. In our public relations service, we may limit the participation of members on certain medications. We do this because we do not want the NA program to be misrepresented. We are a program of complete abstinence, but we want to be inclusive, so we treat these situations sensitively by taking members aside and sharing our own experience with medication and living drug free.

Training and preparing trusted servants:

Working with an area service committee, trusted servants can bring NA meetings into a facility. The goals of meetings are to create an atmosphere of recovery, share information about NA, and share a clear message of NA recovery. Training and preparing panel volunteers is essential for successfully carrying NA's message into correctional facilities. The following points can be helpful when training trusted servants in a criminal-justice setting:

- ✓ Trusted servants understand and agree to follow the facility's rules—including the facility's dress requirements. This often means no jeans and no shirts with logos, including NA logos.
- ✓ Members are asked to share a clear message of recovery in NA. This can mean avoiding old attitudes, like those that may have characterized their own experiences in correction institutions, or offering information other than their experience, strength, and hope of recovery in NA.
- ✓ Members understand that meetings are under correctional officers' control. Trusted servants are trained to follow the facility's guidelines regarding security risks; this may mean that trusted servants will be expected to report to correctional authorities

about situations that pose a threat to NA members or that pose a general security threat.

- ✓ Many facilities require volunteers to attend an orientation session. Trusted servants should be prepared to attend one of these sessions, if required by the facility. It is becoming more and more common for facilities to require volunteers to attend these kinds of orientations.
- ✓ Trusted servants understand and follow protocols regarding sponsoring inmates. Some areas and facilities prohibit sponsoring because it may show inmate favoritism. Some facilities have rules concerning communication with inmates. These rules may not allow NA volunteers who regularly enter the facility to be on an inmate's visiting, correspondence, or phone list. In other areas and facilities, it is generally accepted that trusted servants can sponsor inmates. What's important is that NA members are willing to follow the guidelines of both the area and the facility regarding sponsorship. Trusted servants can also refer inmates to correspondence and sponsorship programs run by various NA communities (see the Fellowship Development chapter for more details on these programs).
- ✓ Speaker meetings, panel presentations, questions and answers, and literature-discussion formats work well in correctional facilities. NA speakers usually share their experience in a meeting format with a predetermined timeframe. A rotating format can provide a balance between outside NA speakers and inmate participation.
- ✓ Trusted servants understand that any sexual relationship with inmates is totally inappropriate. The primary purpose of providing meetings in a criminal-justice setting is to carry a clear and consistent NA message of recovery. We want to avoid inappropriate sexual relationships or sexual harassment in NA meetings. We also want to encourage inmates to stay focused on NA's message of recovery, not on who is delivering that message.
- ✓ Those who provide service in a criminal-justice setting want to always strive to create an environment where the focus is on recovery, not a friendship between the trusted servant and the inmate.
- ✓ As inmates approach their release date, trusted servants may decide to give them a list of NA phoneline numbers or up-to-date NA meeting directories. Some facilities offer pre-release classes. If that is the case, trusted servants can arrange to provide information about NA during those classes (see information about newcomer workshops in the drug court section of this chapter).

Stand-alone meetings in correctional facilities

There is a distinction between stand-alone meetings following the *Institutional Group Guide* and meetings brought into an institution by outside members. A stand-alone meeting is usually preferable in a long-term facility. A stand-alone meeting or free-standing meeting is not the same as an H&I meeting, although there may be members from the outside who participate and help support the free-standing meeting. A facility will often require an outside NA member to host a group that operates an NA meeting inside an institution. One way to determine which format would be most appropriate at a given institution is to ask the staff about the needs of the inmates. Step meeting formats can help addicts in long-term facilities get a sense of the NA program of recovery through the Twelve Steps. Free-standing NA meetings in institutions can elect trusted servants. There have been instances where free-standing meetings have joined the nearest area service committee. Elected inmates

can act as GSRs and may be allowed to attend area service meetings or consult with an outside member who serves as the GSR, or the institutional group could choose to elect an outside member to attend the area as the GSR.

Coordinating services

There are a variety of ways to coordinate services in correctional institutions. Some areas use the panel-leader format to bring meetings into facilities, while others use a project-based approach. Projects can allow an area to provide services to correctional facilities that are not limited to panels or meetings. Providing literature or meeting with correctional professionals may be the desired goal of an ASC or one of its committees. If there is not an area service committee, then service in correctional institutions needs to be the effort of one or more groups. The principle of accountability is important. Trusted servants should always be accountable to a committee or group. The point is for the area to structure services in a way that works toward meeting the area's goals.

The committee can encourage rotation of trusted servants while maintaining a consistent relationship with the correctional facility. The area can strive for a balance between applying the principle of rotation and the principle of continuity. This may mean that some commitments last six months to one year, while others may last longer. The area works to ensure that services are coordinated so that meetings in correctional institutions run smoothly.

Effective NA leadership knows not only how to serve, but when it will serve best to step aside and allow others to take over. An entrenched bureaucracy inhibits our fellowship's growth, while a regular influx of new leadership, balanced by continuity, inspires NA growth. The effective leader knows that, in order to maintain the distinction in service between principles and personalities, it is important to observe the practice of rotation.

Twelve Concepts for NA Service

Putting your plan into action

Interacting with facility staff:

NA members will need to interact with the personnel at correctional facilities to establish a meeting, panel, or ongoing relationship with that facility. Those interactions are crucial to long-lasting relationships with local correctional facilities. It is often the manner in which we interact that is most important to our public relations. Our attitudes, our language, and our willingness to work cooperatively with organizations to reach more addicts are the foundation of our PR efforts. The following points can help members make those interactions more successful:

- Create a realistic picture of what NA can and cannot do.
- Make commitments that the area service committee can reasonably expect to fulfill.
- Maintain a dialogue with the facility. Make regularly scheduled check-ins so those who work at the facility are aware of NA's status. Be sure to update trusted servants' contact information with the facility and explain that, because we rotate positions, there may be different people coming in to the facility.
- Ask to be introduced to the facility's staff and to be made aware of the facility's policies and procedures in writing, such as who to notify in case of an emergency, if

personal identification is needed to enter the facility, when to sign in, etc. Be sure to share the information with those entering the facility.

- Discuss proposed meeting formats, and clarify whether correctional officers will be in attendance at the meeting.
- Inquire with facility staff about whether refreshments (such as coffee, tea, and snacks) are welcome at institutional meetings.
- Regularly ask the staff if NA seems to be meeting the needs of the inmates.
- Make the facility aware of free periodicals such as *Reaching Out* and *The NA Way Magazine* (provided through NA World Services) and NA literature available for purchase.
- If there are any problems with a panel in a facility, we can schedule a meeting with correctional staff to find solutions. A strong relationship with the staff helps us to better reach our goals of carrying NA's message, especially when problems arise.
- For more practical suggestions, see the "Do's and Don'ts" at the end of this chapter.

Juvenile-detention facilities and youthful offenders

Much of the prior information about correctional institutions, jails, and prisons applies to juvenile-detention facilities (including reform schools) and youthful offenders. Trusted servants entering juvenile-detention centers may want to review the training points listed in the previous section first. What follows is additional information that is especially important when interacting with this population.

Facility rules and local laws:

It is important to be very clear about the rules and regulations of the facility and local laws. Minors are often under more restrictive legal protection. This may mean avoiding any sort of physical contact, including hugs. The best rule is to have no physical contact; this is also true for most adult correctional facilities. The practice of women going into female institutions and men going into male institutions takes on even greater significance with youthful offenders. Due to the greater legal liability, and because of the age group of these offenders, staff is usually present during NA meetings. Members are usually required to defer to the facility's staff if there is distracting or inappropriate behavior in meetings.

Cooperating with parents and guardians:

Working with youthful offenders may include interacting with parents or guardians. Members, in the spirit of cooperation, can inform parents and guardians about resources for family members of addicts. Nar-Anon is one of those resources, but there are also information lines, community services, and Families Anonymous, to name only a few. Cooperating with parents and guardians does not include delivering messages or gifts to incarcerated minors. The facility and area guidelines can outline the appropriate level of cooperation with parents and guardians.

Training and preparing trusted servants:

Trusted servants who bring meetings into facilities where youthful offenders are housed may find that speaker-meeting formats work best. This is because facility staff is often present in meetings. It is best to create meeting formats that encourage clients to be careful about what they disclose and that help to keep the sharing focused on recovery in NA. Question and answer formats about the Twelve Steps, sponsorship, and the NA program can also be

used as meeting formats in juvenile-detention centers. Trusted servants also need to be aware of possible behavior issues, such as distracting meetings with talking or comments, when youthful offenders who aren't necessarily addicts are forced to attend meetings.

The following considerations seem to especially apply when training trusted servants to enter a juvenile-detention facility:

- Explain to juvenile offenders what to expect from the NA program and fellowship (NA members vary in age and ways they interpret the steps, etc.).
- Avoid debates on addiction and facility practices.
- Remember not to treat young people differently. Be careful not to demean these potential members or give them special privileges because of their youth.
- To minimize distractions, set firm meeting guidelines. Meeting formats can explain that, in NA meetings, only one person speaks at a time and that we try to keep sharing focused on our personal experiences in recovery.

Discussing and addressing known challenges with juvenile corrections:

Legal responsibilities

There may be legal liabilities if a minor shares in an NA meeting about being abused. The area can investigate local laws and take preventative measures. Meeting formats can be structured in a way that discourages sharing about abuse. Trusted servants can also educate facility staff about the limits of sharing in meetings. If a minor happens to share about being abused, the ASC or its committee needs to have a plan for how to deal with that kind of disclosure. Usually, abuse must be reported. A committee needs to be prepared to take responsible action in these situations.

Medication

Regardless of the personal opinions of its individual trusted servants, NA has no opinion about treatment methods such as the prescribing of medication. This can be a confusing area for trusted servants and for those attending NA meetings in an institution. Members often talk about our literature's message of complete abstinence from all drugs—but we have no opinion, as a fellowship, on medication. Our literature also says that we are not doctors and that we approach addiction in a spirit of nonprofessionalism. Our purpose is always the same: to carry NA's message to suffering addicts. Our message is best carried when we avoid engaging in controversies about topics like the use of medication. Members may want to refer to *In Times of Illness*, the essay on the Third Tradition in *It Works: How and Why*, and the *H&I Handbook* regarding this issue.

It is crucial that we do not advise anyone to stop taking their medication as prescribed. We are not doctors! Our approach is nonprofessional, and we have no opinion on outside issues. We must be very sure it is understood that we do not advocate going against a physician's advice—nor, on the other hand, can we endorse the use of any drug.

H&I Members' Experience

Correctional psychiatric units

We never know where there may be addicts who might benefit from hearing NA's message. Psychiatric facilities may house addicts with co-occurring mental health disorders or addicts who have used insanity as their defense and are in the institution under assessment. It

doesn't matter to us why an addict is in a particular facility or what their other problems may be; what we care about is making NA's message available.

Training and preparing trusted servants

Panel presentations are often best suited for this population. These panels can be difficult, and trusted servants might get easily discouraged. The following points can help members be better prepared for entering these facilities:

- These panels are more successful when trusted servants are experienced in recovery and in carrying the NA message in correction institutions. Understanding the challenges of those housed in psychiatric units can also help members in these settings.
- Do not give anything to the clients or inmates; know the facility's rules.
- The rotation of trusted servants should be minimal because consistency is the priority in these settings. NA representatives need to have a clear sense of what they are doing, and the consistency may be comforting to the clients.
- Disruptive behaviors in meetings may be the norm. Experienced trusted servants can often ignore these disruptions. The committee can work with the facility's staff to find ways to minimize the impact of disruptive behaviors in meetings.
- This population is often systematically medicated to control their behavior. Experienced members may be better able to handle questions that sometimes arise about the use of medication. Be sure to offer no opinion on medications. (For more information about the issue of medication when serving on panels, see the information above in the Juvenile-Detention Facility and Youthful Offender section.)
- Be sure to demonstrate that NA is not a part of the facility and that the members of NA are not a part of the facility's staff.
- Utilize a strict meeting format; formats should be exclusively about presentation. Recovery tapes can also be helpful when carrying the NA message into these facilities.
- The attention span of clients and inmates in this setting can be short; meetings can be shortened to accommodate this.

Carrying the message in these facilities is an especially sensitive type of service. Only the most experienced H&I members should be selected to participate. These facilities usually have extensive requirements regarding participation from the outside. Extra care must be taken to fully acquaint ourselves with the facility's policies and restrictions. You may wish to provide H&I members with the maximum amount of protection the facility staff can provide when working in these types of facilities.

H&I Members' Experience

Drug courts

What are drug courts?

Many people convicted of nonviolent drug-related crimes are sent to Narcotics Anonymous as a result of court diversion programs. Drug-court professionals added twelve-step programs as a part of this alternative treatment because they are effective and there is no cost. Twelve-step programs were a part of studies that resulted in NA being seen as a viable

option for addicts. As a result of those studies, referrals to NA meetings from drug courts have increased significantly in recent years. Drug court programs (or similar programs) are being established around the world. The specifics of these programs may vary in different communities, but the premise is similar.

Drug courts (or court diversion programs) have made a significant impact on Narcotics Anonymous—so much of an impact that the World Board created Bulletin #31, “Meeting Attendance Cards.” Addicts often hear NA’s message of recovery as a result of the criminal-justice system. This does not mean that NA’s relationship with drug courts is free of challenges. Groups and ASCs that take a proactive approach to their relationships with drug courts seem to be more successful in dealing with the impact of drug courts on the local NA community. This section focuses on ways in which groups and ASCs can build relationships with drug courts as part of their efforts to carry NA’s message of recovery.

NA’s relationship with drug courts

Being proactive means letting court officials know what the NA program is (and isn’t) and what NA can (and cannot) do. We want to create cooperative relationships with drug courts while honoring our traditions. Having area discussions helps members become aware of the potential impact drug courts can have on local NA meetings. These discussions give members an opportunity to offer input and find solutions for how to handle attendance cards, accommodate numerous newcomers attending local NA meetings, and build relationships with drug-court personnel.

Area discussions about drug courts:

Following are some points the ASC can consider when discussing ways to be more proactive with drug courts:

- Invite drug-court personnel to participate in a roundtable discussion with members of the ASC. These discussions can focus on ways to better help court-ordered attendees. Court officials can be educated about NA meetings and the NA program, and trusted servants get an opportunity to learn about drug courts.
- Drug-court personnel (including prosecutors, probation officers, parole officers, police officers) need to know that NA is a viable resource for addicts (since they often have initial interactions with addicts in the community). The area could place posters in police stations, probation offices, or parole office waiting rooms.
- Discuss which meetings might be best suited to handle a large influx of court-card attendees.
- Create newcomer workshops to help newcomers understand the NA program, especially at the courthouse, parole center, or other similar settings. Newcomer workshops can be helpful in smaller areas that may have NA meetings with fewer members. Newcomer workshops are similar to panel presentations in that trusted servants provide information about NA in a structured format. A committee can use the *Institutional Group Guide* to start meetings at drug courts that may later become self-contained and supported.
- NA members can discuss the role a judge may play in referring addicts to NA. A judge may monitor a client’s recovery and be actively involved—this may mean that a judge requires a client to have a sponsor, do step work, and get a group commitment. If a judge attempts to require a sponsor to come to court, however, the boundary of cooperation has been crossed, because the sponsor is not under the court’s jurisdiction.

We can refrain from requests that conflict with either our traditions or our civil rights. Judges and institutions are not responsible for conducting themselves in accordance with our traditions—that responsibility falls on us.

- ASCs can sometimes participate in government training programs for drug-court officials. By participating in such training, giving presentations, or organizing an exhibit, a large number of new officials are given a clearer understanding of NA's role, challenges, and abilities.

What an area can communicate to drug-court officials:

The ASC can communicate the following points to drug-court officials during initial interactions:

- Clarify that NA is a voluntary recovery program, not a treatment center.
- Describe what occurs during an NA meeting: We pass out key tags to recognize clean time, we practice sponsorship, there are various meeting formats, etc.
- Discuss the principle of the Seventh Tradition with court officials so they educate their clients about what this principle means in NA. This may mean that court-referred addicts help put away chairs or contribute money in the Seventh Tradition basket.
- Communicate with the appropriate court staff (often the court coordinator). These professionals usually decide how many meetings the court-ordered attendees need to attend, and judges usually monitor this decision. Communicate information about which meetings can best accommodate a large influx of attendees.
- Provide up-to-date meeting schedules and helpline numbers.
- Suggest that courts purchase NA pamphlets and other NA literature to give to their clients.
- Invite drug-court personnel to attend open NA meetings.

Desire is not a measurable commodity. It lives in the heart of each individual member. Because we can't judge the sole requirement for membership, we are encouraged to open wide the doors of our meetings to any addict who wishes to join. We are asked to extend to others the care and concern that helped each of us find a sense of belonging. The Third Tradition helps NA grow by encouraging us to welcome others.

It Works: How and Why

Meeting attendance cards and NA groups

There are several reasons why members seem to get uncomfortable about court-ordered attendees at NA meetings. One reason is that Narcotics Anonymous, as a fellowship, does not participate in the surveillance of its members; another is that the idea of forced attendance seems to go against some of our core philosophies. Many members, however, have found NA through parole and other forced-attendance programs, including treatment facilities. It is not up to us to decide if someone is ready to get clean or if they are a member of NA. Many addicts who did not initially want to attend NA meetings ended up staying in NA as a result of forced attendance.

There is also the very practical reality that drug-court referrals can affect a group's atmosphere of recovery and can drain a group's financial resources. It may be helpful to remember that our literature says that we don't care where an addict comes from. Groups can ask themselves if eliminating the attendance of those referred by drug courts is really

the best solution. The following ideas can help groups discuss solutions to the real challenges they face with drug-court referrals:

- The group may want to take an inventory. This inventory could focus on how ready and able the group is for drug-court referrals. Although increased attendance can overwhelm the atmosphere of recovery, a group may want to consider its attitude toward those who are court referred. Is the group open and welcoming? Some court-mandated clients may not be addicts or may not be ready to admit that they are addicts. The group can ask themselves if they are practicing NA's Third Tradition.
- A group can look to see if the format of the meeting is suitable for a large influx of new members. A group that has a participation format may decide to structure the meeting format in a way that better serves newcomers, such as a newcomer workshop, speaker meeting, or question-and-answer format. Even after all these considerations, a group may decide that the meeting cannot accommodate those with meeting-attendance cards. The group would then communicate this to the ASC or the committee in contact with court personnel. NA groups who decide not to sign court-attendance cards can be listed in the area meeting directory so they aren't mistakenly attended by court-referred clients.

Tradition Three: The only requirement for membership is a desire to stop using. All addicted persons are welcome and equal in obtaining the relief they seek from addiction; every addict can recover in this program on an equal basis.

- The signing of cards is providing a service to addicts. The NA group is not participating in surveillance. In NA's early history, every meeting was under surveillance. Asking the police to stop surveilling meetings so that addicts would not be afraid to attend them was one of our fellowship's first cooperative PR actions; if we find that meetings are under surveillance again, we can take similar actions. In signing court-attendance cards, groups are verifying attendance as a service for addicts, not for the courts. The confidentiality of the addict will be respected; we strive to treat court-referred members in the same way as we treat other NA members.
- In some instances, members may be concerned that addicts with court cards are leaving meetings early. Fortunately, it is not our responsibility to monitor whether or not a court-referred member stays for the entire meeting. To discourage these members from leaving early, however, some groups collect cards when the Seventh Tradition collection is passed and return them at the end of the meeting. If the group is uncomfortable with signing cards, then they may want to consider alternatives like a group stamp.

The strength of our relationship with the criminal-justice system has the potential to make a difference in the lives of many addicts. Strong relationships are built on clear communication, reliability, trustworthiness, and ongoing dialogue. We practice our primary purpose of carrying NA's message to suffering addicts in our service efforts with the criminal-justice system.

Resources

Area Criminal-Justice Tracking Log
Criminal-Justice Encouragement
Panel Request Form

Sample Newcomer Workshop

Organizational contact suggestions:

Drug courts

Correctional facilities and jails

Forensic units

Police/sheriff

Education/training (law schools, drug-court training, criminal-justice education programs, police academies, etc.)

Professional associations (specifically national and international)

Probation/parole officers

Addendum

“Dos and Don’ts” (adapted from the Basic Hospitals & Institutions Guide):

- Do Make NA helpline numbers available to inmates so they can find NA upon release.
- Do Clarify the rules with whomever you bring into the facility.
- Do Start and end on time!
- Do Emphasize that NA recovery is available to all addicts, regardless of drug(s) used.
- Do Clearly state that Narcotics Anonymous is separate from the facility and from other fellowships and treatment methods.
- Do Screen all panel members, speakers, and chairperson(s).
- Do Attempt to get all agreements with correctional staff in writing.
- Do Cover any gang-related tattoos.
- Don't Dress inappropriately (find out the facility's dress requirements).
- Don't Attend H&I meetings in facilities alone.
- Don't Emphasize using days while sharing an NA message of recovery.
- Don't Debate any issues involving facility rules, regulations, programs, or other fellowships.
- Don't Discuss conditions within the facility or facility staff members with inmate(s).
- Don't Wear flashy jewelry and don't carry excessive cash.
- Don't Take messages or carry letters in or out of the facility.
- Don't Bring an NA member who has friends and/or family in the facility.
- Don't Ask what type of crime an inmate has been convicted of, or discuss guilt or innocence.
- Don't Accept money or gifts from, or give money or gifts to, any inmate.

TREATMENT: INPATIENT, OUTPATIENT, AND RESIDENTIAL SETTINGS

The Narcotics Anonymous World Services Membership Survey suggests that over 40% of our members found NA meetings through the encouragement of addiction-treatment providers. Creating relationships with addiction-treatment professionals can be an important way to ensure that NA's message is available to addicts. When interacting with treatment facilities and professional-treatment associations, we strive to achieve the following goals:

- ❖ Increase the **visibility, reliability, and accessibility** of Narcotics Anonymous.
- ❖ Raise awareness that NA is a **resource** in the community.
- ❖ Demonstrate that NA is a **viable, self-sustaining organization** with no membership dues.

Regardless of the treatment setting, this chapter covers ways to build relationships that are more likely to help us achieve the goals stated above. Information about preparing a committee, training trusted servants, and developing approaches for how to interact in various treatment settings is contained in this chapter.

Core public relations principles

This section is excerpted from Chapter Two:

Attraction

What is likely to be attractive to the public and to professionals who interact with addicts is reliable communication, responsibility, commitment, and behavior that reflects recovery. We can demonstrate the reliability of NA by showing up and fulfilling the obligations we make, whether it is to return a telephone call for information about NA or supplying meeting directories at a public library. We can learn to draw on the experiences of NA members to fulfill the commitments we make to professionals. In the event that something prevents us from our keeping an appointment, we can ask a fellow member to fulfill our commitment for us and notify the person with whom we have the commitment to let them know someone else will be coming in our place. We can also maintain good communication within our committee by staying in contact with the committee chairperson. We need other NA members to be truly successful in building and maintaining relationships with the public. Cooperation and collaboration in our areas and committees can help us provide an attractive message of recovery to the public.

- *How does our individual behavior impact the attractiveness of the NA program?*
- *What can members do to make NA more attractive to the public?*

Cooperation, Not Affiliation

We are more likely to form productive and cooperative relationships when we simply and honestly review what services we can and cannot offer to others. For example, if we are forming a relationship with a treatment or correctional facility, we ask about their expectations of NA. Maybe they have requested weekly meetings and, after an honest assessment, we decide that we cannot meet their request. Instead, we can offer a meeting on a monthly basis. In this manner, we create a relationship that we can responsibly sustain over time. We practice cooperation by being honest about what we are able to provide, and we still find a way to respond to requests. As a result, public organizations learn to trust our members and rely on our program as a credible community resource.

- *How can we work with the public and other organizations without merging or affiliating with them?*
- *What is our experience (as members and as an area) with cooperating with the public?*

Public relations and addiction treatment

As a result of an area planning process (see the addendum to Chapter Three for the Area Planning Tool), trusted servants may have decided that building stronger relationships with local treatment facilities is a priority. The area service committee can then discuss what it is capable of providing, what the local treatment facility may have requested from NA, and what it believes is necessary to make NA's message available in local treatment settings.

Planning and preparation for areas and committees

In addition to the area's planning process, the following questions can be helpful when trusted servants are evaluating and deciding what kinds of services they can provide in treatment settings. These questions can help an area have broad discussions about ways to create strong relationships with treatment staff.

- Are we interacting with treatment professionals in a spirit of **cooperation**? Are we approaching treatment facilities with an attitude that the NA program and a treatment program share the common goal of helping addicts stay clean, although our methods may vary?
- Are we providing the treatment facility with **relevant information** about NA? Have we provided the treatment facility with a reliable NA contact? Have we given the facility the NA product catalog and/or an initial supply of NA literature? Are we regularly mailing up-to-date NA meeting schedules to treatment facilities?
- How can the area (or committee) work with treatment professionals to ensure that clients are able to easily **access** NA; for example, have we made treatment professionals aware of NA meetings in the community?
- Often, treatment professionals ask for information about NA meetings that may appeal to a **specific population**. Have we identified local meetings that may be helpful to specific populations (for example, the hearing impaired, youth, gay men and lesbians, various language groups, etc.)?
- Given the area's **human resources** (members), how many meetings can the area reasonably bring into local treatment facilities, and continue to bring over time? What would be the best use of NA's human resources, and what would meet the needs of the community? Will trusted servants bring in meetings on a weekly basis? A monthly basis?

As addiction treatment changes, so will the way in which we provide services in those settings. We can keep in mind that there are many ways in which to build positive relationships with treatment professionals. Outpatient treatment settings and faith-based treatment approaches may require services other than just providing NA meetings. We can build relationships in these settings by providing information about the NA program, scheduling regular meetings with staff, and developing a solid relationship founded on cooperation and respect.

It may be that the most valuable service we can provide in treatment settings is a cooperative relationship. This means that we can offer accurate information so that these

treatment professionals understand the NA program and are willing to refer their clients to NA meetings. Cooperative relationships also mean that our interactions are consistent and reliable. Creating a schedule to drop off updated meeting directories each month, or phoning various facilities with an updated NA phoneline number, can be integral in forming solid relationships.

Coordinating services

There are a variety of ways in which to coordinate services in treatment settings. Some committees use the panel-leader format to bring meetings into treatment centers, while others use a project-based approach to reach an identified goal (such as providing literature or regularly meeting with treatment professionals). If there is not an area service committee, then service in treatment facilities needs to be the effort of one or more NA groups. The principle of accountability is important. Trusted servants should always be accountable to a committee or an NA group. The point is for the area to structure services in a way that works toward meeting the area's goals.

If a relationship with another organization compromises our devotion to carrying the recovery message, we need not be afraid to let go of that relationship. Our strength is in the power of the NA program.

It Works: How and Why

Public relations in treatment settings is based on our ability to build positive relationships, provide relevant and consistent information, and make NA more accessible. Planning, training, and communicating can help us to make the NA program more available to any addict seeking recovery from addiction.

Committee preparation

Preparing for interactions in treatment settings is more likely to foster positive, long-lasting relationships. Trusted servants often respond to requests from treatment centers without considering the area's abilities and the greatest needs of the community. Considering the best use of NA resources can help committees become more proactive in establishing and maintaining relationships in treatment settings. The following list can help an ASC or a committee that is planning to enter, or that has already established a relationship with treatment facilities:

- The committee has trusted servants who are willing to be of service over a period of time.
- The committee is prepared to maintain ongoing dialogue with facility staff. This includes providing ongoing information, following up with information requested by staff, and asking for feedback such as how meetings are going, if trusted servants are following through on their commitments, and if the treatment center has updated meeting directories and a sufficient amount of literature.
- The committee considers providing services for outpatient treatments settings. Outpatient treatment is an often-overlooked treatment setting. The committee can provide meeting schedules, NA pamphlets, and local NA contact information. An outpatient setting can also be a good place in which to hold a regularly scheduled NA meeting that is listed in the local meeting directory, versus a meeting that trusted servants bring in to the facility.

- The committee can make an effort to include presenters who are likely to create a sense of identification. This may mean including a younger panel member for a presentation to young people.
- Trusted servants who provide phonline service and maintain meeting schedules need to communicate with each other regularly. This can help ensure that information about NA is consistent and accurate.
- The committee has created meeting formats that are appropriate for treatment settings. Clients often benefit from shorter, more structured meeting formats. The committee can discuss the proposed meeting format with treatment staff to get their input and ideas.
- The committee can encourage rotation of trusted servants while maintaining a consistent relationship with the treatment facility. The area can strive for a balance between applying the principle of rotation and the principle of continuity. This may mean that some commitments last six months to one year, while others may last longer. The ASC works to ensure that services are coordinated so that meetings in treatment settings run smoothly.

We look for ways to help instead of judge. Our task is to fan the flame of desire, not dampen it. Any addict who walks into a meeting, even a using addict, displays a level of willingness that cannot be discounted. While maintaining an emphasis on the importance of total abstinence, still-using addicts are welcomed into our meetings with special encouragement to keep coming back.

It Works: How and Why

Discussing and addressing known challenges in treatment settings:

The following topics can be discussed within the committee and at the area service committee prior to interacting with treatment professionals.

Drug replacement

Areas and groups often enter into discussions about drug-replacement therapies and the Narcotics Anonymous program. NA's Third and Tenth traditions are essential to these discussions. We need to remember that we cannot assess anyone's desire to get clean and that NA has no opinion on drug-replacement therapies. However, the experience of NA members is that being clean means complete abstinence from all mood- and mind-altering drugs, including those used in drug-replacement therapies. As our Basic Text states, "Complete abstinence is the foundation for our new life."

Raising awareness about our Third Tradition—that the only requirement for membership in NA is a desire to stop using drugs—can benefit discussions about drug replacement. Anyone is welcome at NA meetings, even if they seem as though they don't know if they want to stop using drugs. A group must always maintain its primary purpose of carrying NA's message of recovery to addicts.

Although NA is a program of complete abstinence, nowhere does NA say a person has to be clean to attend NA meetings; we need to be aware of this when interacting with drug-replacement clients. Sometimes meeting formats ask those who have used drugs not to speak—but it is not our job to judge or evaluate if someone is clean or not. Our Third

Tradition cautions us from judging another member's desire and encourages us to welcome any addict who comes into an NA meeting.

In our public relations service, we may choose to limit the participation of members on drug-replacement medication. We do this because we do not want the NA program to be misrepresented; we are a program of complete abstinence. Yet, we want to be inclusive, so we treat these situations sensitively by taking members aside and sharing our own experience with living drug-free. We can share that some members have tapered their drug use to abstinence through replacement methods (World Services Bulletin #29 can be a useful resource). We can also share that drug replacement may seem to help today, but our experience with recovery in NA means that we are able to live free from all drugs without the need to substitute one drug for another.

Use of NA's name:

The area service committee can clearly outline the way a treatment center can use the NA name. The misuse of NA's name is a public relations concern because outside organizations can potentially affect the public's perception of NA. A treatment center can say that NA meetings are held at their facility, but they cannot say that this implies NA's endorsement of their facility, and they cannot pretend to an affiliation with NA by saying that the presence of our meetings in their facility means that they are an "NA treatment center." If a treatment center has used NA's name inappropriately, then members can inform the treatment center, in a cooperative and constructive manner, that their use of NA's name in that way is not permitted. Trusted servants may decide to inform treatment centers about NA's traditions regarding this issue. If the treatment center continues to use NA's name inappropriately, then the area can forward the issue to Narcotics Anonymous World Services.

Sponsorship and treatment

If a treatment center wants to place conditions on the role of a sponsor, then we can engage them in a dialogue. We can discuss the nature of sponsorship in NA using tools like the *Sponsorship* pamphlet; we can cooperatively give treatment professionals a realistic picture of sponsorship while honoring the autonomy of our members. Ultimately, it is each member's decision whether or not they want to sponsor in a treatment setting that may or may not require a sponsor to follow treatment center guidelines.

Group preparation

Treatment centers will often decide to send their clients to NA meetings in the community. Groups may want to prepare for this influx of new members. Members can make decisions about how to best welcome treatment clients through a group conscience. Some groups have a meeting greeter, while other groups hand out meeting schedules with members' phone numbers. Groups that are overwhelmed by a large influx of treatment-center clients can develop more structured meeting formats. A speaker meeting or question-and-answer format may be more appropriate for a meeting with a large number of newcomers. Group members can always focus on sharing about recovery in NA and the benefits of sponsorship to set a positive meeting tone.

The relationships we have with outside organizations are not based on the personalities of our leaders; our groups themselves are responsible for their cooperation with other organizations, making those contacts stronger and more effective.

It Works: How and Why

Training and preparing trusted servants

Training and preparing trusted servants is essential for successfully carrying NA's message into any treatment setting, whether it be outpatient, inpatient, spiritual or vocational. The following points can be helpful when preparing to bring a panel or discussion meeting into treatment facilities:

- ✓ Trusted servants are oriented to the treatment setting and facility staff.
- ✓ The committee has guidelines for members who bring meetings into treatment facilities. These protocols include clarifying with staff meeting start time, day, and format, how early to show up for meeting commitments, and procedures for canceling a scheduled NA meeting.
- ✓ Members are trained to share a clear message of recovery in NA.
- ✓ Clean-time requirements for trusted servants are established and followed; most areas have clean time requirements for those who speak in treatment facilities.
- ✓ Because the language and dress of trusted servants affect NA's public image, trusted servants are encouraged to speak and dress in a way that is respectful of the treatment facility.
- ✓ NA members offer no opinion on medications or treatment methods. NA is not in competition with treatment methods; we enter treatment settings with willingness to work together, to share an NA message of recovery, and to inform treatment providers about the NA program.
- ✓ During their training, NA members are made aware that many treatment clients are prescribed medication for illnesses like depression and anxiety. NA members are encouraged to welcome these clients at NA meetings. To gain a better understanding of how NA's principles relate to these issues, members can read and discuss *In Times of Illness* or the essays about the Twelve Traditions in the Basic Text or *It Works: How and Why*.
- ✓ Trusted servants are trained to provide regular reports to the committee about the status of meetings held in treatment facilities.
- ✓ The committee can work with the facility to establish mutually agreed-upon protocols for how NA members should interact with treatment clients. Clients may ask for their phone numbers, if they can sponsor, or if they are willing to take clients to local meetings in the community. It is each member's choice whether to interact with treatment clients in this way, as long as the treatment center's policies do not prohibit it. A committee can also establish client-interaction guidelines that consider the facility's policies.

NA meetings in treatment settings

Some NA meetings in treatment centers are for clients only. These meetings are usually a result of an area committee's service efforts and don't usually collect a Seventh Tradition. These meetings typically use a panel format, where panel leaders bring speakers into the facility.

There are also meetings held in treatment centers that are open to clients and NA members from the area. These meetings function like any other NA meeting and are usually listed in the area meeting directory. NA literature is usually read in the beginning of the meeting, a speaker or chairperson facilitates the meeting, a discussion format is often used, the meeting closes with a prayer, etc.

Our relationships with outside agencies exist to help us fulfill our primary purpose, not merely build our reputation or prestige. When we observe the spirit of anonymity, we seek nothing other than to carry the recovery message to the addict who still suffers.

It Works: How and Why

Putting your plan into Action

Interacting with addiction-treatment professionals

The following points may be helpful when planning how to interact with treatment staff or professionals. Preparing what to communicate and addressing known challenges can further an area's goals of building positive long-lasting relationships that benefit NA, the treatment center, and potential members.

- Communicate NA's philosophy about addiction and recovery, such as total abstinence, the twelve-step approach, focus on addiction rather than drug use, etc.
- Clarify what NA is able to bring into the facility. Don't be afraid to say that we cannot provide the number of meetings requested by the treatment center. Trusted servants can evaluate if NA resources are being used in a particular treatment setting to meet the needs of addicts in the community. If we decide that we can't meet all of the facility's needs, then we work with staff to come up with alternatives. One alternative might be that individual NA members can pick up clients and take them to local NA meetings in the community.
- Clarify what NA does and doesn't do. For example, we don't provide professional counseling, but we do practice sponsorship.
- Be straightforward and honest about the likelihood of encountering members in meetings with prejudices toward clients on medication and drug-replacement therapies.
- In some communities, NA is started in treatment facilities. NA members need to be careful that NA is not seen as being affiliated with a treatment facility. NA meetings may be held in a facility, but an NA meeting is not a particular treatment center's meeting. A treatment center may also refer its clients to NA as a community resource; however, we need to clarify that while NA may be one resource for those leaving treatment, we are not a treatment center's official aftercare program.
- When working with treatment professionals, respect the anonymity of professionals and staff who may also be members of NA. Treatment centers are separate from NA; not all employees may be aware of their coworker's involvement in NA.
- Members who are also treatment professionals may need to consider that their role as a treatment professional is separate from their role as an NA member. In the role of a treatment professional, an individual is usually following treatment protocols instead of acting as an NA member talking about their personal recovery in NA.
- Encourage treatment professionals—counselors, therapists, case managers, and those recovering in other fellowships—to attend open NA meetings to help them have a better understanding of NA. Treatment professionals may want to attend meetings other than those their clients attend; this is respectful of their client's anonymity and may allow for a different understanding of NA based on members who are not their clients. Attending NA meetings may give professionals a greater sense of what NA

has to offer their clients. As a result, these professionals may feel more comfortable referring clients to NA.

- Show treatment professionals examples of long-term NA recovery. Invite members with long-term recovery to presentations, and invite treatment staff to NA meetings attended by members with long-term recovery.

Interacting with addiction-treatment organizations

Interactions with professional organizations will benefit from a coordinated plan that allows for an ongoing, cooperative relationship. The following points can help area service committees prepare for interacting with professional organizations in the addiction-treatment profession:

- The area can develop a coordinated area plan for interacting with professional associations. A plan can help trusted servants understand their responsibility and the goals of the interaction. A coordinated plan ensures that trusted servants share the information they gain from their interactions with other trusted servants and members in the area. It also makes sure that the information an area provides to professional organizations is accurate; for example, helpline numbers and meeting schedules are up-to-date, and the area has reliable contact information.
- The area can develop criteria to prioritize what level of participation at these events (attendance, exhibit, or presentation) makes the most sense. One level of participation would simply be to attend, supplying meeting information, local helpline numbers, and NA contact information at the event. The area may decide to participate in a more interactive fashion by presenting information about NA to treatment professionals (social workers, counselors, case workers, etc.).
- Another option is for the area to begin cooperative relationships with agencies that work with or assist treatment clients. For example, these relationships can be with clergy connected with the spiritual-treatment approach, government agencies responsible for child and family services, or colleges and universities that have addiction certification or degree programs.
- There are a variety of professional addiction treatment organizations around the world. Some of the more recognizable organizations are the International Council on Alcohol and Addictions, the American Society of Addiction Medicine, chemical-dependency nursing associations, etc. These professional organizations have conferences that are held in different cities all around the world. An area can find out if a conference is scheduled in their part of the world. Professional conferences can be a great way for an area to begin creating relationships with those who are involved with addiction treatment. Areas can work with the region or NA World Services for guidance and support in these efforts.

The area can also consider hosting a local public-relations roundtable. A roundtable is a structured meeting where the local NA community provides information about NA to professionals and then listens to feedback from specific questions asked about NA (see the area PR roundtable format at the end of the chapter). The aim of a roundtable is to create a cooperative relationship that benefits all those involved. We can ask professionals about their experience with NA; it may be that the experience is not all positive. Trusted servants can remember that this constructive criticism is likely to help us improve our ability to carry NA's message of recovery. Roundtables can also be a place where we dispel myths about addicts and NA, and they can help us improve the ways we provide services.

Whether an area service committee is just beginning to develop relationships in treatment settings or if ongoing relationships are being strengthened, public relations is enhanced by reliable and consistent communication, accurate information, and cooperative relationships.

Resources

FAQ's for specific treatment audiences

Presentation kits

Handouts for professionals

Area PR roundtable format

HEALTHCARE

Healthcare may be a new term and a new service opportunity for some NA members, but many members have found Narcotics Anonymous because of a recommendation made by a professional in the healthcare field. Healthcare settings such as public health clinics and physicians' offices are opportunities for us to further educate healthcare professionals about how NA can help addicts. Our public relations efforts in these settings will benefit from clearly identified goals as well as training and preparation tailored for each project.

This chapter contains specific suggestions for building relationships in various healthcare settings. This includes ideas for training and preparing trusted servants as well as suggestions for how to interact with **healthcare professionals, hospitals, and various healthcare organizations.**

Core public relations principles

This section is excerpted from Chapter Two:

Affiliation

A big part of our credibility comes from the fact that we maintain our single focus of recovery from addiction. We can be seen as credible, and we can be present in an organization's decision making, but the only way we can be drawn into public controversy is if we offer an opinion on an issue outside the scope of our own program. If a facility wants us to endorse or lend our name to its program, or an organization requests our support on a piece of legislation, we refrain. If we become involved in an outside organization's decision-making process, such as sitting on a board for a non-profit agency as a representative of NA, we offer no opinion on the organization's business practices. We do not take sides on an outside issue, and we do not put NA at risk or compromise the clarity of our message. If we took one side or another on a legal issue or a medical practice, we would undermine our credibility and our primary purpose. We work to avoid being identified as taking any side or giving an opinion in a controversy. We stay focused only on how we can help those suffering from addiction. This focus allows us to build relationships where our role is clear and free of controversy.

- *How can NA benefit from forming cooperative relationships with healthcare professionals?*
- *When does a cooperative relationship become affiliation?*

Our experience has shown that we have many non-addict friends who can advocate for NA. If a professional wants to support NA by sharing about the effectiveness of our program, they are free to do that. What we can do is try to ensure that the non-member's enthusiasm for our program doesn't misrepresent the addict-to-addict nature of our program. NA is not a program where professionals treat addicts, although professionals often want to advocate for NA's viability because they have seen recovery working for their clients or loved ones. The role of the local service body in a situation like this is crucial. The NA community can provide training and establish accountability with the non-member supporter; this way the non-member supporter can become an asset to NA in fulfilling its primary purpose.

- *How can areas avoid affiliation (or the appearance of affiliation) when working with healthcare professionals?*
- *What actions can an area take when working with non-addicts friends of NA?*

Communication

Communication is a two-way street. We strive to be effective, honest, open, consistent, and straightforward in our communications. We keep channels of communication open with those we are trying to reach in the public sphere. Communication is not just feedback. It is listening, accepting constructive criticism, and asking questions. Communication is verbal and non-verbal, written and oral, and it affects all of our public relationships. Good communication means listening to a member of the public after we have had an initial interaction. It is the quality of our correspondences and our awareness of various cultural environments.

- *How can we demonstrate integrity in our communications for healthcare audiences?*
- *What does an area need to carefully consider in order to communicate more effectively?*

Public relations and healthcare

Our public relations efforts in healthcare settings should strive to be focused and planned. Clearly defined goals can help to focus and clarify the actions that need to be taken to make a project successful. Healthcare professionals tend to respond to information that is easy to access and that highlights practical outcomes. Each audience may require different approaches and different types of information about NA. The following information can help area service committees create and maintain strong relationships with professionals in the healthcare field.

Internal planning and preparation

Coordinating services

There are a variety of ways to coordinate NA services in healthcare settings. A committee may work together on specific healthcare projects, or it may select one or more trusted servants to carry out a specific project. Trusted servants should have the skills (such as communication) and necessary training to make projects successful. These trusted servants may be responsible for regularly providing literature in a medical walk-in facility, bringing an NA meeting to an inpatient detox unit, or working on forming a more interactive relationship with healthcare professionals. The principle of accountability is important. Trusted servants should always be accountable to a committee. If there is not an area service committee, then service efforts need to be the effort of one or more NA groups. The area is free to structure services in a way that work toward meeting the area's goals.

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

Twelve Concepts for NA Service

Committee preparation

- The committee should prioritize and plan the order in which they will interact with healthcare professionals (see Chapter Three for details about how to plan and prioritize services). Trusted servants may choose to first work on a relationship with an emergency department; this could include providing information such as meeting schedules, informational pamphlets, and posters. The committee might then decide,

based on their prioritized projects, to give presentations to hospital social workers or begin providing information about NA to pharmacists in the community.

- The committee defines the goal or purpose of each project. Defining the purpose of these relationships can help trusted servants have a clearer sense about the goals of their interactions. A committee's goal might be to simply introduce NA to those professionals who discharge patients in a hospital setting; another could be to form relationships with local physicians by giving a presentation and providing a regular supply of NA literature, such as informational pamphlets, and meeting directories.
- The area can research various healthcare settings to find out who seems to be the best contact person in each setting, when to contact them, and the best way to reach them. This could be either through an email, a face-to-face meeting, or a telephone call. Many NA members are also healthcare providers and can provide valuable contact information.
- Clear, relevant, and concise information is likely to be more valuable in all PR settings, especially healthcare. Committees can create handouts and displays that are tailored to the specific audience. Healthcare professionals (such as nurses and physicians) often have limited time to spare. A single page of information about NA in the community, including reliable contact numbers other than the NA phoneline, may work best in these situations.
- Be sure that trusted servants follow up on each interaction. Sending a letter or an email or making a phone call can be the beginning of an ongoing relationship with those who work in healthcare settings.
- The committee can consider matching trusted servants with each audience. Members need to be informed and trained. Members who are unable to separate their personal opinions about issues that are likely to come up in a healthcare setting, such as medication, may not be best suited to interact with certain healthcare audiences on behalf of NA.

Training and preparing trusted servants

- ✓ Trusted servants should have information about the healthcare settings they will be entering. Researching the profession or philosophies of an audience can help members anticipate questions and communicate more effectively. (See Chapter Four for details about research and presentations).
- ✓ Trusted servants should be trained to interact in the various healthcare settings that exist in their community. Training guidelines could include updating all healthcare audiences with current NA contact information, as well as ways to respond to a variety of requests made by healthcare professionals. Each healthcare setting is different; training can be tailored toward the specific circumstances, concerns, and needs of the various settings.
- ✓ Trusted servants should be trained to use clear and concise language. This means that presenters avoid using NA jargon or slang. A committee may invite an NA member who is also a healthcare professional or someone who understands the healthcare profession, to give a presentation. We are more likely to reach an audience when we are familiar with their practices and philosophies.
- ✓ The area may want to identify particular qualities of an ideal trusted servant for healthcare settings. The ability to communicate articulately, presentation skills,

experience in NA, and the ability to demonstrate recovery are some examples of essential qualities for providing service in healthcare settings. Committees can also review the Fourth Concept when identifying the ideal qualities of a trusted servant.

- ✓ Practicing a presentation for a non-addict audience familiar with healthcare practices can help trusted servants improve the effectiveness of the presentation.
- ✓ Many facilities require volunteers to attend an orientation session. Trusted servants should be prepared to attend one of these sessions if required by the facility. It is becoming more and more common for facilities to require volunteers to attend these kinds of orientations.
- ✓ Healthcare professionals understand medical models. Trusted servants need to be trained to describe NA's approach as an abstinence-based program of recovery. Members can educate professionals about our program's philosophy of complete abstinence using NA literature (such as the *Am I an Addict?* IP) and relevant materials created by the committee. Members can explain to physicians that NA views addiction as an illness and that we see this illness as affecting addicts physically, emotionally, and spiritually. Trusted servants can also explain that NA is a comprehensive, peer-support recovery strategy that allows many members to lead more productive lives.
- ✓ When explaining why NA is not a drug-replacement program, trusted servants can rely on NA literature. (As an additional resource, see Chapter Seven's discussion of drug replacement.)
- ✓ *NA: A Resource in Your Community* and the NA Membership Survey can be a useful tool in healthcare settings. Trusted servants can order these materials by contacting NA World Services.

Putting your plan into action

Interacting with healthcare professionals

Healthcare professionals can include **physicians, psychiatrists, psychologists, psychotherapists, pharmacists, dentists,** and **nursing** professionals.

- The area service committee may consider hosting a public relations roundtable with healthcare professionals. These roundtables can be an opportunity for local areas to exchange information with healthcare professionals and can allow professionals to identify what they need from NA. Trusted servants can also use these roundtable discussions to dispel stereotypes about the NA program.
- Trusted servants can educate healthcare professionals about NA's successes. Providing statistics on the number of members around the world, the different countries where NA meetings are held, and the diversity of NA's membership (such as the economic, racial, and professional range in members) is likely to be particularly meaningful in healthcare settings. Professionals are often interested in outcomes. NA's membership survey can be used as support material.
- Trusted servants have an opportunity to share with medical professionals that NA is a program of complete abstinence and that our members often have special concerns about physicians prescribing potentially risky medications. At the same time, trusted servants can educate NA members that it is inappropriate to interfere with medication that has been prescribed to other members by healthcare providers. We can educate our members about the dangers of substituting one drug for another

and we can educate the medical community about complete abstinence, but ultimately this is an issue between doctor and patient.

- Healthcare professionals such as physicians and dentists interact with a variety of people who use drugs. Following a presentation, trusted servants could suggest that physicians provide patients who they think may have a drug problem with the pamphlet, *Am I an Addict?* Trusted servants could explain that the questions contained in that pamphlet are the questions members ask themselves when first coming to NA.
- Trusted servants can be trained to dispel myths about NA's name. Survey information outlining the range of drugs used by NA members can illustrate that NA is not just for those addicted to narcotics like heroin.

Discussing and addressing known challenges in healthcare settings:

Harm reduction

Harm reduction is a treatment approach that may not promote abstinence yet claims to reduce harm to the individual and the community. NA is a resource that can be utilized within many treatment regimens and complements many professional treatment models. NA has no opinion on the effectiveness or validity of a specific model such as harm reduction. If requested, members can explain that NA is not in conflict or competition with approaches like harm reduction. Public health officials will often use statistical data to support various treatment models, including harm reduction. Trusted servants can explain that NA does not have statistical data that has been researched. Rather, NA uses self-reported information that is represented in the NA Membership Survey. Some areas and regions have conducted research that shows members getting jobs, returning to school, and no longer committing crimes. This research is a valuable tool that can demonstrate the positive effect NA has in many communities.

Interacting in hospitals

Hospitals contain a variety of healthcare audiences. Some of these audiences include **medical detox units, emergency departments, psychiatric units, walk-in medical clinics** (such as urgent care), and **behavioral health and social service departments**.

- Hospitals can be a good opportunity to reach members of the community, including family members and friends of addicts. One level of interaction in this setting may be forming a relationship with emergency room staff so that trusted servants can place NA posters and meeting schedules where people from the community are likely to see them in times of urgent need.
- The format of meetings held in hospitals will vary depending on the unit. Clients in a behavioral health department, where there may be inpatient drug treatment units, may benefit from a getting a sense of what a typical NA meeting is like through the use of a speaker meeting or a *Just for Today* meeting format. A meeting in a psychiatric unit, where clients usually have shorter attention spans, needs to be extremely structured to limit participation.

NA meetings in healthcare settings

In healthcare settings, there are two kinds of NA meetings: meetings that are for clients only and do not usually collect a Seventh Tradition, and meetings that are simply held at the healthcare facility and function like any other NA meeting. If a committee has decided to

bring a meeting to a healthcare setting, such as an inpatient drug treatment unit, they need to consider the needs of the audience. The meeting format can be modified so it is appropriate for those attending, such as patients who may have a shorter attention span. Hospital detoxification units and residential hospital programs will benefit from formats structured in different ways. A detox unit may benefit from a speaker meeting or an informational meeting, whereas a residential hospital treatment program may benefit from a structured participation format. Trusted servants should also keep in mind that staff may be in attendance at meetings. Trusted servants can communicate regularly with staff to clarify the day, time, and meeting format. The committee can discuss benefits and drawbacks of open and closed meetings with staff before deciding what would be best for the patients. Trusted servants can offer a limited supply of NA literature and inform a hospital unit that additional NA literature is available for purchase.

Interacting with healthcare organizations

Healthcare organizations such as **allied health** (which includes **medical assistants, nurses aides, and emergency technicians**) and professional **medical associations** (such as **medical schools, associations for pharmacists, anesthesiologists, chemical dependency nurses, and social workers**) are great opportunities for NA members to provide information about NA and build relationships.

- A committee may have prioritized an event or informational workshop for healthcare professionals. (See Chapter Four for details about giving presentations). Trusted servants should be sure to create formats and materials based on the specific audience.
- Many communities have local health fairs or healthcare provider forums. These events are excellent opportunities for area service committees to provide information to the community in a booth exhibit (see Chapter Four for details about exhibits and presentations). It also gives trusted servants a chance to network with healthcare providers who may come into regular contact with potential NA members.

Because healthcare professionals regularly interact with addicts, it is important for us to begin forming and maintaining cooperative relationships. Building relationships with healthcare professionals may be new for many of us. These relationships are another valuable way for us to carry NA's message of recovery to potential members.

Resources

List of possible healthcare projects
Handout targeted for healthcare audiences
FAQs for a healthcare audience
Health Maintenance Organizations (HMOs)

PHONELINES

A call to an NA phonenumber may be someone's first interaction with Narcotics Anonymous. These calls are vital; a phonenumber call can make a major difference in whether or not an addict makes it to an NA meeting. We need to respond to callers in a way that makes them feel like they matter. We can encourage volunteers to bring all their experience and all their public relations awareness to this important service opportunity.

This chapter outlines ways an area can **evaluate its own resources**, choose a **phonenumber provider**, **train and prepare phonenumber volunteers**, and **coordinate services** in a way that makes local phonelines more successful.

Core public relations principles

This section is excerpted from Chapter Two:

Cooperation

One of our public relations goals is to build long-lasting relationships that further our primary purpose through the pursuit of those mutual goals we may share with other organizations. Compromising any of our traditions in an effort to build these relationships is never beneficial to individual members or NA as a whole. We maintain a consistent focus on our primary purpose with the public. By creating positive relationships with those outside of NA and with our own members, we foster unity and harmony with each other and the community around us. We put the common welfare of NA first, and we remember that we are only autonomous as long as our actions do not affect NA as a whole.

- *How can our phonelines be used to cooperate with various outside organizations (such as the phonenumber service provider, an organization we may use as referral, other public organizations in the community, etc.)?*
- *What cooperative actions can committees and groups take to ensure a smoothly running phonenumber?*

Attraction

What is likely to be attractive to the public and to professionals who interact with addicts is reliable communication, responsibility, commitment, and behavior that reflects recovery. We can demonstrate the reliability of NA by showing up and fulfilling the obligations we make, whether it is to return a telephone call for information about NA or supplying meeting directories at a public library. We can learn to draw on the experiences of NA members to fulfill the commitments we make to professionals.

- *Are phonenumber volunteers trained to carry an attractive message for Narcotics Anonymous?*
- *How can we make phonenumber service an attractive NA commitment?*

Public relations and phonelines

The way an area prepares its phonenumber volunteers is connected (in part) to the type of phonenumber service provider used. In order to determine the best service provider, trusted servants may want to first look at the needs of the area, such as the size of the local NA community and the geographic area, and how they can prepare NA volunteers to meet the needs of callers. This section focuses on ways to assess the area's resources and how to train volunteers. Ideas for how to choose a phonenumber service provider are covered later in

this chapter. Preparing and training phoneline volunteers can help a local committee to make a more informed choice about various phoneline options.

Planning and preparation for areas and committees

Financial and human resources

Evaluating the area's financial resources is important in planning phoneline service. The area needs to look at its budget to see what they can realistically afford. Trusted servants can evaluate the area's long-term financial ability before shopping for a phoneline service provider. The area is more likely to maintain positive relationships with the public if the phoneline service is consistent and reliable.

Evaluating the area's human resources can also help in deciding what kind of phoneline service provider is the best for that area. An area that is financially healthy but lacks willing trusted servants may choose a phoneline service provider with a professional answering service. An area with a larger pool of trusted servants may decide that a call-forwarding option will work best for them.

An area can also think about ways to attract more trusted servants to take phoneline positions. More members may volunteer for phoneline positions if the area considers the length of slots and the flexibility of the system. Maintaining volunteers for two- or three-hour slots may be easier than eight-hour time slots. The area can also choose a phoneline service where trusted servants have the option of forwarding the NA phoneline to their cell phones. Using the area web site to sign up for phoneline slots can also encourage members to be of service. Flexibility and creativity can help the area find a larger pool of willing volunteers. The area can also remind members that a phoneline commitment can be done from the privacy of home. There are a variety of ways to attract phoneline volunteers—a committee simply needs to discuss their options.

Most projects depend as much on ideas, information, conscience, and members' time and willingness as they do on money. If we have the funds needed to carry out a project but lack the time or ideas, we'd best wait until we've gathered all the needed resources before proceeding. If we don't, we will have wasted NA service funds.

Twelve Concepts for NA Service

Training and preparing trusted servants

When considering how to train and prepare phoneline volunteers, we can look at who calls our phonelines: addicts (both potential members and current NA members), non-addicts, family members and loved ones, and professionals. Our training and preparation can work to address the opportunities and challenges that arise with each of the above audiences. The following checklist can help an area develop training that empowers phoneline volunteers to help addicts find NA and to provide information about NA:

- ✓ Responsiveness is a key principle for phoneline service. This means that trusted servants are trained to engage with callers in a sensitive, appropriate, and helpful manner.
- ✓ Training for phoneline service will include all those who represent NA on the phoneline: trusted servants, special workers (if there is a regional or area office), and employees of an answering service (if one is used). The area can schedule continual and ongoing training.

- The area can require that volunteers attend an initial hands-on training (see Chapter Four for details). This training can be supported by a written document of the area's expectations of phoneline volunteers.
 - An ongoing training program might include providing NA literature (such as the *Who Is an Addict?* pamphlet), discussing NA principles, practicing mock phone calls, and presentations to new volunteers by more experienced members. Once trained, volunteers can be provided with basic materials such as a brief description of NA, updated meeting lists, and community referral phone numbers (see referral section).
 - Employees of an answering service will most likely benefit from a current meeting schedule and a short, one-page training handout that is regularly updated. (See addendum material for an example.)
- ✓ The area may want to identify particular qualities of an ideal phoneline volunteer. Leadership qualities such as integrity, the ability to listen, and sound judgment (see the Concept Four essay in *Twelve Concepts for NA Service* for more details) are essential in providing phoneline service. Other qualities relevant to phoneline service are an understanding of the importance of public relations, the ability to relate well to other people, and the abilities to communicate and to stay calm under pressure. These traits are important because phoneline volunteers often have to perform in higher-pressure situations and because they are likely to be the first contact that people have with NA.
 - ✓ Volunteer guidelines that address issues such as avoiding or explaining NA jargon (such as “it works when you work it,” “home group,” “get a sponsor”), how to get volunteer time slots covered, and how to respond reliably to requests from the public will help support trusted servants in their commitment.
 - ✓ Volunteers can be trained to use NA literature to present an accurate and positive message of recovery as well as to clarify that the NA program is separate from treatment centers or other twelve-step programs.
 - ✓ Clean-time requirements should be established. Areas that lack human resources may need to be flexible with clean-time requirements. A strong training program will help phoneline volunteers who may not have the desired clean time.
 - ✓ Phoneline volunteers need to be instructed to make no commitments on behalf of the area, region, or NA fellowship. If a professional or member of the public contacts an NA phoneline, volunteers should be trained to provide as much information about NA as they can, solicit information from the public contact, and follow-up with the appropriate trusted servant such as a committee chairperson or the area's media contact person.
 - ✓ The committee needs to train phoneline volunteers on how to handle difficult calls, such as from addicts who are under the influence of drugs, prank calls, and calls from those who suffer from mental illness. One strategy is to continually bring the conversation back to how the caller can get to an NA meeting and end a problem call before the situation escalates.
 - ✓ The committee can be prepared to quickly respond to a variety of phoneline calls made by the public, including simple requests for information or calls made about problems created by the behavior of NA members.

- ✓ If phonenumber volunteers receive a call from a person in crisis, they should be very clear about where their responsibility ends. Phonenumber volunteers are not counselors or crisis workers. Threats to commit suicide, a drug overdose, or talk about being a victim of violence are all examples of crisis calls. Refusing to refer such callers to qualified outside crisis agencies could have legal implications, depending on local laws. An area may want to research local laws to find out about individual legal responsibility. See the referral section below for more information about referring callers to outside organizations.

The purpose of our services is to help the fellowship fulfill its primary purpose: to carry the message to the addict who still suffers. Honest, open, straightforward communication is essential to both the integrity and effectiveness of the NA service structure.

Twelve Concepts for NA Service

Discussing and addressing known challenges in phonenumber service:

Meeting recommendations

NA is frequently contacted by potential members and professionals looking for meetings they believe will allow for identification. Many volunteers have been faced with the question: Do you know a meeting that would help this person? We know that our traditions encourage a spirit of anonymity, and that anonymity allows us to meet equally as addicts. Yet, we also know that first impressions count and that the principle of attraction is important to an addict's ability to hear the NA message. Trusted servants can respect callers' requests and recommend a meeting where they are likely to find addicts with whom they may identify. We do not, however, automatically assume that because someone is of a certain age, gender, ethnicity, or sexual identity that they will want a meeting recommendation.

Area service committees will probably want to discuss this issue and implement guidelines for how to recommend NA meetings to callers. Some areas have common needs meetings in which the group serves the needs of a specific population in that area, such as young people's meetings, women's and men's meetings, etc. These groups make it easier for an area to make meeting recommendations.

If there are no common needs meetings in an area but there are meetings where, for example, a larger population of young people regularly attends, then phonenumber volunteers can suggest these meetings to a caller asking for a recommendation. This may allow potential members to more easily identify and connect with NA. In making these recommendations, phonenumber volunteers can explain that many NA members feel a sense of unity within a very diverse fellowship.

Twelfth Step calls

A Twelfth Step call is usually a request for assistance to get to a meeting. We carry NA's message through Twelfth Step calls; this kind of service gives each member an opportunity to make the newcomer feel welcomed. The area can work to ensure that volunteers are willing and trained to do Twelfth Step calls. The most important concern is that NA members are safe. Before training volunteers to respond to Twelfth Step calls, the area should discuss and determine its policy on these calls. The following points can help areas consider how to create guidelines for responding to Twelfth Step calls:

—A Twelfth Step call can mean that two or more addicts provide a ride to an NA meeting or that volunteers simply talk with the caller, helping the potential member get to a meeting on their own.

—Trusted servants need to understand that any sexual interaction is inappropriate when performing Twelfth Step calls or when representing NA in any fashion on the phoneline.

—When possible, members meet those requesting a ride to a meeting in a public place.

—In some areas, phoneline volunteers do not perform Twelfth Step calls. Instead, there is a Twelfth Step call list containing the contact information of members who have volunteered to respond to Twelfth Step requests.

—Due to the likelihood of being exposed to drugs and addicts who are under the influence of drugs, some areas require those who make Twelfth Step calls to have over five years clean.

—The area will need to discuss what is appropriate for trusted servants performing Twelfth Step calls. An area may decide to create guidelines for the variety of requests often received during Twelfth Step calls (such as a ride to a meeting or to a detoxification center after attending an NA meeting).

—The area may want to choose volunteers who have service experience and who have gained the ability to be productive members of society. This may reduce the likelihood of incurring legal problems. Those members under legal constraints (such as parole or probation) are usually not appropriate for making Twelfth Step calls. A guideline that requires trusted servants to have current auto insurance may be one way to prevent legal problems.

Referrals

Many phoneline calls are from non-addicts or potential members looking for services other than what NA provides. There may be liability issues, which vary between states and countries that make it important for us to offer emergency numbers at a minimum. We don't give referrals to one specific treatment center or detoxification unit. That would cross the boundary of cooperation into endorsement. Instead, we can provide a list of any and all local treatment centers and not align or affiliate ourselves with one in particular, or we can inform members of generic treatment referral numbers, such as the National Treatment Referral Line in the United States. If a caller has a phone directory, we can direct them to the services listed there. The same principle is true for suicide prevention numbers and other community service numbers. If an area decides to provide community referral numbers, they will want to verify if the phone numbers are valid. Area service committees can work to form relationships with other community organizations, since we often share similar goals of helping addicts live without the use of drugs.

Family members and loved ones of addicts frequently call our phonelines. The area can decide to provide numbers for Nar-Anon and Families Anonymous or other similar information. We don't recommend one program over another or offer our opinions about any of these programs; we simply provide contact information. Not providing this information can be harmful to our public relations. We run the risk of prolonging or spoiling a chance for an addict to find NA. The area service committee may want to create a document for trusted servants that describes why NA does not endorse or affiliate itself with outside organizations (see sample at the end of the chapter); we provide contact information for other organizations in a spirit of cooperation.

Coordinating services

When thinking about how we coordinate phonelines, we can look at how best to structure and support these services. The area may decide to delegate the responsibility of the phoneline to a coordinator, who is accountable to the ASC. A phoneline coordinator could be responsible for gathering and training volunteers and planning guidelines for following up on any NA requests made through the phoneline.

Cooperation and collaboration with other committees, areas, and regions can also help in the coordinating of phoneline services. Areas often work collaboratively with the region or other areas for support. In an effort to strengthen services, some area committees—such as public information and phonelines—merge into one committee. A phoneline committee may also want to team up with the trusted servants (or the committee) who update meeting schedules to be sure that meeting information is accurate.

Areas can share their best phonelines practices with other areas. Committees from neighboring areas can share what is working—and what mistakes they've made—with their phonelines. A trusted servant who regularly checks the phoneline can report if the phoneline service is functioning properly. Malfunctions may have to do with the answering service, training methods, or a shortage of volunteers. Working cooperatively within the area and with the region (or neighboring areas) can help to strengthen the way the phoneline functions.

Multi-area phoneline service

Some areas have created a multi-regional or multi-area phoneline service, sometimes called a cooperative phoneline service. Neighboring areas will combine their resources and share the responsibility of providing phoneline service. This usually eases the burden on one individual area's human and financial resources. Each area or region contributes financially to the phoneline so that financial accountability is shared. Meeting schedules can reflect all meetings in the multi-area.

There are some challenges with the multi-area model. One of the biggest challenges is establishing a single point of accountability. It is important to decide issues such as who will pay the phone bill and who will coordinate volunteers. Another challenge is that the involved NA communities may cross several area or city telephone codes. It is also a challenge to train volunteers to be able to identify meetings and services in neighboring areas. These multi-area models often recruit members in participating areas to train phoneline volunteers so that all are aware of the meetings and services in neighboring NA communities.

When we work to ensure the validity of NA, we're not working just for ourselves but for those yet to join us.

It Works: How and Why

Putting your plan into action

Phoneline service provider

Choosing a phoneline service provider depends on the needs of the area. (See Chapter Three—Effective Services for detailed information about assessing the needs of the area.) An area may be financially healthy but lack human resources; it may make more sense for that area to choose a phoneline system that may be more expensive but that can accommodate the lack of human resources. As always, an area will want to make a smart business decision when spending NA funds. One way to make an informed decision is to

research the cost of various providers and evaluate if the various service providers accommodate the area's needs. An area can list the costs with the various advantages, disadvantages, and total monthly cost in order to get a picture of their choices.

Because of the ever-changing nature of technology, the following list is not exhaustive but contains some examples of the types of phoneline services an area may consider:

- NA members answering calls
- Call-forwarding service
- Answering machine or voice mail
- Answering machine or voice mail with pager
- Answering machine or voice mail with live operator and/or pager
- Professional answering service
- Toll-free number

Each of the options listed above has various advantages and disadvantages, based on an area's human and financial resources. An area can decide which option is best, based on its needs and abilities. The following is an example of how an area can determine the pros and cons of various phoneline options. This same process can be used for any type of phoneline service being considered by the area.

NA members answering calls

A. Advantages

1. Excellent ability to communicate with addict
2. Accurate information
3. Trained members handle calls

B. Disadvantages

1. Requires major effort on part of ASC
2. Expensive
3. Reaching the majority within a geographic area in local calling adds expense
4. Requires significant fiscal responsibility and liability for area

Total Monthly Cost: \$_____

Answering machine or voice mail

A. Advantages

1. Accurate information
2. Least expensive
3. Requires minimal effort on part of ASC

B. Disadvantages

1. No ability to communicate directly with addict
2. Requires fixed location
3. Requires fiscal responsibility and liability for area
4. An answering machine or answering service is usually checked every two or three days. The area needs to be sure to indicate that in the recorded announcement.

Total Monthly Cost: \$_____

- When listing the phoneline number in a local phone directory, be sure to use a geographical marker instead of the area's name; for example, instead of listing a phoneline as "The Biggest Heart of NA Area," use the city or town name. We want those outside of NA to be able to locate the phoneline number in their community. The names of our areas don't always communicate to those outside of the program the geographical location of meetings.
- TDD (hearing-impaired capability) may also be a consideration when choosing a phoneline service provider. As technology changes, so will our phoneline options. What's important is for the area to base its choice on a realistic assessment of its own abilities and needs.
- Areas may decide to list the NA phone number in the community resource or crisis section of a telephone directory. Listing the NA phoneline in this section may require the area to undergo a more extensive process, but can add credibility to NA as a community resource.

Our ability to effectively carry the NA message greatly depends on strong local phoneline services. A strong local phoneline helps us help addicts. Our phonelines are an opportunity to form cooperative relationships that may benefit potential NA members. Our NA phoneline is a service that we provide on other people's terms. We have heard members share about how their first call to an NA phoneline either helped them find NA or made it more difficult. Our ability to respond to callers in a sensitive, caring, and helpful way can make a real difference in whether or not an addict gets clean and finds recovery in Narcotics Anonymous.

Resources

Tracking/Referral Log

Community Service Referral Log

Training Handout for Phoneline Providers

FAQ: Volunteer's experience with calls (training tool – pg. 40 '98 draft)

Flow Chart

Non-Affiliation Statement

Preface

Welcome to the *Public Relations Handbook*!

In Narcotics Anonymous, public relations simply means taking a more conscientious approach to the relationships we create with the public. This is the subject of the *Public Relations Handbook*: NA's relationships with the public. These relationships are usually the result of members' interactions at meetings and events, members' performing specific service functions, and members representing NA (sometimes unknowingly) during the daily routine of their lives. The scope of public relations is broad. And because of that, this material is designed to help all of us in the many ways we interact with the public.

We can think about public relations as dynamic relationships. The ways we create and maintain relationships with the public will continue to change and grow over time. Because of these evolving needs, the principles and planning tools in Chapters Two and Three are the foundation of the *Public Relations Handbook*. When our relationships with the public change, the principles and planning techniques stay consistent. In addition, much of the handbook's support material will be updated regularly to meet the changing needs of our public relations service efforts.

The *Public Relations Handbook* is simply a place to begin; it is a tool members can use to become more aware and informed. You are the ones who will use this material to create a variety of inspired PR approaches in your local communities.

Conclusion

As it states in Step Twelve of our Basic Text: “The steps do not end here. The steps are a new beginning!”... so it is with our public relations efforts. This “new beginning” is likely to take on many variations. Public relations means that we begin thinking differently about our personal behavior and about the ways we perform our roles in an area service committee. Some of us may begin acting as mentors to those newer to service. Others may take time to gain a better understanding of NA’s Twelve Traditions and Twelve Concepts prior to initiating relationships with the public. Public relations may simply mean leaving our home group facility better than we found it. Hopefully, this handbook helps us begin to act as NA’s ambassadors. We begin to become more aware of the ways each of us affects NA’s relationships with the public. And we begin to responsibly create long-term relationships with the public—relationships that allow for more and more addicts to find recovery in NA. We are the ones who can continue to help NA become a more viable and credible resource in our communities.



NA World Services
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To: Conference Participants
From: World Board
Date: 23 January 2006
Re: Area Planning Tool

Attached you will find the Area Planning Tool. We are offering this as a tool to assist all service bodies in providing more focused and effective services. This is not meant to be seen as a guideline or a directive. Please take what you can use and adapt it to your local needs.

NA World Services has been engaged in a process of strategic planning for many years. This process has changed and evolved over that time, and we've learned quite a lot. Strategic planning has improved both our processes and the outcome of our work, and there is much that we would like to share with the fellowship, that we feel could help our service bodies at every level.

We originally set out to try to share this process by creating a tool for regions. But as we worked on it, we began to see that it makes more sense to focus this tool where most hands-on service is performed: at the area. We do, however, hope that this tool will also prove helpful for regions and zones. We encourage you to try this tool, or parts of it, and to share your experience with us.

You may want to begin by skimming through the whole area planning tool to get a sense of its contents. You will see that the document is divided into several parts. The main body is devoted to an explanation of the planning process. Following that explanation is an outline that covers the same material in brief, and then after that outline are a number of tools that may help in the process (a sample area inventory, questionnaires and worksheets, and so on). We expect that this document and the process it reflects will continue to be improved as it is used by the fellowship.

We hope that you find as we have that planning allows your service body to come together to work toward a common goal, to focus on what is truly most important in your efforts to carry the message, and to routinely identify what is working well for you and what is not. The outline and the tool that follow should help you in all of these efforts.

In NA, all parts of the service structure work towards a common goal; to more effectively carry the message.

Area Planning Tool

I. Purpose and Benefits of Planning

Why plan?

The one-sentence answer to that question is that planning helps us better carry the message to the addict who still suffers. The aim of an area service committee (ASC) is to coordinate services on behalf of the groups served by that area. In essence, an area is the way in which all groups join together in an effort to further NA's primary purpose—to make our message of recovery available and accessible to everyone in their community. Planning helps groups and area service committees determine where services are most needed and ensure that all area activity supports movement toward mutually agreed-upon goals.

When there is no planning, it's easy for us to function in a vacuum, making faulty assumptions based on incorrect or outdated information. Oftentimes a service body will move forward in a status quo fashion—“this is the way we have always done it” may be the theme song. And with this theme song, areas may find that their committees do not work together with each other, with the group service representatives (GSRs), and with the administrative body. The right hand doesn't know what the left hand is doing, so to speak.

Planning makes it easier for the members of an ASC—GSRs, area committee members, and the area administrative body—to work together. And because the heart of an ASC is the groups, the better we function as an area, the more our groups are able to fulfill their primary purpose.

This planning process is also beneficial for regions and zones. The focus here is on the area service committee, yet the planning steps can be applied to regional and zonal service settings. Whether the service body is an area, region, or zone, we encourage members to use the planning process.

Benefits of planning

“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.”

First Concept

As addicts, we know how it feels when others make decisions for us. Many of us lived our lives by default in active addiction. Just as recovery allows us to become “acceptable, responsible, and productive” individuals, it also allows us to incorporate these qualities in our service efforts. Through planning, each member of the area service committee is better able to participate in responsible choice-making, and members' contributions are valued. Planning helps us to collectively invest in the livelihood of our area, which fosters a positive sense of pride in our service aims and efforts. Often, when we are performing service, it's easy to forget that our

responsibility is to the groups. Planning helps us focus and coordinate service activities on behalf of the groups. We join together with the knowledge that our service efforts will help ensure that no addict seeking recovery need die from the horrors of addiction.

II. Preparing to Plan

Who plans?

All trusted servants of an area service committee participate in planning; however, certain members need to be entrusted with the responsibility of setting the planning process into action. In many areas, this responsibility would fall to the administrative body of the area, with the area chairperson facilitating the process. Some areas may choose to create an ad hoc committee whose membership is composed of various trusted servants along with the administrative body.

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

Fifth Concept

Why the administrative body? Those trusted servants are elected at an area, rather than group, level and are accountable to the area as a whole. The area chairperson facilitates the discussion during the ASC meetings and, often together with other members of the administrative body, is responsible for setting the agenda of the area meeting.

Since the planning process takes several area meetings to complete, planning sessions need to be coordinated with an area service committee's immediate action items when setting the agenda. The chairperson is well positioned for that role as well as being elected as a facilitator who can function as the area's "single point of accountability" for the task of coordinating the planning process. Of course, there may be instances when an area may choose a different member to facilitate the process, but, for continuity and accountability, we suggest using the area chairperson to facilitate planning sessions.

Planning actions

Once an area service committee decides to proceed with planning for its services, adequate time should be allocated over a series of area meetings with a preset agenda. Trusted servants of the area, including the GSRs, should be given ample time to inform groups and members of the area about the planning process and its scheduled time frames. Providing an opportunity for everyone who desires to be involved in the process is an important aspect of planning. The process may benefit from the participation of experienced members who are not currently of service to the area and from new members.

There are seven planning actions: gathering information, listing the issues, setting goals, prioritizing, formulating approaches, reprioritizing, and developing an action

plan. Each step is necessary to the overall development and creation of the plan.

Preparation

There are things that need to be considered *before* members can actually sit down and plan to provide area services. A few simple, straightforward actions can help the planning sessions to be productive and fulfilling for all members involved.

- ◆ Meeting space — Is the size of the meeting room adequate? If the ASC is considering holding the planning sessions in the same facility as the business meeting, the area should consider whether the space is adequate for this purpose. Does the meeting room provide for the creation of small groups during brainstorming sessions? Is the meeting space easily accessible—in a central location for most members of the area?
- ◆ Communication — Is there enough time to give adequate notice of the upcoming planning meeting? Have the days, times, and locations of planning sessions been communicated to members of the area?
- ◆ Commitment — The seven action steps to this planning process may be taken over the course of two or possibly three area planning meetings. Ideally, an area service committee aims for two meetings. The area has created enthusiasm for the process, desires continuity with planning members, and wants to sustain this energy throughout the planning. Extending the sessions over a long period of time may be detrimental to the area's aims. By nature we are results-oriented, and we want to develop practical solutions in an effective, efficient manner.
- ◆ Planning materials — Each table will benefit from having paper and pens. As thoughts and ideas arise, we want to be able to capture them on paper. The facilitator needs large post-it pads and magic markers to record the information from the small groups so every member can read the suggestions from other members. Also, supplies need to be provided to help the planning group when the time comes to prioritize service aims (see step five below).
- ◆ Refreshments — Has the area committee discussed providing coffee, tea, water, or snacks for the planning sessions? In this discussion, we may want to consider the volunteer commitment and the importance of creating a welcoming, hospitable atmosphere. Sometimes service bodies do not realize that providing refreshments helps to promote unity and a sense of community.

Gathering information — step one

This action usually occurs over the two months preceding to the meeting where the issues are listed (step two).

This is usually accomplished through an area inventory. Collecting information with an inventory helps trusted servants recognize what services are working and where improvement is needed. The inventory also helps identify which services are absent or deficient. This information informs the area's planning decisions. An inventory

generally consists of three broad topics:

- ◆ How well has the area done this year in serving the groups, and how can it better serve them in the coming year?
- ◆ How well has the area committee served the larger community, and how can it improve?
- ◆ How well has the ASC supported and collaborated with NA's regional and world services? How can the area provide better support for these services?

These all-encompassing questions set the groundwork for discussion. Members may not have given a thought to how the area has been serving its groups. What do the groups want from the area, and what may be lacking? An area may find groups that do not regularly participate at the area meeting and decide these groups need to be a focus of the area's attention and support.

An inventory can help uncover some of the reasons for lack of participation in the service body. For example, an ASC may learn that its subcommittees do not coordinate and communicate with each other. An activities committee might have planned an event for the same day and time as a phoneline training and PI health fair booth. An area may initially think that it lacks trusted servants, yet may learn that coordination and planning for one function at a time helps trusted servant participation.

It's not just important that relationships within the ASC be strong, it also helps the work of carrying the message of NA to suffering addicts for the area to build valuable relationships in the community and project a positive image of NA as a reliable and credible program of recovery. An evaluation of these relationships and the image of both NA and the area service committee is an important part of gathering information. The area may discover, for example, that several meetings have lost their meeting space due to members' disruptive and disrespectful behavior. The area could then decide that enhancing the credibility of the NA program is a primary aim.

In addition, in reviewing the service committee's relationships with regional and world services, the area could recognize that they may benefit from the experience of regional trusted servants who could, for example, generate ideas to help improve services and strengthen subcommittees. The area inventory component is an invaluable tool to help ensure that the ties that bind us are strong.

There is a sample area inventory in the addenda to this document. An area could consider sending an inventory such as this one to the groups. Once the responses have been returned to the ASC and the information is compiled, the area is ready to proceed to step two.

III. Developing the Area Plan

Getting focused

Having gathered information from members and groups, the area is now ready to begin developing a plan in earnest. But before delving into the particulars of the area inventory, the ASC or the planning group should remind itself of the fundamental goals and sense of purpose they already share. Begin by reviewing the NAWS Vision Statement and the purpose for an area service committee. If the ASC has a purpose or mission statement, it is a good practice to review it as a group; if the ASC does not have a purpose statement, this may be a good opportunity to develop one.

NA World Services Vision Statement

All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. 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;
- ◆ NA communities worldwide and NA world services work together in a spirit of unity and cooperation to carry our message of recovery;
- ◆ Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving Higher Power.

Listing the issues —step two

This action occurs at the first meeting.

Through the area inventory process, the ASC has a wealth of information. As with our personal inventory, we do not shove the information in a drawer. Rather, the area begins the process of identifying issues to resolve and places to improve.

This may be best accomplished by using small groups with six to eight members in each group. In small groups, members can freely share ideas and brainstorm solutions. In a large group, members may not feel as free to express their ideas. Also, the process of identifying issues from the inventory can be lengthy. Creating an environment with a free idea exchange and review of the inventory material usually helps members to actively participate and share ideas. In addition to having a copy of the area inventory, each small group should be given paper and pens to write down

their issues. A time should be set, say sixty minutes, to review the inventory material and create a list of issues. Planning members are reminded of our spiritual principles during this process.

The area facilitator will then ask for one topic or issue from each small group and list these on a post-it sheet. The planning group may choose to identify topics under two broad categories, such as area service goals (services an area provided or wants to provide) and area operational goals (how an area functions to conduct business). If topics are listed in this way, the two broad categories may overlap. For example, one small group may identify lack of trusted servants, specifically groups lacking area representation because there is no GSR. Another group may identify lack of trusted servants to support area committees. The common thread is a lack of trusted servants, which affects both how an area delivers services and how an area service committee operates.

Setting goals (identify “what,” not “how”) – step three

This action happens at the first meeting.

After all small groups have shared the issues they have identified and these have been recorded, the planning group reviews all issues and starts to identify goals or, put simply, solutions for identified issues. Goals are clear, concise, results-oriented aims that are achievable. One such goal could be that all trusted servant positions be filled within groups and the area service committee. That is a statement with a concrete end in mind. In setting goals, members should not start discussing how to get there. The task is simply to identify area aims. Many of the identified goals will take a year to achieve, while some goals may span a two- or three-year period. The goals that take longer to achieve tend to add an element of continuity to the area plan and consistency to an area’s direction, even though trusted servants may change yearly.

Prioritizing – step four

This action happens at the first meeting.

After the issues have been reviewed and the goals are identified and written on separate post-it sheets, the members now step back and review their work in an attempt to determine what needs to be done first to improve area services. Even though the initial thought may be to do it all, members recognize that the ASC cannot realistically and responsibly accomplish all identified goals right away. The area needs to evaluate where the most urgent need is. A productive plan is challenging and exciting and moves area members toward action without overwhelming them.

- **Prioritizing methods**

There are different ways to select priorities. Each member attending the planning meeting can be given five dots and asked to select five priorities by placing each dot by a goal he or she sees as a top priority—with no repeats. Once every member of the planning body is finished, the facilitator totals the number of dots by each goal. It will be

evident what the group collectively views as their top five goals.

Another method uses magic markers. Each person participating makes a mark (check, star, dot, etc.) next to each goal that is considered a priority. Every member has a set number of goal choices. The area body decides which prioritizing method would work best for them. Using dots requires a little more preparation, but it does ensure that each member select a set number of priorities.

When all members, all participants in the process, have made their choices, the area chairperson will count and mark which issues have received the most choices. The issues with the highest number of marks become the priority issues for the area. During this planning meeting everyone in attendance participates equally; the actual adoption of the plan occurs during an area service committee meeting where decision-making occurs according to area policy or practice.

Formulate approaches (actions to reach goals) —step five

Ideally, this process occurs at the first meeting; however, the length of the previous sessions and possible "burnout" of members in attendance needs to be taken into consideration. This step may be moved to the second meeting; if so, then continuity of members in attendance ought to be highlighted.

What is an approach? Quite simply, an approach describes how to reach a specific goal—what steps an area has to undertake to achieve its previously identified and prioritized goals. The plan to reach a goal takes into consideration all current area efforts, the information that was gathered from the groups and area inventory sessions, and new ideas. In the interest of simplicity, members may want to limit the number of steps to achieve each goal to two or three.

In the process of formulating approaches, the group may recognize that the area already has some existing approaches for some of the identified goals. Areas often have steps to reach their goals, yet frequently haven't discussed these during service meetings or through any area planning process. If a current strategy is working, then include that under existing approaches.

- ***How to Accomplish***

An area planning meeting may choose to use small groups to develop approaches. This allows members to brainstorm and come together on their ideas for approaches to achieve goals. Each small group could be responsible for developing ways to reach one goal and report those approaches to all members present. New ideas that spring from other members in the planning meeting can be added to the list.

Alternatively, an area committee may choose to develop approaches outside of the regularly scheduled area meeting. Area subcommittees may be asked to create plans to meet goals, particularly if the identified goal pertains to an area committee. The administrative body of the area may develop action steps to reach area operational goals. At a subsequent area meeting, these goals and approaches can be discussed with the area committee.

Reprioritizing (a second look) – step six

This occurs at the second meeting. Ideally, all participants have had an opportunity to think about area goals and priorities and have taken the time to discuss them with the groups. During this review period, it is helpful to remember that the priorities have been confirmed by the planning group; in this step, goals may be rearranged.

The area now needs to consider prioritizing the approaches for each goal. Members review each goal and the identified steps, keeping human and financial area resources in mind. Are there enough willing members to achieve this approach? Will the area be able to continue providing existing services while adding this approach to achieve a stated goal? While considering the area's resources, members also think about whether this is the best approach to reach a goal and address whether this is a critical issue for area service provision.

This reprioritization process is deliberate and decisive. Members simply rank the developed approaches, clearly identifying their priorities using a number ordering system of 1, 2, and 3.

Even though this may be difficult—a numbering system means firm parameters—firm parameters can be very helpful. An area should remain focused on its goals and the actions to achieve these goals, rather than be thrown off course with “new ideas” that could come up during a year. Sometimes, unanticipated, seemingly urgent issues may surface during a year. For example, six months into the area plan, a GSR might make a motion to have an area convention. A plan gives an area a way to evaluate these issues or concerns more responsibly by reviewing them against the area's prioritized goals. A question to ask may be *Does this idea, opportunity, or request fit within the goals and priorities an area has identified for a year?* Answering this question helps an area service committee remain focused on its prioritized goals rather than be sidetracked by impulsiveness or passionate pleas.

Develop an action plan – step seven

This step usually occurs between the second meeting and third meeting, which is focused on plan implementation and monitoring. The action plan is developed by the area administrative body or area planning ad hoc committee in a meeting that occurs outside of the usual area meeting. These trusted servants set time aside between meetings to develop the action plan.

This is the step preceding implementation. An action plan is created for each approach. In this phase, the administrative body (or ad hoc committee) identifies: 1) tasks that need to be done, 2) time frames for accomplishing the tasks, 3) trusted servants who are responsible for completing the tasks, 4) resources that are needed, and 5) a completion date. The trusted servants on the ASC's administrative body are usually asked to complete this step because they, in particular the chairperson, represent the single point of accountability for the area service committee.

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

Fourth Concept

An action plan helps members remain focused on the goal, on the approach, and on the completion date; in short, it is easier for members to be accountable. Everyone involved knows what needs to be done, who is doing the work, and when to anticipate each step's completion.

Communicating progress at each area meeting helps in monitoring the process. Even though a plan covers the year ahead, we do not want each step to take a year. Also, communication helps with troubleshooting—an area may see obstacles and be able to resolve them through discussion as they arise. For example, resources, human or financial, may not be adequate to complete an action step. Providing the area body with this information and discussing solutions guides members to make the necessary adjustments.

IV. Plan Implementation and Monitoring

This happens at the third meeting, the regularly scheduled area service committee meeting.

With the planning process completed and the area's plans and goals approved, the area body is ready to put the plan into action. All of the written work—goals, approaches, and action plans—comes alive, ready to be realized.

Goals and plans are usually given to corresponding area committees for completion. For example, if a goal involves contacting community medical professionals, more than likely that goal and action plan would be forwarded to the public information committee. In areas where no specific subcommittee structure exists, the area committee may create workgroups to complete the task. Not every goal requires a permanent subcommittee. Each workgroup needs a clear purpose to help the area achieve its goals.

Once the goals and their accompanying action plans have been assigned to committees and workgroups, the members of these groups need to create work plans. A work plan will grow from an action plan with increased specificity and tangible numbers. Specifically, members within each committee accept responsibility for specific aspects of the action plan and the committee reports its progress to the ASC on a regular basis—at every scheduled area service meeting during subcommittee reports. Work plans also consider human and financial resources. Will it take a member sixteen hours to complete a task or sixty hours? How much money will it take, and when will money most likely be needed? These two resource areas are included in the progress report to the area. Maintaining this resource information will help an area plan better in the future.

Even though an action plan designates a completion date with approximate time frames for task accomplishment, a work plan more specifically reflects time frames. If thirty-day milestones have been projected in an action plan, a work plan may show forty-five days to reach identified points because the committee members have identified more details and challenges than previously considered when the action plan was developed. Accurate record keeping and reporting can help an area

improve its annual planning process. This information captures an accurate picture of the time and money that are involved in accomplishing any area goal, and helps set the stage for more realistic planning in subsequent planning cycles.

V. Planning Cycle

Each year an area committee should update its plan using the following steps:

- ◆ Review plan from last year and assess progress and remaining priorities
- ◆ Gather new information on members' needs, area's operational performance, etc.
- ◆ Review longer (two- to three-year) goals and establish new priorities and approaches for the upcoming year

Ideally, the decisions that an area committee makes during its planning process drive the focus of the work and use of area resources for the upcoming year. As a result, an area may consider setting its annual planning session as follows:

- ◆ as soon as the new ASC administrative body is elected
- ◆ prior to the development of the area budget
- ◆ prior to the development of goals from area subcommittees

Adaptations

Even though the number of meetings is outlined above, this is hardly set in stone. Each area will need to determine how many meetings it needs to accomplish the planning process. We identified steps based on the notion that an area meets monthly, and this planning would be in addition to the business meeting. For example, if an area usually meets for two hours, they may choose to add a couple of hours to each business meeting over a two- to three-month period. Other areas may choose to shorten their business meetings or to have the planning meeting separate from the area meeting and devote a full day to planning. Once the initial plan is created and approved by the area service committee, yearly updates should only take an hour or two.

Time frames are contingent upon the size of an area and the number of members involved in the planning. Of course, regions and zones may opt to meet over a weekend and target one full day for planning. This is fluid and flexible. Remember, as our Basic Text tells us, "If it's not practical, it's not spiritual."

Area Planning Outline

"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."

Seventh Concept

I. Purposes and benefits of planning

- ◆ improve efforts to fulfill NA vision in area service committee
- ◆ involve diverse member interests and perspectives
- ◆ build stronger consensus in an area
- ◆ provide clear priorities for use of an area's resources
- ◆ achieve greater consistency in direction for an area over the short and long term
- ◆ improve accountability for attaining goals

II. Preparing to plan

- ◆ Who should be involved
 - GSRs
 - area administrative body
 - committee chairs
 - interested area members
- ◆ Logistics for planning session
 - identify specific time for planning sessions
 - identify facility to meet planning needs
 - create productive environment for planning sessions
- ◆ Information gathering — *step one* of the planning process.
 - types of information to be gathered:
 - ❖ the needs and challenges of members and local groups
 - ❖ the effectiveness of current area services, activities, and operations
 - ❖ the quality of relationships with the public including perceptions of NA and the local area service structure
 - tools to help gather information
 - ❖ sample area inventory tool that follows this outline
 - ❖ area planning tool A: sample group questionnaire
 - ❖ area planning tool B: sample questionnaire for evaluating issues in the community

III. Developing the area plan

- ◆ Review information gathered and issues to be addressed

- distribute information and planning session agenda prior to planning meeting
- review NAWS Vision Statement and purpose for an area service committee
- discuss information gathered and develop a categorized list of issues to be addressed — *step two* of the planning process
- ◆ Develop goals and priorities
 - define what makes a good goal (including the fact that goals can take more than a year to reach); provide examples
 - create goals for each key area (service and/or operational) — *step three* of the planning process
 - after discussing importance and method of prioritizing goals, set priorities — *step four* of the planning process
- ◆ Develop approaches and action plans
 - define what makes a good approach; provide examples
 - integrate current area services and activities with new ideas
 - develop approaches for each goal (begin with priority goals) — *step five* of the planning process
 - after discussing importance of approaches and need to prioritize these, set priorities — *step six* of the planning process
 - explain the need for and develop an action plan — *step seven* of the planning process

IV. Plan Implementation and Monitoring

- ◆ Implementing the plan
 - use the area subcommittees (or workgroups) to effectively implement the plan
 - develop committee tasks and work plans, keeping in mind ASC budget and human resources
- ◆ Monitoring the plan
 - Schedule committee reporting to ASC — how often and for what purpose
 - use area meetings to discuss progress and address issues
 - keep groups and members informed
 - develop ways to consider new area ideas once the plan is developed and adopted

V. Planning Cycle

- ◆ Annual review of adopted plan
 - assess progress with goals and plan
 - gather new information from members
 - review multiyear goals — update approaches
- ◆ Scheduling the planning session

- upon election of the new ASC body
- prior to the development of the area budget and subcommittee goals

Area Inventory

An area may want to send this inventory or a similar set of questions to the groups. Members or groups can answer each question with a number from one to five, using a scale such as:

1	2	3	4	5
Not at all	Needs Improvement	Adequate	Outstanding	Excellent

When the numbers are totaled, the area can see what most needs improvement (1) and what is going quite well already (5).

How well has the area served local groups this year?

- How well does the area communicate with local groups? _____
- How well does the area respond to the needs of local groups? _____
- How well is the area managing its donations and area treasury? _____
- How effectively does the area demonstrate responsibility and accountability? _____
- How fully does the area train and support members who serve on the area service committee? _____
- How well does the area service committee foster an atmosphere of courtesy and mutual respect? _____
- How completely does the area provide opportunities for communication about committee concerns to the local members and groups? _____
- How well is a sense of unity fostered within the area service body? _____
- How positively is a sense of unity shown within local groups? _____
- What is the area's experience with trusted servants? _____
- How well has the area fostered the willingness of the local fellowship to volunteer for service positions? _____
- How well does the area practice continuity and rotation? _____
- How well does the area function in maintaining a full complement of trusted servants, with no open commitments? _____
- How fully does the area create an environment where the conscience of the body guides the decisions and direction of the area? _____

How well has the area done this year in making NA's message more widely known in the larger community?

- How well is the area communicating with those in the community who interact with addicts? _____

- How completely does the area respond to the needs of the larger community? _____

- How well is the area using human and financial resources to carry NA's message of recovery in an efficient and effective way? _____
- How fully trained and supported are the trusted servants who interact with members of the community? _____
- How well has the area built cooperative relationships with those in the larger community? _____
- How easily can those in the larger community reach an NA member who is in a position to respond to their questions or requests? _____

How well has the area cooperated and collaborated with the region and NA World Services this year?

- How effectively does the area communicate with the region and with NA World Services? _____
- How well does the area respond to requests from the region and from NA World Services? How fully does the area share its needs and concerns with the region and NA World Services? _____
- How reliably does the area forward funds to the region and/or NA World Services? _

- How effectively does the area use resources (such as written materials or experience from other trusted servants) that are available through the region and/or NA World Services? _____
- How fully has the area formed a cooperative relationship with the region and NA World Services? _____
- How well is the area creating a sense of unity with the region and NA World Services?

Is there any particular area of service and/or area function that you perceive is outstanding? Please identify: _____

Is there any particular area of service and/or area function that you perceive would need improvement? Please identify: _____

Sample Planning Session Agenda

Focus on task (30 minutes)

- Review planning session purpose, format, and anticipated outcomes. Review NA Vision Statement, ASC purpose statement, traditions, and concepts.
- Briefly discuss the future of the area and the effect the area can have on the members, groups, and community at large.

Develop issues (75 minutes)

- Review, clarify, and discuss the information from the area inventory.
- Categorize information as “area service issues” or “area operational issues.”

Set goals (45 minutes)

- Set goals for each issue identified.
- Prioritize goals.

Develop strategy (75 minutes)

- For each goal, review and evaluate current area services and activities.
- Brainstorm new items.
- Create and write down approaches for each goal.
- Prioritize strategies under each goal.

Take next steps (45 minutes)

- Discuss what steps need to be taken to document information and approve the area plan.
- Identify next steps to: 1) prepare for plan implementation including determining subcommittees and workgroups needed, 2) assign goals to subcommittees and workgroups, and 3) develop work plans.

As the title of this page indicates, this is simply a *sample* agenda, and the times next to each step are approximate. The amount of time for each step will vary with the number of members involved in the planning process, the depth of the information gathered from the area inventory, and the number of issues that are identified.

As we mention earlier in this document, these tasks may need to be carried out over two area meetings, and in some instances the area planning sessions may need to be extended to three or four sessions.

Regardless, we suggest that breaks — opportunities for members to stand, use the bathroom, get something to drink, etc. — be built into the process. A twenty-minute break for every 90 to 120 minutes of work is a good guideline.

Area Planning Tool A

Sample Group Questionnaire

- ❶ What are the top challenges your group faces in creating a strong atmosphere of recovery?

- ❷ On a separate sheet of paper, list the services and activities provided by the area. Next, evaluate each service or activity by answering the following two questions: In what ways are these services valuable to your group? How could they be improved?

- ❸ What could the area do better to support local groups?

- ❹ How could the area encourage more members to get involved at the area level?

- ❺ Do you have any additional suggestion for what the ASC should consider during its planning session?

Area Planning Tool B

Sample Questionnaire for Evaluating Issues in the Community

- ❶ What are you seeing right now as some of the most pressing trends or issues in regard to addicts and addiction?

- ❷ What sources of information do you think people are using to find out about recovery options? Do you think NA is typically included in these information sources?

- ❸ How easy is it to find information about NA? How can we make it easier for people in the community to find out about NA?

- ❹ How can we raise the public's awareness of NA?

- ❺ What can we do to better communicate with those outside of NA?

Area Planning Tool C**Goal-Setting Worksheet**

Area Service Goals		
Issue	Goal	Priority Rating
Example: Build relationships with local correctional institutions	Provide information about NA (through informational contact, presentations, literature, etc.) to three local prisons, jails, detention centers	

Area Operation Goals		
Issue	Goal	Priority Rating
Example: Improve the way the area discusses and resolves issues	Implement small group discussions before voting and educate GSRs about the Twelve Traditions and Twelve Concepts through a short activity at the start of each meeting	

Goal and Steps to Reach Goal (make additional copies of this worksheet as needed)

GOAL:

[illegible]

Area Planning Tool E

Adopted Annual Area Work Plan (make additional copies of this worksheet as needed)

[illegible]

Area Planning Tool F
Goals Committed to Area Subcommittees/Workgroups
Work Plan Worksheet

	Goal:		
	Plan to reach goal:	Plan to reach goal:	Plan to reach goal:
Subcommittee or other group needed			
Results needed from subcommittee work			
Important deadlines			
Resources available			
Coordination needed with others			



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To: WSC 2006 Participants
From: World Board
Date: 20 January 2006
Re: WSC 2006 Seating Proposals

Seating at WSC 2006

This report includes the following:

- ◆ our recommendations for your consideration for those regions seeking seating at WSC 2006, which will allow these regions participation at WSC 2008;
- ◆ a brief summary or background on each region we are recommending;
- ◆ the policy for Conference Recognition in *A Guide to World Services in NA*;
- ◆ the rationale that appeared in the 2000 *Conference Agenda Report* introducing that policy.

We are recommending the seating of five of the six regions who initially requested seating. Neither the workgroup nor the board is recommending that **Region Mexico Occidente** be seated due to lack of response to the questions that were asked.

The regions we are recommending be recognized for conference seating are:

- Bluegrass Appalachian
- North Carolina
- Iran
- South Africa
- Western Russia

We want to thank those who helped us in the process of formulating recommendations. We had a workgroup of one board member and three delegates this conference cycle. The delegates who served on this workgroup are Prudence G from Montana, Toby G from Spain, and Cedric S from Western New York. They did an excellent job fulfilling all of the tasks that they were asked to do, and we thank them for their commitment and service. We would also like to thank the trusted servants from the six requesting regions for their time and attention in completing the detailed questionnaires that they were sent and in answering follow up questions.

Our recommendation differs from that of the workgroup in two cases. The workgroup did not recommend the seating of either South Africa or Western Russia because they believed that they did not meet the criterion of being a region for three years. The workgroup did exactly what they were asked to do in applying the policy, and we have no issue with their work or recommendation to us. It is our job as your World Board, however, to look at the needs of the local NA community as well as the needs of the conference and to make a recommendation to you based on our assessment. We have already reported to you previously that we had asked three regions—Iran, South Africa, and Western Russia—to consider entering the process for recognition as a conference participant because we did not believe that any of these regions would have done so of their own volition. We paid special attention to these regions this cycle, including taking trips to their communities. We also invited them to attend WSC 2006 as funded, non-voting participants. It will be up to you to decide what their level of involvement at WSC 2006 can be. It is our hope and recommendation that they be allowed the same level of participation as previous regions who attended the conference in a non-seated capacity. In the past, this has meant full participation in conference discussions but no voting rights.

Both South Africa and Western Russia have had NA meetings in their countries for over 15 years. They have each been providing services within their country for more than ten years. How they formed themselves, or when, into what we recognize as a region is secondary, in our opinion, to the fact that they have been the only ones delivering service in their countries for all of these years. We believe that this is an example of why regions who are the first NA communities in their countries should be evaluated differently than regions that are splitting off from existing regions. In the case of Iran, South Africa, and Western Russia we believe that the conference needs them in many ways more than they need the conference. South Africa is our first real doorway into a continent that has been long ignored and isolated from NA as a whole. Our trip there helped to build relationships between them and their neighbor, Kenya, and we hope these cooperative efforts continue between world services and South Africa and in many African NA communities. The same is true in many ways for Western Russia. They have attended the European Delegates Meeting since 2000, and they are, to a large degree, the leader and our primary contact for the many, many Eastern European NA communities. They collectively translated the Basic Text into Russian in the late 1990s. Their needs and issues differ from those of Western Europe in many ways. One of the most obvious is geographic—they represent almost one-sixth of the entire land mass of the world. We believe that we need both of their voices participating in discussions at the conference and that they have already demonstrated their abilities in planning with world services.

The Criteria for Recognition as a Conference Participant

Appended to this report are both the Criteria for Recognition of New Conference Participants and the essay from the 2000 CAR that introduced the motion to adopt those criteria. We attach the latter because it gives more information about the motivation behind the policy and the context within which it was developed.

As the essay illustrates, we offered what is now the current policy for several reasons. At the same conference, we asked that all delegates from seated regions be funded by world services to attend the conference and so we felt we needed to give some form or guidance to the seating process that happened at the conference. The essay also explains the desire to stem the proliferation of regions formed from already seated regions. In other words, the development of seating criteria was motivated in part by the hope that newly seated regions would be characterized by geographic, linguistic, or cultural need, and that when possible a

break away region could cooperate with the region from which it has split in terms of conference participation; particularly in the case of many US regions where a new region on the conference floor does not necessarily represent a fresh voice.

The limitations of criteria, however, are that they do not explain these original motivations and the intended purpose of the policy. Making decisions about the six regions that applied for seating underscored the deficiencies in the existing policy. The criteria do not allow the workgroup any flexibility or any real evaluative role to look at the needs of the region and the conference. Additionally, despite the desire stated in the essay to stem the growth of US regions, or regions forming from an already exiting region (who form for local service needs but could have their voice represented at the conference in a different way) the criteria do not help in this regard.

And so, in conclusion, we are recommending South Africa and Western Russia for seating this conference. They followed the parameters that they were provided and we do not believe that they should be penalized in any way because of what we believe to be limitations in the seating criteria. We do believe that the policy should change for the future, and that we, as a conference, need to discuss and frame these issues for the future.

Regional Profile: Bluegrass Appalachia

- Does the region believe the voice of its NA community is being heard in some form already at the WSC? If so, who is closest to representing that voice now? If not, what is it about this community that the community does not believe is being represented now?

The Bluegrass-Appalachian Region does not believe that the voice of its NA community is being heard in some form already at the WSC. The seated region that is geographically closest to the Bluegrass-Appalachian region is the Kentuckiana Region, but the Kentuckiana Region does not represent the voice of Eastern, KY and Appalachia for several reasons. The Kentuckiana Region is made up of relatively prosperous areas with little in common with the problems of Eastern, KY and Appalachia. The Kentuckiana Region is also not operated as a consensus based decision making body, so there currently is no way to express the voice of the Bluegrass-Appalachian Region within the Kentuckiana Region's service bodies. As far as we know, the Kentuckiana Region either hasn't been holding Regional Assemblies or hasn't been making them known to the groups in the Bluegrass-Appalachian Region. And realistically, it would really be too far to drive for most GSR's to go to a Regional Assembly in the Kentuckiana Region anyway.

The Regions that might be closest to representing the voice of the Bluegrass-Appalachian Region in terms of the types of issues we face at this time would more likely be the communities of the Asia-Pacific Zonal Forum. While we don't face the language and cultural/religious difficulties that they face, we do have very similar problems in terms of lack of infrastructure and communications, extreme poverty, and difficulties providing services to remote areas. Clearly we couldn't be represented by the voice of the non-US zonal forums because of the cultural and geographic issues.

- Why does the region want to become a conference participant?

The Bluegrass-Appalachian Region would like to become a conference participant in order to provide a unique voice for the addicts of Central, KY and Appalachia at the conference. The voice of the Central, KY and Appalachian community of NA is not currently heard at the conference because the Bluegrass-Appalachian Region is not currently represented at any World Service Bodies or at the Kentuckiana Region. Participation at the World Service Conference will help our local NA communities and give them a sense of connection to the worldwide NA fellowship. We believe that the Bluegrass-Appalachian Region will add a voice or value that currently does not exist in the conference. Due to the intense poverty and communications and travel difficulties in Appalachia, we believe that our region may be one of the few regions in the United States with a true understanding of the problems of addicts in the regions of the developing world; and we want to provide that voice and understanding at the WSC.

- Does the region believe its community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.

The Bluegrass-Appalachian Region was created out of one of the oldest areas in KY. The Kentucky Survivors Area has been an NA community for over 25 years. It has been functioning as an ASC since the day after the Kentuckiana Region was formed.

(The History of the Kentuckiana Region will show that all of the areas were formed after the region was formed in the early 1980s.) The Kentucky Survivors Area was providing services that are usually performed by a region for most of that 25 years. Since the Kentuckiana Region had no Outreach Committee to help the struggling groups in remote rural areas, the Kentucky Survivors Area had to start and fund an Outreach Committee to go into Eastern, KY and help the groups in Hazard, Pikeville and Prestonsburg. Since the Kentuckiana Region was not interested in maintaining a regional phoneline, the Kentucky Survivors Area had to maintain, not only their local phoneline, but also a statewide 800 number to make sure their phoneline was available in all the remote parts of their area. Since the Kentucky Survivors Area covered half of the state of KY, they also provided PI and H&I for all of the remote areas and ran statewide PI campaigns to make sure the eastern half of the state was covered.

Basically, the areas that now form the Bluegrass-Appalachian Region are made up of service committee members with up to 20 years or more of experience in providing the type of services that regions normally provide. We have learned during that time how to get along and compromise in service and our RSC operates as a de facto consensus-based service body. We still vote on motions, but we never hold a vote until an issue has been thoroughly discussed, compromises have been made, and we are fairly certain that the motion has near unanimous support (not only among the participants in the RSC, but among the areas, groups, and members they represent.) We have people involved in NA service with anywhere from 1 to 30 years clean in Narcotics Anonymous. Our service experience goes all the way back to the chairperson of the very first East Coast Convention of NA. We have many people who would love to participate in the newer more positive consensus-based type service body that is the WSC and can bring extensive experience to bear on the issues our worldwide fellowship faces.

- Will participation at the conference affect the region's NA community? If so, how?

Participation at the conference will affect this region's NA community by giving the groups and members a sense that they are connected to the worldwide fellowship of NA and that the kind of problems we face are being heard and discussed by the worldwide body. It will also give the groups and members a sense of belonging to the worldwide fellowship by knowing that not only are their problems, issues and challenges heard, but also their experience, strength and hope in carrying the message of NA under very difficult circumstances can be heard and might be of use to other regions in similar circumstances.

- Does the region believe that it adds a voice or a value to the conference that does not exist in the current conference body?

Once again, The Bluegrass-Appalachian Region would like to become a conference participant in order to provide a unique voice for the addicts of Central, KY and Appalachia at the conference. We believe that the Bluegrass-Appalachian Region will add a voice or value that currently does not exist in the conference. Due to the intense poverty and communications and travel difficulties in Appalachia, we believe that our region may be one of the few regions in the United States with a true understanding of the problems of addicts in the regions of the developing world and we want to provide that voice and understanding at the WSC.

- Reason for split provided by the region: The Appalachian Mountains are still one of the most impoverished parts of the United States with high rates of illiteracy and relatively low levels of Internet and telephone connectivity. Due to the relative isolation of Appalachia and the intense communication and travel difficulties, the Bluegrass-Appalachian Region was unable to participate in the Kentuckiana Region.
- The region began in March 2002, splitting from the Kentuckiana Region
- Service delivery began March 2002.
- NA meetings have been held since 1980.
- The region has approximately 90 groups.
- Approximately 110 meetings are held each week.
- There are four areas in the region.
- Currently there are approximately 5 weekly H&I meetings.
- A regional H&I committee has been functioning since 2005.
- A regional PI committee has been functioning since 2002.
- A biannual convention has been held since 2004.
- They have attended the Southern Zonal Forum in 2005.

Regional Profile: North Carolina

- Does the region believe the voice of its NA community is being heard in some form already at the WSC? If so, who is closest to representing that voice now? If not, what is it about this community that the community does not believe is being represented now?

The votes of the Area Service Committees of the NC Region are currently being added with the votes of the Area Service Committees of the Carolina Region with regard to the *Conference Agenda Report*. In that sense, our voice is being expressed at the WSC during Old Business. However, now that the WSC is moving away from the regimented parliamentary-style decision-making process and toward a more discussion-oriented conference, our voice will be heard less and less.

Despite our closeness in geography, there were philosophical differences in 2000 that drove the creation of the NC region. These differences, identified during the ad-hoc phase of the creation of the region, created an atmosphere at that time that was contentious and was not limited to one or two personalities; it seemed that despite who was serving, the same differences continued to come up. It is these differences that make our RSC unique.

We believe that our voice is no less important than any other region in the greater Narcotics Anonymous Fellowship. In that regard, we feel that our collective voice, as expressed through our Regional Delegate, is what is not being heard. While we have a great relationship with Carolina, and the leadership of Carolina, the Regional Delegate of the Carolina Region is not elected to express our collective voice; rather, as it should be, he or she is elected to serve the areas and groups of the Carolina Region. Our RD is elected to serve our areas and groups, and we believe that he or she is the trusted servant who knows our region's positions better than an RD from another Region.

- Why does the region want to become a conference participant?

We believe that by becoming a participant at the WSC, our connection to the greater NA Fellowship is complete. Having spent the last four years as a non-participant, we have found that nothing truly substitutes for being a full participant.

- Does the region believe its community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.

We definitely believe we have enough service and recovery experience to positively contribute to NA World Services. Two of our founding trusted servants were former Board of Trustee members. The majority of our trusted servants at the RSC have 10+ years clean. Most of us have participated in NA service for the length of our recovery.

We believe being a positive contributor to the global decision-making process means having the ability to look past our own NA community to see the issues and situations that face other NA communities around the world, and acting with the best interests of NA as a whole. We have done this as much as we are able, given limited participation. If we are granted participant status, we will have the experience of being a newer region, and the struggles that go along with starting a new region. We hope to use this experience to reach out to other developing regions to share our experiences and solutions.

Additionally, after a request by NA members in Nepal, we were grateful to be able to donate \$500.00 to them to help in fellowship development efforts in 2002. We truly believed then, as now, that growth within NA is an indicator of the attraction that NA holds.

- Will participation at the conference affect the region's NA community? If so, how?

We believe it will. As evidenced in the last CAR cycle, we had an 84% group participation rate within our region in voting on the CAR. This tells us that the members of our region are not just members, they are interested members. They are interested in participating in the greater NA, in whatever capacity. We believe that our region feels it is important to be a member of the greater NA. by having full participation.

- Does the region believe that it adds a voice or a value to the conference that does not exist in the current conference body?

While we are not sure if there is a voice at the conference that would be identical to ours, we do think that we would bring the experience of a new region that has formed since the change in world services. This adds value, in that we have not experienced the newer WSC as a long-standing region has, and we would not be coming with pre-supposed ideas about how the WSC operates. And, generally, a new voice can sometimes bring a perspective that has not been shared.

- Reason for split provided by the region: The length of travel and costs of travel to regional service committee meetings; the length of the RSC meetings were prohibitive to effective service delivery; and due to the size of the Carolina Region, communication was not as effective as it could be.
- The region began in January 2001, splitting from the Carolina Region.
- Service delivery began January 2001.
- NA meetings have been held since 1979.
- The region has approximately 46 groups.
- Approximately 111 meetings are held each week.
- There are five areas in the region.
- Currently there are approximately 18 weekly H&I meetings.
- A regional H&I committee has been functioning since 2001.
- A regional PI committee has been functioning since 2001.
- They have attended the 2001 World Service Meeting, the 2002 and 2004 WSC, and the Southeastern Zonal Forum in 2002, 2004, and 2005.

Regional Profile: Iran

- Does the region believe the voice of its NA community is being heard in some form already at the WSC? If so, who is closest to representing that voice now? If not, what is it about this community that the community does not believe is being represented now?

Yes, our voice is heard through our contact with some of the WSO employees or some World Board members who are in contact with us.

- Why does the region want to become a conference participant?
To learn more and gain experience; and to be part of the whole.
- Does the region believe its community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.

Yes, we have grown from one group with five members to a very big region with over 1200 groups and well over 30,000 members. Due to our special circumstances, we think our region has special experience in recovery and service.

- Will participation at the conference affect the region's NA community? If so, how?
Yes, we will have more contact with more established and older regions and can learn a lot.
- Does the region believe that it adds a voice or a value to the conference that does not exist in the current conference body?

We think we can

- The region began in September 1999.
- Service delivery began September 1999.
- NA meetings have been held since 1993.
- The region has approximately 1200 groups.
- Approximately 2900 meetings are held each week.
- There are twenty-four areas in the region.
- Currently there are approximately 3 weekly H&I meetings.
- A regional H&I committee has been functioning since 2004.
- A regional PI committee has been functioning since 1999.
- They have had a regional service office since 2003.
- An annual convention has been held since 1999.
- They have attended the worldwide workshop in Bahrain in 2004.

Regional Profile: South Africa

- Does the region believe the voice of its NA community is being heard in some form already at the WSC? If so, who is closest to representing that voice now? If not, what is it about this community that the community does not believe is being represented now?

We do not believe that the voice of our NA community is already being heard at the WSC. It was only in 2004 that we were afforded the privilege of being visited by members of the World Board, who for the first time had the opportunity of exposure to the South African fellowship.

- Why does the region want to become a conference participant?
In order to be exposed to what is going on in NA worldwide and learn from other regions how to carry the message more successfully in our own region.
- Does the region believe its community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.

We have been in existence as a fellowship on a national level for at least eleven years and have many members who have been doing service on an ongoing basis during this period. The fellowship has grown from strength to strength with the membership numbers having increased ten fold. We are in a position to carry the message to developing African communities.

- Will participation at the conference affect the region's NA community? If so, how?
Yes. We believe that we will be exposed to new ideas and ways of carrying the message to still suffering addicts.
- Does the region believe that it adds a voice or a value to the conference that does not exist in the current conference body?

Yes. No sub-Saharan region is currently being represented at conference level. We are in the unique position of being a 1st world voice in a 3rd world developing continent.

- The region began in October 2004.
- Service delivery began in May 2005.
- NA meetings have been held since 1990.
- The region has approximately 83 groups.
- Approximately 88 meetings are held each week.
- There are three areas in the region.
- Currently there are approximately ten weekly H&I meetings.
- PI committee has been functioning since 1995.
- They have had a service office since 2000 (Area Service Office).
- An annual convention has been held since 1993.

Regional Profile: Western Russia

- Does the region believe the voice of its NA community is being heard in some form already at the WSC? If so, who is closest to representing that voice now? If not, what is it about this community that the community does not believe is being represented now?

No. Our voice is not heard at the WSC, because we are not represented at the WSC. We are only represented at the EDM. But since the EDM, as a body, is not represented there, our voice is not heard, too.

- Why does the region want to become a conference participant?

We want to become a conference participant because we want to contribute to the NA worldwide conscience. We also think that it is not only important for us, but can bring new vision to the conference. Our region is very big. The territory is almost 1/6 of the Earth's land. We successfully formed a region on this territory and have been able to function as a region for three years now. Since our first meeting, the fellowship has grown from two areas to eight areas. Each area is a city or a town. Also, many small towns that do not form areas participate in the region. We are united now and want to have more perspective of unity on the global level.

- Does the region believe its community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.

Yes. It's to some extent explained above. The most important point is that we have a fellowship development subcommittee in our region. It was formed right after it was decided at the EDM to have this one subcommittee instead of two (PI and H&I). We found it reasonable and did the same. It was two years ago. Since that time, eight fellowship development trips were made to different parts of the region. And four FD trips were just approved for the next six months. We think this experience is very useful and worth being shared with other regions.

- Will participation at the conference affect the region's NA community? If so, how?

Yes, we recon that participation at the conference will affect our NA community. To explain how it will affect us, we need to have more perspective of what happens at the conference and how it affects other NA communities. It depends on what questions (motions) are discussed there and how our region as a whole can participate in the decision-making process. Yes, it is important to us to be part of it. It will give us more strength and hope for future. Also, our situation in the region is more or less different from other regions, as we see it now. We would like to look for similarities and find answers to our questions that we can't find, as we're a sort of isolated from the rest of the world.

- Does the region believe that it adds a voice or a value to the conference that does not exist in the current conference body?

Yes. It was all explained above. First, our situation is specific—we are huge region with long distances between fellowships (groups and areas). And we found a way to get structured and function well as a region. Second, we have good experience of helping ourselves by having fellowship development workshops on service matters, etc. Third, we exist in our country almost illegally (we are not registered as a non-profit organization), and still we find ways to have meetings and fulfill our primary

purpose. And last but not least, many regions speak Russian in Eastern Europe (they are not well structured yet and do not participate at the WSC), so we can be an example of one of the regions of the whole Russian-speaking community, which is not heard at all now, though it is a huge part of the world...

- The region began in January 2003.
- Service delivery began April 2003.
- NA meetings have been held since 1990.
- The region has approximately 100 groups.
- Approximately 300 meetings are held each week.
- There are eight areas in the region.
- Currently there are approximately 10 weekly H&I meetings.
- They have held four PI workshops each of the past two years.
- They held a regional convention in 2005.
- They have attended the European Delegates Meeting in 2000, 2003, 2004, and 2005 as well as the worldwide workshop held in St. Petersburg, Russia, in 2004.

Regional Profile: Region Mexico Occidente (not recommending seating at this time)

- Does the region believe the voice of its NA community is being heard in some form already at the WSC? If so, who is closest to representing that voice now? If not, what is it about this community that the community does not believe is being represented now?

Yes, because we have received different messages and information from NAWS. During the World Unity Day we were contacted live and we realized we are not alone and that we can count on your support.

- Why does the region want to become a conference participant?
We want to grow as a region, which benefits everyone's recovery and those who have not arrived yet. It makes us feel part of NA and we want to learn how to do service in the NA way of doing service.

- Does the region believe its community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.

No, we believe that we still have a lot to learn in regards to service and we will only be able to achieve this with your help. In regards to recovery, we are in a difficult process and your support has been fundamental so we don't feel alone and abandoned. Thanks again for your support and understanding

- Will participation at the conference affect the region's NA community? If so, how?

Yes it will affect our community in a positive manner. We have proof that NA works, that it's the alternative that has been useful to keep us away from active addiction. We learn how the rest of the world serves through the way NA teaches us. We can't do it ALONE, we need your help, experience, hope, support, strength and understanding, because the NA Fellowship has one objective to carry the message to the addict who still suffers, in and out of recovery meetings. We will stay in contact with addicts and we will learn the things that have worked for other groups, areas, and regions so we can use them in our region—sparing us from a lot of suffering and helping us to grow with NA.

- Does the region believe that it adds a voice or a value to the conference that does not exist in the current conference body?

Our only objective is to learn how to serve. We want to inform the WSC about our achievements and problems, and we want to find solutions together as a team that will benefit our region and NA as a whole.

- The region began in August 2000, splitting from the Mexico Region.
- Reason for split provided by the region: Our region split from the Mexico Central Region because of geographical and distance reasons. There were controversies regarding the convention and literature distribution.
- Service delivery began in 2000.
- The region has approximately 55 groups.

- Approximately 300 meeting are held each week.
- There are six areas in the region.
- No information on committees was provided.
- They have attended the 2004 Latin American Zonal Forum.

Criteria for Recognition of New Conference Participants

1. A new region is eligible to apply for recognition as a conference participant after having functioned as a service body for at least three years. For regions forming out of an already existing region, the newly formed region has to have functioned as a separate body for at least three years.
2. New regions should conform to established geographic boundaries, equivalent to state, territorial, provincial, or national boundaries, unless there are certain conditions to the contrary. A region forming out of an already existing region may be seated at the conference by demonstrating that it meets the specific conditions that necessitate separation. From time to time, local service delivery needs arise in existing regions that result in the establishment of multiple regions. These circumstances should be reserved for situations caused as a result of large NA populations, great geographic distances, or such diversity of language or custom so as to impede effective, direct communication between the service committee and the fellowship.
3. A region that meets these criteria may then initiate its request to be recognized as a conference participant by submitting a letter of intent to the World Board not less than one year before a World Service Conference.
4. Upon receiving notification from the region, the World Board will request that the region provide information on the current and past history of the service delivery within the region. The board will inform the region of the type of information that should be submitted.
5. If the region is forming out of an already existing region, the new region should also provide information as to the nature of the extraordinary circumstances that precipitated the formation of the new region, and summarize the consideration and decision-making processes used to create the new region. This statement should also address what special circumstances exist that would preclude the new region from continuing to have its voice heard at the conference by simply participating in some form of shared services (regional assemblies, workshops, or any form of participation in collecting group conscience) with the old region.
6. All regions will also be asked to answer questions such as:
 - Why do you want to become a conference participant?
 - Do you believe that the voice of your NA community is not currently being heard at the WSC? If so, why?
 - Do you believe your community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the fellowship? If so, explain how.
 - Will participation at the conference affect your local NA community? If so, how?
 - Do you believe that your region adds a voice or a value to the conference that does not exist in the current conference body?
7. The World Board reviews the information provided using a group of conference participants—World Board members and regional delegates—as a workgroup, who are involved throughout this process, while working directly with the region to obtain any further information. Interactions among the board, its workgroup, and the region may

continue until the board is satisfied that it has collected all of the information needed. The board, with the assistance of the workgroup involved, will produce a final report with recommendations for the upcoming conference. The requesting region will see the report before it is distributed to conference participants and may include any additional information it believes is relevant for the conference to consider. A report of the information will then be distributed to conference participants prior to the WSC. Due to the complex nature of regional development, each application is considered on a case-by-case basis, rather than through some arbitrary criteria that establish minimum size and structure of regions in order to address local service issues.

8. Upon the presentation of information to the WSC, the conference will consider the request. Formal recognition as a conference participant requires a two-thirds vote of approval by the conference. There is no need for the region to be present at the conference at which their request is being considered, and funding for attendance will not be provided.
9. The addition of the new region will take effect upon the close of the World Service Conference at which its application is approved. Upon approval, the newly recognized region's delegate is automatically funded to the next WSC.

**From the 2000 Conference Agenda Report
that preceded the motion to adopt the Criteria for Recognition**

We believe that there must be criteria for conference recognition. Criteria would allow the conference to base its decision on established parameters which are clear to both the conference and to the delegate requesting conference recognition. If criteria are established by the conference, we also believe that it should provide the World Board with the ability to have discussions with those regions requesting conference recognition, in a productive manner before any request comes to the conference.

One of the realities for all of the various bodies that have tried to develop criteria for conference recognition is that the criteria end up being aimed at controlling the proliferation of United States regions. This may not be a popular issue to raise, but it is one that we feel must be discussed. With all of the currently seated US regions, is it really possible that the sense and voice of our US members are not already represented at the conference? If a local community chooses to split from an already seated region because of local service needs, is there any reason why they could not continue to attend existing assemblies or participate in existing processes of the seated region for the purpose of voting on the CAR? We do not think so.

While it may be true that establishing criteria will more immediately impact regions in the US, this will not always be the case, as our fellowship grows worldwide. Addressing the issue of criteria will always be uncomfortable for us because it will always seem to immediately impact some NA community more than another. As we focus on our vision and mission, we will keep being confronted with this issue until we address it.

If the conference is to represent a worldwide fellowship, become more discussion-oriented, and at the same time strive for consensus building in our decision making, the growth of the conference has to be slowed. With over 850 area committees around the world, the conference will never be able to handle regional representation from regions created to address or improve every local service need that arises. Local service structures should always have the ability to take whatever steps they deem necessary to meet the needs of their NA communities. However, addressing local needs should not result in actions that arbitrarily alter the size and the ability to function at the WSC.

The local service need for division of an already seated region may exist—but to translate that to conference participation does not seem to make sense, unless the region is truly isolated in some way. We must acknowledge that local service delivery needs may arise that necessitate dividing existing regions. However, these local service needs must also be separated from the issue of recognition as a conference participant. Our concepts state that NA creates a service structure which develops, coordinates, and maintains services on behalf of NA as a whole. In order to do this, the conference must represent the voice of NA as a whole and remain at a size that can function effectively. The conference has stated that it supports the idea of downsizing without a clear idea of what that might mean in the future. What we are proposing is that we must minimally control the unrestrained growth of the conference population. To accomplish this responsibility to NA as a whole, we must separate local service issues from conference participation and fulfill our global mission to NA as a growing, worldwide fellowship.

Conference participation must seek to reflect the voice and diversity of a worldwide fellowship. In the United States, regions are within driving distance of each other and the

members speak the same language. While it may seem like we are focusing on the US regions, we would say the same thing as it relates to any part of the world where similar circumstances exist. For many other countries around the world, geographic isolation and/or language typically make it impossible for these NA communities to have their voice represented at the conference in any way other than conference participation.

We believe that this issue will continue to challenge the conference's ability both to handle requests for conference recognition and to deal with its own size and purpose until we resolve it. The continued growth of conference participants will complicate, and possibly even undermine, our efforts at becoming more focused on discussion and consensus. Consensus and issues discussions are processes that require extended and/or small group interactions that cannot be successful in overpopulated conference sessions.

Narcotics Anonymous World Services

• • • • • • • • **STRATEGIC PLAN**

2006 – 2008 Conference Cycle

◆

NA World Services Vision Statement

All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. 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;
- ◆ NA communities worldwide and NA World Services work together in a spirit of unity and cooperation to carry our message of recovery;
- ◆ Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving Higher Power.

♦ NAWS Long-Term Goals

In a continuous effort to realize our vision, NA World Services strives to achieve the following long-term goals:

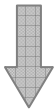
CONCERNING THE SERVICE WE PROVIDE	<ul style="list-style-type: none"> ♦ To be a trustworthy leader with the foresight to identify trends and issues affecting the fellowship and the ability to develop innovative solutions to address them. ♦ To be a reliable resource for information about Narcotics Anonymous recovery and about access to our recovery process. ♦ To represent the interests and concerns of Narcotics Anonymous and the issues that affect the fulfillment of our vision. ♦ To create and deliver products and services that meet changing fellowship needs. ♦ To foster a worldwide community of members with unity of purpose and a keen sense of mutual accountability and support.
CONCERNING HOW WE OPERATE	<ul style="list-style-type: none"> ♦ To build productive partnerships throughout NA to fulfill our vision: relationships with other components of the service structure and local communities, and between board and staff. ♦ To build and sustain cooperative relationships with other organizations and entities that address issues of addiction in order to raise awareness of Narcotics Anonymous as a viable option for recovery. ♦ To be a model of professionalism, setting high standards for service, efficiency in operations, and an unwavering focus on the needs of those we serve. ♦ To be responsive and accessible, inviting involvement and dialogue, and ensuring efficient delivery of products and services. ♦ To be an organization characterized by integrity and consistency, whose words and actions are driven by principles. ♦ To be a sound organization with the structure and capacity, human and financial, to achieve our goals and priorities.



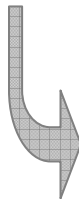
How do we get there?

The diagram below illustrates how we get from our vision statement to an actual project plan and how the steps are connected. Each project is inspired by our vision, “our vision is our touchstone, our reference point, inspiring all that we do.”

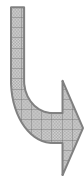
OUR VISION



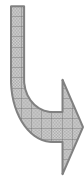
LONG-TERM GOALS



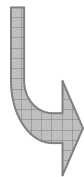
KEY RESULT AREAS



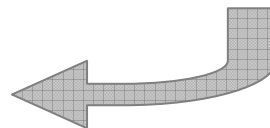
OBJECTIVES



APPROACHES



PROJECT PLANS



PRIORITIES

◆

NAWS 2006 Strategic Plan

Introduction

Purpose and Use

The 2006 Strategic Plan for NA World Services is the vehicle that will help us move forward toward our vision. The plan contains the long-term goals and interim objectives we need to reach so that *“every addict in the world has the chance to experience our message...”* Each conference cycle, the plan will also outline the work we would like to accomplish during the next two years in order to move closer to those objectives and goals, but it will not include specific actions or timetables. These specifics will be detailed in the related project plans. We will use this plan to a) guide decision-making and deliberation of related strategic issues, b) establish and align our resources with our priorities, and c) evaluate progress toward our goals. The plan helps us focus on our common goals not our differences or individual agendas and keeps us focused on NA principles.

This plan represents the work and discussions of the World Board and NAWS staff over the past couple of conference cycles. However, the strategic plan belongs to all of us, and the objectives and approaches it outlines have been shaped through discussions between board members, delegates at the last WSC and other service events, and interested members of the fellowship through worldwide workshops and face-to-face and written contacts. The sessions at this conference will have the most significant impact on the strategic plan for the next cycle (2008–2010) as well as on the operational details of the projects we will undertake for the 2006–2008 cycle.

This is a huge shift in perspective for all of us. Our conferences often have been concerned with looking backward (at events of the last year or two) or with fine-tuning and small details. To plan strategically, we must think about the forest, not just the trees, and furthermore, we must think about the needs of the forest two years from now. The board has been challenged to change the way we look at and accomplish our work, and we look forward to WSC 2006 where we can meet this challenge together.

We need to review and analyze routinely the needs and interests of the fellowship, as well as relevant external influences, to determine how these changes affect our priorities and to ensure that we stay on course toward realizing our vision. The planning process is fluid and responsive, allowing us to address new trends and issues as they arise. We will revisit the plan each conference cycle to outline our work for the years ahead and make sure that the plan is keeping pace with our rapidly changing fellowship and the world-at-large.



Definition of Terms

NA World Services Vision Statement

A compelling picture of the impact our fellowship is seeking to make through world services.

NAWS Values

Guiding principles, our traditions and concepts, that convey what we stand for and how the organization operates.

NAWS Long-Term Goals

Description of world services in a future state, when we are operating at a level of performance required to fulfill our vision statement.

Strategic Planning

A process by which change that will impact the organization's success in achieving its vision can be identified and managed.

Key Result Areas

Strategic areas that require change—*strategic* because they are based on an assessment of external and internal factors. Action taken in these areas will move us closer to fulfilling our vision.

Objectives

End results that must be accomplished within each key result area.

Approaches

Interim results that need to be achieved along the way to accomplishing our longer-term objectives and goals. These are the things we hope to achieve *within the next Planning/Conference Cycle*.



Key Result Areas

To ensure progress toward NA World Services long-term goals, growth is critical in the following areas. Sound organizational management is critical to realizing the services that will help us achieve our vision. This document does not intend to outline the entire range of world services' work or goals, but instead to help demonstrate the connection between good management of NAWS and the realization of our vision. The key result areas focus on areas that need change or areas that drive new change. Service objectives are those areas of our work that directly relate to the fellowship as a whole, while the organizational objectives are those areas that are specific to the entity of Narcotics Anonymous World Services, Inc. The key result areas are:

Service Objectives

- Communication
- Fellowship Support

Organizational Objectives

- Leadership and Management
 - Resources

◆ Objectives

Our strategic objectives, listed below, outline what we hope to accomplish within each key result area in order to move toward achieving our long-term goals. Below is a list of our objectives, followed by a more detailed explanation of the objectives and the approaches necessary to begin accomplishing them.

SERVICE OBJECTIVES

In order to achieve our vision, we must improve the quality of service we provide.

Key Result Area: Communication

Objective 1: Identify, frame and better facilitate a dialog with members around current issues and NA philosophy.

Objective 2: Improve the effectiveness and efficiency of world service communication, using techniques that will resonate with diverse audiences.

Objective 3: Enhance perception of NA as a credible program of recovery through implementation of a PR strategy and strengthening of relationships with others with mutual interests.

Key Result Area: Fellowship Support

Objective 4: Increase the effectiveness of the service structure at all levels by instilling a greater sense of purpose, plan, role, accountability and responsibility.

Objective 5: Help build and sustain all NA communities, recognizing their differing levels of development and need.

Objective 6: Make the NA message available and relevant to a widely diverse membership and potential membership.

ORGANIZATIONAL OBJECTIVES

Sound organizational management is crucial to improving those services.

Key Result Area: Leadership and Management

Objective 7: Re-evaluate and refine the delivery (and follow-up) system for products and services to a global fellowship.

Objective 8: Cultivate, encourage, and support leaders for all levels of the service structure.

Key Result Area: Resources

Objective 9: Ensure the long-term financial stability of NAWS, and the reliability of the income stream, in order to carry out priorities and service.

Objective 10: Raise awareness and a sense of responsibility on the part of the fellowship to adequately fund the cost of NAWS services.

Objective 11: Build and align the focus and capacity of staff to support identified priorities.



Key Result Areas, Objectives, and Approaches

Priority Ranking is in Blue Second Ranking is in Green Third Ranking is in Yellow

SERVICE OBJECTIVES

Key Result Area: Communication

“Narcotics Anonymous has universal recognition and respect as a viable program of recovery.”

From NAWS Vision Statement

Issue Management/NA Philosophy

Clear, consistent, and *relevant* communication throughout the service structure is essential. In order to fully engage and unify the fellowship around our vision and to effectively address NA members' issues of concern, we must improve our communications. The issue discussion topics have provided a way to focus communication throughout the fellowship, and in recent years, world services has better facilitated this communication so that more NA communities worldwide are discussing these issues and sharing their discussions with NAWS. We still, however, need to improve the follow-through from these discussions. We can do more to help communities collect and share the results of their discussions and we can improve our follow-up on the results.

Objective 1: Identify, frame and better facilitate a dialog with members around current issues and NA philosophy.

New approaches for improvement in 2006–2008

- 1.1 Develop a process and tools for consistent, efficient synthesis and reporting of issue discussions.
- 1.2 Ensure concrete follow-up to issue discussions as appropriate (e.g., a report, a set of recommendations or suggested next steps, or a definitive position on the issue).

Existing approaches to be carried over into the 2006–08 planning cycle

- ◆ Follow up on the 2004–2006 issue discussion topics.
- ◆ Frame and promote fellowship issue discussions for 2006–08 (explain the origin of the issue, the context and intended use of the input).
- ◆ Interact with fellowship at zonal forums and workshops.
- ◆ Continue to make changes to *CAR* to become more of a discussion-based document

Communication Infrastructure

World services can also do more to improve our communication infrastructure. We must maximize opportunities for dialog and expand our communication vehicles. We need to make information more accessible and provide it in the most useful format for the members we are trying to reach.

Objective 2: Improve the effectiveness and efficiency of world service communication, using techniques that will resonate with diverse audiences.

New approaches for improvement in 2006–2008

- 2.1** Maximize contact with Regional Delegates to improve their effectiveness as a NAWS communication link.
- 2.2** Maximize conventions as a learning opportunity (and integrate training and leadership development needs).
- 2.3** Branch out beyond traditional communication tools (e.g., DVD, cartoon IPs, etc.)
- 2.4** Develop on-line live workshops.

Existing approaches to be carried over into the 2006–08 planning cycle

- ♦ Redesign www.na.org (including making information more accessible through the website, such as sharing results of workshops, information on issues, an improved Bulletin Board, etc.).
- ♦ Maximize current travel opportunities for improved communication.

PR/Outreach

Trends in acceptance, visibility, and treatment of addiction will continue to significantly affect the growth of the fellowship. Given this influence on our membership, NA World Services needs to educate and have a strong presence in all sectors of the public to better support the fellowship. Building upon a positive perception of Narcotics Anonymous, we must increase public relations efforts, build strong relationships with groups outside of NA, and stand as the voice of the fellowship.

Objective 3: Enhance perception of NA as a credible program of recovery through implementation of a PR strategy and strengthening of relationships with others with mutual interests.

New approaches for improvement in 2006–2008

- 3.1** Create new tools for use by NAWS and for the fellowship at the local level (e.g., videos, PSAs, training materials).
- 3.2** Expand outreach and pro-active approach with targeted professionals, media, government officials, NGOs, etc.
- 3.3** Periodically gather a broader range of input to assess perceptions of NA (assess at the NAWS level, and provide tools other levels can use to gather data).
- 3.4** Better follow-up with and maintain relationships with related organizations (e.g., NAR-ANON).

Existing approaches to be carried over into the 2006–08 planning cycle

- ♦ Finalize the *PR Handbook*.
- ♦ Continue NAWS presence at professional events.

Priority Ranking is in Blue

Second Ranking is in Green

Third Ranking is in Yellow

Key Result Area: Fellowship Support

“NA communities worldwide and NA World Services work together in a spirit of unity and cooperation...”

From NAWS Vision Statement

Service Structure Effectiveness

A strong service structure operating at a consistently high level of performance is critical in providing wide access to NA and in building awareness of NA as a viable program for recovery. We must find ways to better support the operation of the service structure and increase the understanding of how components of the structure complement each other in achieving a common goal. Support must be tailored to the different needs and stages of development of NA communities around the world.

Objective 4: Increase the effectiveness of the service structure at all levels by instilling a greater sense of purpose, plan, role, accountability and responsibility.

New approaches for improvement in 2006–2008

- 4.1** Create the following basic tools for group and area (in priority order);
- a) Simple, interactive, contemporary packaging leaders can use to increase member understanding and practice of NA principles and concepts.
 - b) Reference materials that can be updated regarding group trust servant roles and responsibilities, and guidelines for implementation.
 - c) Discussion tools for running different types of meetings.
 - d) Integrate tools for groups and area in existing literature where possible.
 - e) Tool to improve understanding of the purpose and roles of the various components of the service structure.
- 4.2** Have a more holistic discussion about the service structure as a system.

Existing approaches to be carried over into the 2006–08 planning cycle

- ♦ Facilitate implementation of *PR Handbook* and Area Planning Tool.

Support to Developing Communities

NA's increasing diversity—geographically, culturally, by age, and in other significant ways—creates new challenges in attracting and continuing to engage members and potential members. Just as the needs of newcomers to the program can differ significantly from those with greater experience, the needs of new NA communities can differ from those of more established communities. We must find ways to identify and address the issues that arise from growth and diversity, and which potentially serve as barriers to the recovery possible through NA.

Objective 5: Help build and sustain all NA communities, recognizing their differing levels of development and need.

New approaches for improvement in 2006–2008

- 5.1** Pro-actively identify communities in unique developmental situations. Create mechanisms for follow-up (e.g., develop a model for differing levels of developing communities to assess need; integrate this approach with continuing efforts to develop partnerships).

Priority Ranking is in Blue

Second Ranking is in Green

Third Ranking is in Yellow

Existing approaches to be carried over into the 2006–08 planning cycle

- ◆ Continue to develop partnerships with regions and zones.
- ◆ Increase level of registrations and intellectual property management in developing communities.
- ◆ Continue to hold workshops.

Diversity

As the NA Fellowship grows, we need to work to meet the needs of a diversifying membership and to carry the message to potential members who have not found the program. We can do more to reach all addicts, regardless of their cultural or demographic populations, including expanding our range of recovery literature. NAWS has already had success in meeting members' language needs via the translations process. However, the specific cultural needs of members must be understood more clearly, and a number of issues must be resolved to satisfy these needs. These issues include the degree to which the fellowship is willing to address cultural barriers in the content of literature.

Objective 6: Make the NA message available and relevant to a widely diverse membership and potential membership.*New approaches for improvement in 2006–2008*

- 6.1** Produce targeted literature already identified and approved (including development of spiritual members, older members and recovery, gender issues, youth and recovery, medication and recovery, benefit of service to personal recovery).
- 6.2** Structure discussion around broadening access to the NA message and fostering an atmosphere of recovery for a diversifying membership (stress First Tradition unity along with the needs of demographically specific populations).
- 6.3** Engage in a discussion and begin a process to meet the needs of diverse populations in a more timely manner.
- 6.4** Develop an ongoing outcomes assessment to identify targeted populations.

Existing approaches to be carried over into the 2006–08 planning cycle

- ◆ Complete Basic Text project.
- ◆ Streamline approach to evaluate existing translations.

ORGANIZATIONAL OBJECTIVES

Key Result Area: Leadership and Management

“Honesty, trust, and goodwill are the foundation of these ideals.”

From NAWS Vision Statement

Delivery System

NA literature and related products are perhaps the most tangible and recognizable component in how our message is carried. As a result, improving the effectiveness and efficiency of the systems by which this material is prioritized, developed, distributed, and maintained can have a direct, positive impact on NA as a whole. In addition, NAWS functions as the communication hub for NA communities around the world. We already distribute locally developed materials related to certain topics; we could do more, however, to facilitate this sort of sharing of resources, including better use of our website.

Priority Ranking is in Blue

Second Ranking is in Green

Third Ranking is in Yellow

Objective 7: Re-evaluate and refine the delivery (and follow-up) system for products and services to a global fellowship.

New approaches for improvement in 2006–2008

- 7.1** Provide a component of the website for groups, areas, and regions to post and share tools, techniques, best practices, etc. (integrate into redesign of website).
- 7.2** Compile a list of currently available services.

Existing approaches to be carried over into the 2006–08 planning cycle

- ◆ Reevaluate the literature distribution system (by the Business Plan Workgroup).
- ◆ Increase promotion of the “shopping cart” and “contribution portal” of the website.
- ◆ Target workshop focus to development needs of the area/region and ensure “take away” value to reinforce concepts and techniques discussed.

Leadership Development

It is increasingly apparent that, in order to progress consistently toward the fulfillment of NAWS’ vision and goals, ongoing development of qualified, informed, and engaged leaders at all levels of the service structure is critical. Any progress toward the completion of our objectives in this area will depend on a clear understanding of leadership roles and requirements within our structure. We must take a holistic look at our current strategies for leadership development and develop better ways to identify and cultivate the skills of our leaders as well as better value and utilize our veteran leaders. This cultivation should include expanding the involvement of member-volunteers

Objective 8: Cultivate, encourage, and support leaders for all levels of the service structure.

New approaches for improvement in 2006–2008

- 8.1** Better utilize the World Pool as a development strategy (possible examples: increasing communication, utilizing Pool members for other than positions, including calls to action, draft review, workshop models they can deliver locally; response to surveys for input, etc.).
- 8.2** Provide orientation and training for RDs for roles at the conference and outside of the conference.
- 8.3** Craft and communicate the message that there is value in experience, and expand roles for veteran leaders (such as using veteran leaders as a resource to go to regions; inviting them to events in their area; soliciting their input on specific topics; using them as mentors for RDs, etc.).

Existing approaches to be carried over into the 2006–08 planning cycle

- ◆ Better define tasks and requirements for positions.
- ◆ Increase use of events (e.g., worldwide workshops, zonal forums, world convention, and other fellowship workshops) for observation of potential contributors and future leaders.
- ◆ Increase follow-up efforts after attendance at events such as worldwide workshops.

Key Result Area: Resources

“...our vision is our touchstone, our reference point,
inspiring all that we do.”

From NAWS Vision Statement

Financial Capacity

Growth of the worldwide fellowship and ongoing member expectations for services place demands on our resources. To ensure that we build and maintain adequate resources that grow with the fellowship, we must take a fresh look at funding sources and the flow and use of world service resources. We must also find ways to raise fellowship awareness of the resources NAWS has and how they are used.

Objective 9: Ensure the long-term financial stability of NAWS, and the reliability of the income stream, in order to carry out priorities and service.

New approaches for improvement in 2006–2008

- 9.1** Develop a strategy to increase reserves to one year of operating expenses (Business Plan Workgroup to consider this January 2006).
- 9.2** Develop a plan to ensure the World Convention breaks even (including allocated overhead).

Existing approaches to be carried over into the 2006–08 planning cycle

- ♦ Continue the work of the Business Plan Workgroup on pricing, literature distribution system, etc.
- ♦ Redefine and expand donation portal (e.g., to include automatic deduction, etc.).
- ♦ Implement the investment policy on how to manage reserve funds.

Objective 10: Raise awareness and a sense of responsibility on the part of the fellowship to adequately fund the cost of NAWS services.

New approaches for improvement in 2006–2008

- 10.1** Initiate an active campaign to solicit contributions and to encourage use of the on-line donations link (include creating a column in *NA Way* with factoids communicating the source and distribution of funds).
- 10.2** Review both IPs on self-support to see if they are relevant to today's member (include updates on technology and a strong sense of member responsibility).

Staff Capacity

WSO staff must provide expertise and experience in developing and managing the projects, products, and services needed to fulfill the directives of the World Board, and staff members must be full partners in realizing the NAWS vision. To succeed, gaps in staff expertise must be identified and filled (or outside resources used), and existing staff must work as productively as possible. Our staff capacity must be routinely reviewed against and aligned with NAWS goals and priorities.

Priority Ranking is in Blue

Second Ranking is in Green

Third Ranking is in Yellow

Objective 11: Build and align the focus and capacity of staff to support identified priorities.

New approaches for improvement in 2006–2008

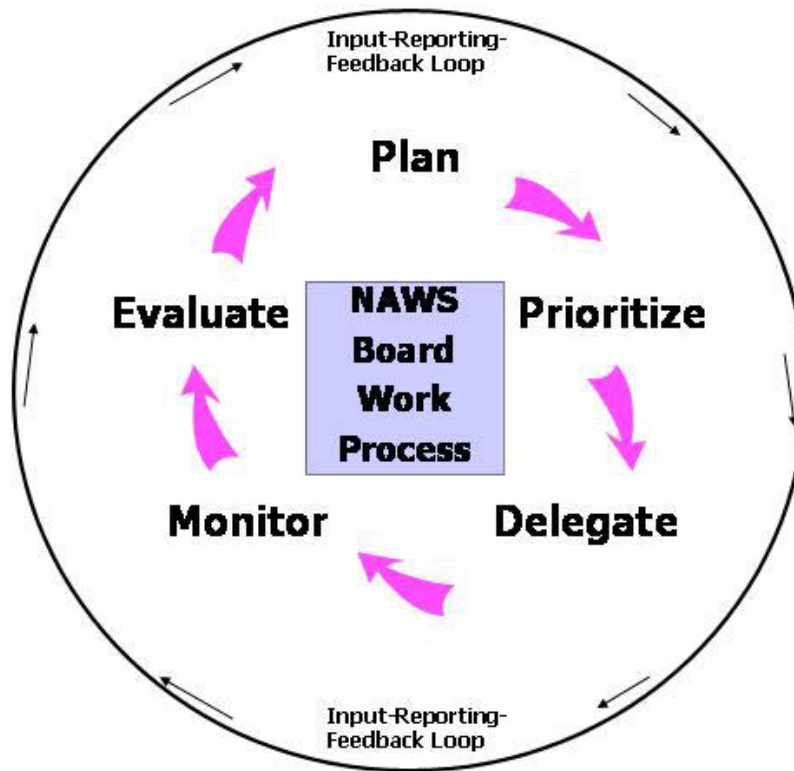
11.1 Schedule adequate time on conference cycle calendar for staff training, teambuilding and planning.

Existing approaches to be carried over into the 2006–08 planning cycle

- ◆ Hire staff and increase training.
- ◆ Increase awareness and appreciation of office-wide priorities at all-staff meetings.
- ◆ Increase cross-training.

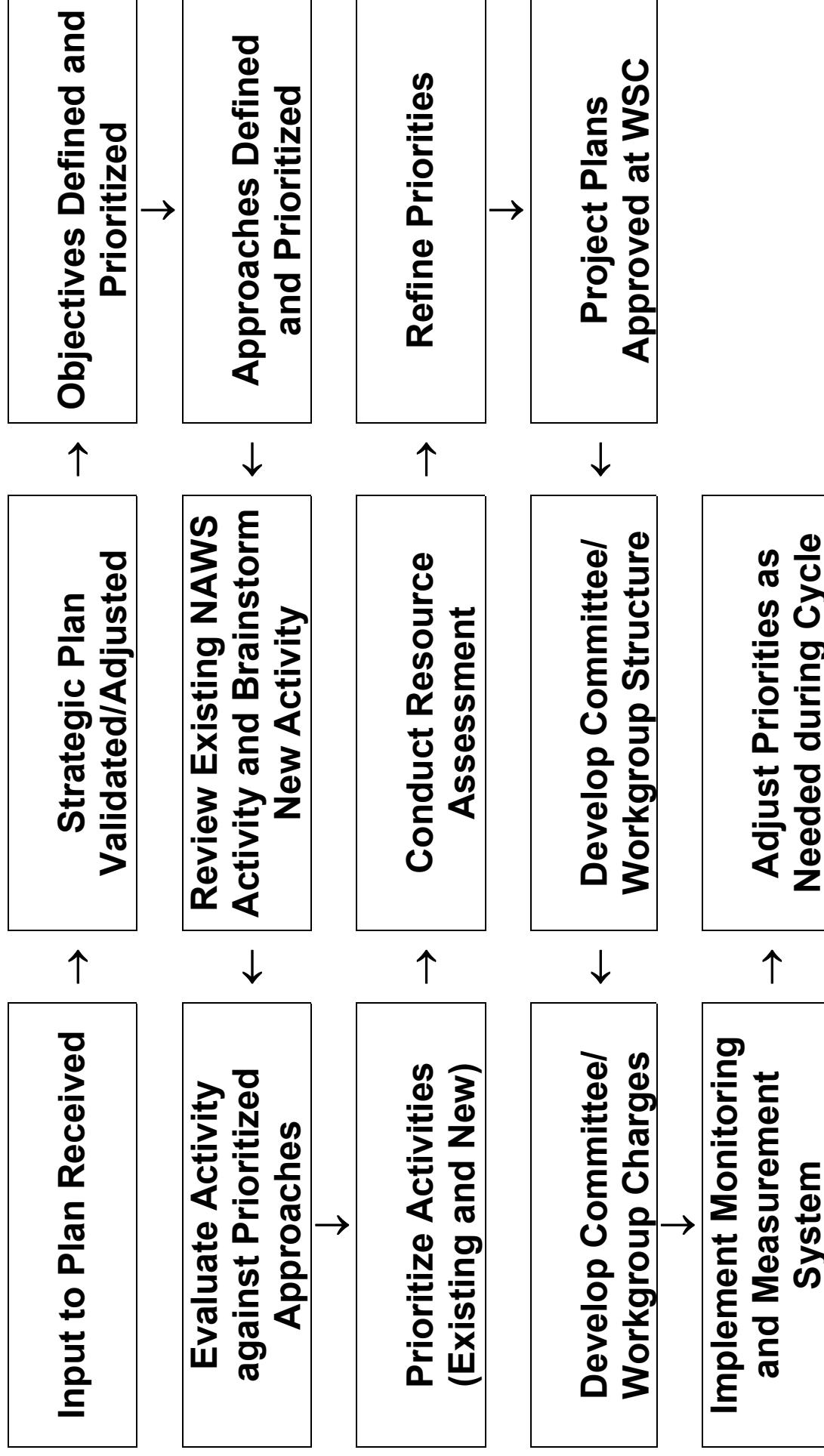
NAWS Work Process

The following diagram represents the stages of a typical NA World Services planning cycle. Using the Strategic Plan as a guide, project plans are developed for the cycle. Projects are prioritized, and work is then delegated to staff and/or workgroups. The board monitors the work and uses that information along with any information about NA and the “environment” (e.g., world events, demographic trends, etc.) to evaluate for the next planning cycle. Throughout the cycle, world services receives input from, reports to, and gets feedback from the fellowship to assist in all stages of the work process.



NAWS PLANNING PROCESS

Prioritizing Steps within the NAWS Plan Development and Implementation Process



Narcotics Anonymous World Services, Inc.

Proposed 2006–2008 Budget Description & Project Plans

Overview

As we indicated last cycle, the format of the budget draft for 2006–2008 reflects the current standards for nonprofit financial statements. The draft shows Operating Income (Gross Sales minus Cost of Goods) before the four expense areas (Literature Production & Distribution, World Service Conference Support, Fellowship Development, and Events). The specific income and expense projections for the world convention can be found at the end of the budget.

The draft budget included in this packet covers all proposed world services activity from 1 July 2006 through 30 June 2008. As is our norm, this financial plan has been created with what we believe to be conservative estimates for both income and expense. We continue to work on better systems to capture the information needed to support the budget you approve and ways to make the reporting of that information more easily understood.

The *Guidelines for the Budget for NA World Services* calls for three classifications of funds:

- **Fixed Operational Funds**—Funds allocated toward world service activities that are recurring in nature and have little to no functional change from budget year to budget year.
- **Variable Operational Funds**—Funds allocated toward non-routine world service projects and/or activities that vary from budget year to budget year. This includes those items prioritized by the World Service Conference.
- **Reserve Funds**—Funds that are set aside to meet current and/or future financial needs. These funds are maintained in both short-term and long-term reserve accounts. Funds are also allocated toward the planned use of cash to offset the effect of depreciation, improving asset value, and providing financial resources necessary to effectively address the intellectual property management called for in the FIPT, and/or to acquire any fixed asset that has a depreciable value.

Fixed and variable expenses are identified in the draft 2006–2008 budget. The proposed project plans included in this document correspond with the proposed variable operational expenses. We have also provided a brief explanation of some of the kinds of items contained in each line item of the fixed operational expenses. In the past, we have referred to these items as **Routine or Basic Services**. We now believe that the term **Essential Services** better reflects the true nature of these services. Reserve funds are reflected in the **Cash Basis** page, which is shown at the end of the draft budget.

Column one of this budget includes the actual expenses for the fiscal year ending 30 June 2005 plus the actual expenses from 1 July 2005 to 30 November 2005, which are then “**annualized**” to approximate a yearly total. This provides a broader date range of expense as the base, which improves our ability to estimate future expenses.

These amounts are used as the base for this draft budget. Column two covers year one of the two-year budget cycle (fiscal year 1 July 2006 through 30 June 2007); column three covers year two (fiscal year 1 July 2007 through 30 June 2008); and column four shows the total proposed expense for the entire two-year cycle (1 July 2006 through 30 June 2008).

2006–2008 World Services Projected Income

The income estimates for this budget are derived from the actual income received during the seventeen-month period described above. This is what is referred to throughout this document as “prior year’s income.”

Recovery Literature—Year one is estimated to provide a 2.5% increase in income over the prior year. Year two income is estimated to provide a slight increase of 2.5% over year one income. We have not included any estimate for income or expense for a new edition of the Basic Text in year two since WSC actions will affect whether or not a version is actually released in 2008.

Other Inventory—We have estimated the same overall increase/decrease as reported above for recovery literature.

Shipping—This income is based on estimated literature sales and a portion of an anticipated shipping price increase. Year one estimates reflect an increase of 4.7%, and year two’s estimated increase is 5% above year one. The Business Plan Workgroup is still reviewing our current shipping charges, and changes to these estimates may be made based on their recommendations.

Discounts—This is based on estimated literature sales and the current discount structure.

Developmental Subsidies & Allowances—This is the cost of subsidizing or reducing the price of literature (often free) provided to a growing worldwide fellowship. We have estimated the same overall increase as reported above for recovery literature. Presently, to see the full value of this cost you have to add this amount to the line in the expense portion of the budget under Fellowship Development, labeled “**Developmental Literature**,” which includes the expenses for shipping, customs, and duties.

Recovery Literature – Cost of Goods—This section covers the cost of goods for recovery literature under the Fellowship Intellectual Property Trust (generally the complete cost for manufacture to placing the item on the inventory shelf). For this budget cycle, we have estimated increases in expenses of approximately 4% for year one and 3.5% for year two.

Other Recovery Literature—This refers to the cost of goods for the remaining FIPT literature other than books (primarily IPs and some booklets).

Other Inventory Expense—This covers the cost of goods for all other items sold from inventory not considered to be part of the FIPT.

Fellowship Donations—Each budget year’s donations are estimated to increase 2.5%. We are estimating that during this next conference cycle, contributions will increase by a total of 5% with the *exception* of regional donations.

Again, during this cycle and for the future, there is no plan for a world services sponsored Unity Day event outside of the one held in conjunction with the world convention. That means that there will not be a world services sponsored Unity Day meeting and celebration until September 2007 at WCNA-32.

Licensed Vendor Payments—This income estimate is based on experience.

Interest—This income is expected to increase less than 1% for year one and show no additional increase for year two.

Event Specific Income—In our ongoing effort to keep the direct income and expense of a world convention easy to see, we have placed the WCNA-32 budget at the end of the overall budget. Please remember that this is a working budget only, since many of the specifics about this event have not been finalized.

2006–2008 World Services Fixed Operations

The term “Fixed Operational Expenses” refers to the activities of world services that are ongoing and recurring in nature, and that do not change dramatically from year to year as a result of conference actions. All of these activities require planning, support, and follow-up from world services staff.

The budget is divided into four major expense categories that represent our overall activity:

- **Literature Production & Distribution**
- **World Service Conference Support**
- **Fellowship Development**
- **Events**

Under each of these categories, there is an allocation for accounting, personnel, overhead, and technology. The overall expense for these items is divided between the four categories by focus of activity, derived mainly from hours of staff support and building space occupied. For this cycle, we are attributing 35% to Literature Production & Distribution in both years; 26% to World Service Conference Support in year one decreasing to 21% in year two (expecting fewer WSC-specific items); 31% to Fellowship Development in both years; and 8% to Events in year one increasing to 13% in year two. The changes in the percentages reflect anticipated changes in the activity level for projects and activities in the budget divisions.

The following is a list of the types of expenses that are included in each allocation (reflected in the budget in purple), followed by a simple breakdown of the fixed operation expenses under each budget category. All estimates for increases or decreases are derived from the actual expenses incurred during the 2004–2005 seventeen-month period described above.

Accounting—This contains bank service charges, professional services for annual audits and random forensic spot checks, and other professional services associated with financial management and contract labor. Bank and processor service charges have increased as credit card sales have increased. To cover these services we have projected a 2% increase for year one and a 5% increase for year two, the same percentage increases used during the last budget cycle.

Personnel—This contains all wages and salaries, payroll taxes, health and workers compensation insurance, training, recruitment, relocation, and retirement plan expenses associated with employees at all four branches of the World Service Office. It also includes contract labor hired for specific purposes. Year one reflects a 2% increase, and year two reflects an additional 3% increase. We again matched the last budget cycle's increases.

Overhead—This is the facility lease expense, maintenance and repair, telephone, utilities, postage, auto service and lease, office expense, general insurance, amortization, bad debts, depreciation, and dues and fees associated with the four branches of the World Service Office. This expense is expected to increase by approximately 2% for year one and increase 5% for year two. This is one of the activity areas where changes in costs for services provided to NAWS as well as costs associated with goods used in Essential Services is more directly reflected.

Technology—This is the expense for information services, computer leases, software, supplies, software application upgrades and updates, equipment leases and repair, and service contracts for three of the four branches of the World Service Office. Expenses associated with maintaining the na.org website, the expense associated with the database, online group data collection and meeting information, and event registration are also included here. Our experience over the last several years has proven that when you have an operation that is as dependant upon technology as ours, this category will increase each year. We are estimating 5% increases for each year.

LITERATURE PRODUCTION & DISTRIBUTION

This section of the budget covers the expenses associated with the distribution of NA literature to fellowship and non-fellowship customers. This currently occurs through the WSO in Chatsworth and its branches in Canada, Belgium, and now Iran.

Fixed Operational Expense—This includes all literature production and distribution costs that are not included under Total Cost of Goods sold. These expenses are projected to increase 1% for year one and 2.5% for year two.

Marketing—This covers the expense for attendance at and participation in professional events primarily related to corrections and treatment. Although we call this marketing, it is public relations-focused activity. These efforts are primarily conducted by staff with local volunteers. This includes the registration and preparation for events, travel, and follow-up for this activity. We have increased the number and types of events that we attend.

Translations—This covers the direct expense for translations of recovery and service material into languages other than English.

In-House Production—This includes the lease for reproduction equipment to print booklets and IPs that are not outsourced (and not included in Cost of Goods)—primarily non-English IPs and booklets, service materials, publications other than *The NA Way*, and reports. We plan to bring more of this activity in-house for this next cycle. This will give us greater flexibility and control of those items that we produce in small quantity.

Shipping—This expense is based on estimated literature sales and announced or anticipated rate increases from our major carriers.

Legal—This is primarily the direct registration and legal expense associated with maintaining worldwide copyright and trademark registrations for Narcotics Anonymous, *The NA Way*, the NA Logo, the Group Logo, and the Service Symbol, as well as all recovery and service material. It may also include direct costs to defend our intellectual property.

Travel—This is travel required to support and manage three branch offices in Canada, Belgium, and Iran or other travel directly associated with the production or distribution of our literature.

WORLD SERVICE CONFERENCE SUPPORT

Fixed Operational Expense—This section of the budget covers the expenses associated with supporting all World Service Conference-related activities.

Publications—These are the expenses associated with the production of the *Annual Report*, the *Conference Report*, typically, twice each conference cycle, the *Conference Agenda Report* once each conference cycle, *Quarterly Financial Reports*, and *NAWS News* four or more times per year. The expense for translating *NAWS News* and the *CAR* is also included here. We have estimated an overall 2% increase for year one and a 5% increase for year two in this category.

World Service Conference—These are the expenses for the site and equipment needed for the event, the parliamentarian, and funding for staff, World Board, WSC Cofacilitators, and the Human Resource Panel, as well as the travel expense for delegates from around the world.

World Board—The following number of meetings is an estimate at this time. The World Board will meet a minimum of eight times in this conference cycle, plus attend the conference itself. An orientation for new board members is included as a separate meeting at the beginning of the conference cycle. Additionally, in each conference cycle, training needs for the full board are included. The Executive Committee is budgeted to meet a minimum of five times in this conference cycle. The amounts reflect a 2% increase in year one and a 5% increase in year two.

Human Resource Panel—This group is scheduled to meet a minimum of five times during the 2004–2006 cycle to work on nominations and manage the World Pool. A part of one of these meetings is also used for orientation and training. These expenses are expected to increase the same as reported above for the World Board.

WSC Cofacilitator—The WSC Cofacilitators are scheduled to meet twice for this conference, once with the parliamentarian and once with the World Board and the HRP. We expect similar activity for this next budget cycle.

Travel—This is the activity of world services' face-to-face interaction with the fellowship for *Conference Agenda Report* workshops. This includes the selection of events and travelers and the preparation and communication required.

FELLOWSHIP DEVELOPMENT

Fixed Operational Expense—This section of the budget covers the expenses associated with support to the fellowship. We have projected an increase of 2% for year one and 5% for year two.

Publications—We publish *Reaching Out* four times per year, *Meeting by Mail* six times per year, and *The NA Way Magazine* four times per year in five languages to over 37,000 addresses. Our expenses have increased, and we expect them to continue to increase.

Fellowship Support—This is world services' face-to-face interaction with the fellowship, primarily in workshops and forums. This can also be assistance provided to zones, primarily for participants' attendance at their forums. This has also included assistance with local fellowship development activities.

Professional Events—This is the expense for attendance at and participation in professional events that in some way address addiction and/or addicts. Some of these events have been the International Council on Alcohol and Addictions (ICAA), the World Federation of Therapeutic Communities (WFTC), the annual meeting of the American Society of Addiction Medicine (ASAM), the South East Conference on Alcoholism and Drug Addiction (SECAAD), the National Association of Alcohol and Drug Addiction Counselors (NAADC), and some minor activity with the United Nations. These activities often overlap our marketing activity.

Developmental Literature—This is the cost to distribute free literature to a growing number of developing NA communities, hospitals and institutions, or for public relations purposes. The amount also includes the expenses for shipping, customs, and duties. We are still working on better reflecting this activity in our financial reports. Presently, to see the full value of this provision you have to add this amount to the line in the Income portion of the budget called "Developmental Subsidies & Allowances."

EVENTS

Fixed Operational Expense—This section of the budget covers the fixed expenses associated with event planning and support to the fellowship.

Unity Day—For this conference cycle and the future we are proposing that Unity Day be a fellowship-wide celebration without a specific event hosted by world services. In the 2006–2008 cycle, Unity Day will be held at the world convention in San Antonio, Texas. As a result of our intent, there is no allocation for Unity Day in the first year of the budget cycle and the second year is included with the Event Specific.

WCNA-32 Event Specific—The income and expense amounts here are an estimate only. San Antonio is estimated to have approximately 15,000 people registered.

2006–2008 World Services Variable Operations

The *Guidelines for the Budget for NA World Services* calls for a specific process to be created for the consideration, evaluation, development, and approval of world service projects and those activities that vary from year to year. Each project is included in the draft budget under the appropriate budget category and then under variable operational expenses.

These project plans return to the practice of reflecting direct expenses rather than attempting to capture staff expenses as well. In the past, we have gone to great effort to estimate the time expected for each type of employee to complete each project and track this during the cycle. Since this is not something that is tracked in our financial reporting, we do not include detailed estimates in the project plans for this cycle.

We may or may not be able to accomplish everything that we propose. We believe that the spirit of the budget process adopted by the conference requires conference approval of the work of world services. Therefore, we are presenting all items that could possibly be worked on before the next meeting of the WSC. We will report our activity throughout the conference cycle.

Each conference cycle, we are presented with a dilemma when putting together the proposed budget. As we have previously said, we will always propose more projects than we may be able to accomplish, typically because of our limitations in human resources. That is, we are proposing more projects than we have projected income to cover. For that reason, the expenses of the projects are reflected in contingent columns and are not included in the budget totals. Once projects are discussed and approved by the conference, a revised budget will be created that includes these projects in the budget totals.

We have used historical estimates, with estimated increases during the next two years, for travel expenses, conference calls, and mailings. These plans, as with the rest of the budget, have used “high-side” estimates for expenses to try to ensure that our estimated income is adequate to meet the maximum potential expenses. For proposed project plans that have a range for the number of meetings, for instance, we budgeted for the maximum number indicated.

We have created the following plans as a direct result of our strategic plan. We discussed which activities would help us to achieve the objectives under each key result area. Those discussions resulted in our identifying the approaches for improvements that we believe are possible. We then discussed *how* to achieve the approaches that we had identified, which resulted in the following project plans. Each project plan begins with the relevant objective(s) and approach(es) from our strategic plan to illustrate the connections between the strategic plan and the projects.

The color-coding below corresponds to the strategic plan.

Considered essential or carryover from previous cycle

Priority Ranking

Second Ranking

Third Ranking

The project plans proposed for 2006–2008 are:

Basic Text Workgroup

Business Plan Workgroup

Fellowship Issue Discussions

Implementation of the *PR Handbook*

Training & Orientation

Workshops

Basic Service Material

Targeted Literature

Public Relations Development

NAWS Communications

Basic Text

Objective 6: *Make the NA message available and relevant to a widely diverse membership and potential membership.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Complete Basic Text project.
- ◆ Streamline approach to evaluate existing translations.

New Approaches for 2006-08 (in priority order)

1. Produce targeted literature already identified and approved (including development of spiritual members, older members and recovery, gender issues, youth and recovery, medication and recovery, benefit of service to personal recovery).
2. Structure discussion around broadening access to the NA message and fostering an atmosphere of recovery for a diversifying membership (stress First Tradition unity along with the needs of demographically specific populations).
3. Engage in a discussion and begin a process to meet the needs of diverse populations in a more timely manner.
4. Develop an ongoing outcomes assessment to identify targeted populations.

Purpose and scope of the project:

To create an approval-form Sixth Edition Basic Text including a new preface, the replacement of some or all of the personal stories, and an introduction to the personal stories. This project ends a now eight-year process of evaluating potential changes to the Basic Text and is the second cycle in the process of revising the text. The motion presented in the *2004 Conference Agenda Report* and adopted at WSC 2004 initiated this four-year project and its timeline. During this conference cycle, the draft text will be finalized, with any identified gaps addressed, a review and input draft will be sent out for six months, and the approval draft will be mailed seven months prior to WSC 2008.

The adopted timeline for the entire project is:

- July–Dec 2004: Develop a plan for drafting the text and the solicitation process;
- Jan–Dec 2005: Solicit, compile, and make decisions about input material; then put together a first draft of the text;
- Jan–July 2006: Finalize the draft text, filling in any identified gaps;
- Sept 2006–Mar 2007: Fellowship review and input period;
- Sept 2007: Publish the approval form of the text;
- WSC 2008: Approval

Direct expense items:

Personal interviews	\$ 5,000
6-8 Meetings for 10 people	\$ 119,600

Direct project expenses:	\$ 124,600
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Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Business Plan Workgroup

Objective 9: *Ensure the long-term financial stability of NAWS, and the reliability of the income stream, in order to carry out priorities and service.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Continue the work of the Business Plan Workgroup on pricing, literature distribution system, etc.
- ◆ Redefine and expand donation portal (e.g., to include automatic deduction, etc.)
- ◆ Implement the investment policy on how to manage reserve funds.

New Approaches for 2006-08 (in priority order)

1. Develop a strategy to increase reserves to one year of operating expenses (Business Plan Workgroup to consider this January 2006).
2. Develop a plan to ensure the World Convention breaks even (including allocated overhead).

Objective 10: *Raise awareness and a sense of responsibility on the part of the fellowship to adequately fund the cost of NAWS services.*

New Approaches for 2006-08 (in priority order)

1. Initiate an active campaign to solicit contributions and to encourage use of the on-line donations link (include creating a column in *NA Way* with factoids communicating the source and distribution of funds).
2. Review both IPs on self-support to see if they are relevant to today's member (include updates on technology and a strong sense of member responsibility).

Objective 7: *Re-evaluate and refine the delivery (and follow-up) system for products and services to a global fellowship.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Reevaluate the literature distribution system (by the Business Plan Workgroup).
- ◆ Increase promotion of the "shopping cart" and "contribution portal" of the website.
- ◆ Target workshop focus to development needs of the area/region and ensure "take away" value to reinforce concepts and techniques discussed.

New Approaches for 2006-08 (in priority order)

1. Provide a component of the website for groups, areas, and regions to post and share tools, techniques, best practices, etc. (integrate into redesign of website).
2. Compile a list of currently available services.

Purpose and scope of the project:

This workgroup has been created as a resource to both the Executive Committee and the World Board. Focused on the business portion of NAWS operations, the Business Plan Workgroup evaluates our operations and financial reporting on a regular basis and makes recommendations to ensure that we build and maintain adequate resources that grow with the fellowship. Under the current requirements for nonprofits in both California and the US, some portion of this group will also serve as the Audit Committee for the board. Some of the specific focuses for the 2006–2008 conference cycle are:

- Implement the investment policy.
- Examine the financial profile of the world convention.

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

- Initiate an active campaign to solicit contributions and to encourage use of the online donations link.
- Review both IPs on self-support to see if they are relevant to today's member (include updates on technology and a strong sense of member responsibility).
- Continue marketing to correction and treatment with an increase on measuring the results of those efforts.
- Reevaluate the literature distribution system.
- Review all projected costs for literature and shipping, and make recommendations for the future. A price increase of 5% scheduled for January 2004 was set aside pending the results of this review.
- Revise financial management policies and tools to better meet the needs of the organization.
- Develop and frame messages that focus on donations paying for services.

Direct expense items:

4 Meetings for 12 people \$ 68,400

Direct project expenses: \$ 68,400

Essential or Carryover**Priority ranking****Second Ranking****Third Ranking**

Fellowship Issue Discussions

Objective 1: *Identify, frame and better facilitate a dialog with members around current issues and NA philosophy.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Follow up on the 2004–2006 issue discussion topics.
- ◆ Frame and promote fellowship issue discussions for 2006–08 (explain the origin of the issue, the context and intended use of the input).
- ◆ Interact with fellowship at zonal forums and workshops.
- ◆ Continue to make changes to *CAR* to become more of a discussion-based document

New Approaches for 2006-08 (in priority order)

1. Develop a process and tools for consistent, efficient synthesis and reporting of issue discussions.
2. Ensure concrete follow-up to issue discussions as appropriate (e.g., a report, a set of recommendations or suggested next steps, or a definitive position on the issue).

Purpose and scope of the project:

The purpose of this project is to both facilitate fellowship-wide discussion of specific issues and to improve the quality of that facilitation. The first steps taken in the 2004–2006 conference cycle with issue discussion topics seem to have been successful. Our challenge this cycle will be to build and improve on that experience. The board will begin by reviewing reports summarizing the content and process of the issue discussions from the last conference cycle—*Infrastructure* and *Our Public Image*—as well as the two “unofficial” topics of *Atmosphere of Recovery* and *Leadership*. After the conference selects new topics for the next conference cycle, the board will talk about how to frame the discussion of these topics and facilitate that discussion throughout the fellowship.

Direct expense items:

Distribution of material in NAWS publications	\$ 15,000
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Direct project expenses:	\$ 15,000
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Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Implementation of the *PR Handbook*

Objective 3: *Enhance perception of NA as a credible program of recovery through implementation of a PR strategy and strengthening of relationships with others with mutual interests.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Finalize the *PR Handbook*.
- ◆ Continue NAWS presence at professional events.

New Approaches for 2006-08 (in priority order)

1. Create new tools for use by NAWS and for the fellowship at the local level (e.g., videos, PSAs, training materials).
2. Expand outreach and pro-active approach with targeted professionals, media, government officials, NGOs, etc.
3. Periodically gather a broader range of input to assess perceptions of NA (assess at the NAWS level, and provide tools other levels can use to gather data).
4. Better follow-up with and maintain relationships with related organizations (e.g., NAR-ANON).

Objective 4: *Increase the effectiveness of the service structure at all levels by instilling a greater sense of purpose, plan, role, accountability and responsibility.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Facilitate implementation of *PR Handbook* and Area Planning Tool.

Purpose and scope of the project:

The purpose of this project is to finalize the *PR Handbook* and facilitate fellowship-wide implementation of the ideas and direction called out in the chapters being presented for approval at WSC 2006. The specifics of much of this will be discussed and decided at WSC 2006. The components of implementation that we see as necessary to support fellowship-wide activities related to public relations are listed below. The development of many of these pieces may require the use of focus groups.

- Training and education
- A condensed or “quick start” version of the Handbook
- A long list of resources, sample letters, and tools to support the activities called for in the specific chapters of the Handbook. These would be changeable and updateable and added as Addenda.
- An FAQ on how to use the Handbook
- An IP on PR and the NA member

Direct expense items:

Focus groups	\$ 25,000
Training materials	\$ 15,000

Direct project expenses: **\$ 40,000**

Essential or Carryover	Priority ranking	Second Ranking	Third Ranking
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Training and Orientation

Objective 3: *Enhance perception of NA as a credible program of recovery through implementation of a PR strategy and strengthening of relationships with others with mutual interests.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Finalize the *PR Handbook*.
- ◆ Continue NAWS presence at professional events.

New Approaches for 2006-08 (in priority order)

1. Create new tools for use by NAWS and for the fellowship at the local level (e.g., videos, PSAs, training materials).
2. Expand outreach and pro-active approach with targeted professionals, media, government officials, NGOs, etc.
3. Periodically gather a broader range of input to assess perceptions of NA (assess at the NAWS level, and provide tools other levels can use to gather data).
4. Better follow-up with and maintain relationships with related organizations (e.g., NAR-ANON).

Objective 5: *Help build and sustain all NA communities, recognizing their differing levels of development and need.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Continue to develop partnerships with regions and zones.
- ◆ Increase level of registrations and intellectual property management in developing communities.
- ◆ Continue to hold workshops.

New Approaches for 2006-08 (in priority order)

1. Pro-actively identify communities in unique developmental situations. Create mechanisms for follow-up (e.g., develop a model for differing levels of developing communities to assess need; integrate this approach with continuing efforts to develop partnerships).

Purpose and scope of the project:

The purpose of this project is to formally train and orient both addicts and non-addicts to better address our needs in both PR and Fellowship Development. We have known for some time that we need to build a better resource pool for use in public relations. This is the area that would include both addicts and non-addicts. We have been increasingly using locally based resources for fellowship development efforts. This has ranged from asking regional contacts to create a team of people to travel to a nearby new NA community (as in sending members of Greece to Cyprus), to asking experienced members to attend nearby professional events, to creating numerous travel teams of current or past delegates to travel to nearby communities in Latin America. We believe this approach has been successful but we need more consistent follow-up and some type of training for members being asked to do this type of service on behalf of NA World Services.

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Direct expense items:

6-8 Training and orientation sessions \$ 89,700

Direct project expenses: \$ 89,700

Workshops

Objective 1: *Identify, frame and better facilitate a dialog with members around current issues and NA philosophy.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Frame and promote fellowship issue discussions for 2006–08 (explain the origin of the issue, the context and intended use of the input).
- ◆ Interact with fellowship at zonal forums and workshops.

Objective 2: *Improve the effectiveness and efficiency of world service communication, using techniques that will resonate with diverse audiences.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Redesign www.na.org (including making information more accessible through the website, such as sharing results of workshops, information on issues, an improved Bulletin Board, etc.)
- ◆ Maximize current travel opportunities for improved communication

New Approaches for 2006-08 (in priority order)

1. Maximize contact with Regional Delegates to improve their effectiveness as a NAWS communication link.
2. Maximize conventions as a learning opportunity (and integrate training and leadership development needs).
3. Branch out beyond traditional communication tools (e.g., DVD, cartoon IPs, etc.)
4. Develop on-line live workshops.

Objective 5: *Help build and sustain all NA communities, recognizing their differing levels of development and need.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Continue to develop partnerships with regions and zones.
- ◆ Continue to hold workshops.

New Approaches for 2006-08 (in priority order)

1. Pro-actively identify communities in unique developmental situations. Create mechanisms for follow-up (e.g., develop a model for differing levels of developing communities to assess need; integrate this approach with continuing efforts to develop partnerships).

Objective 7: *Re-evaluate and refine the delivery (and follow-up) system for products and services to a global fellowship.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Reevaluate the literature distribution system (by the Business Plan Workgroup).
- ◆ Increase promotion of the "shopping cart" and "contribution portal" of the website.
- ◆ Target workshop focus to development needs of the area/region and ensure "take away" value to reinforce concepts and techniques discussed.

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Objective 8: Cultivate, encourage and support leaders for all levels of the service structure.

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Increase use of events (e.g., worldwide workshops, zonal forums, world convention, and other fellowship workshops) for observation of potential contributors and future leaders.
- ◆ Increase follow-up efforts after attendance at events such as worldwide workshops.

New Approaches for 2006-08 (in priority order)

2. Provide orientation and training for RDs for roles at the conference and outside of the conference.

Purpose and scope of the project:

We plan to hold up to six worldwide workshops in this conference cycle throughout the fellowship. Their purpose will be to engage in various discussions on a variety of service and recovery issues with as many members as possible. In the 2004–2006 conference cycle, we held specifically focused workshops in the Middle East, Eastern Europe, India, and Thailand. These workshops included funding attendance of local NA members who otherwise are unable to meet together and cover a variety of recovery, service, and translation issues. We are committed to doing more of this in the future.

We also see the need to better train and orient RDs at either workshops, the conference, or both. In addition, in order to support fellowship activity with events and activities, as well as to adequately support and evaluate the literature distribution system, we plan to hold two concurrent workshops, one focused on literature distribution for area and regional customers and one on convention planning. Both programs will be structured around the basics of providing these types of service, accountability, and handling of funds. Some of the subject matter may vary according to the interests and needs of the attendees.

Direct expense items:

5 Travelers per worldwide workshop	\$ 60,000
Meeting space, equipment rental, mailings, literature, etc. at an average of \$15,000 per workshop	\$ 90,000
Fellowship development workshops	\$ 80,000
Literature and convention workshop in the US	\$ 25,000

Direct workshop expenses: \$ 255,000

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Basic Service Material

Objective 4: *Increase the effectiveness of the service structure at all levels by instilling a greater sense of purpose, plan, role, accountability and responsibility.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Facilitate implementation of *PR Handbook* and *Area Planning Tool*.

New Approaches for 2006-08 (in priority order)

1. Create the following basic tools for group and area (in priority order);
 - a) Simple, interactive, contemporary packaging leaders can use to increase member understanding and practice of NA principles and concepts.
 - b) Reference materials that can be updated regarding group trust servant roles and responsibilities, and guidelines for implementation.
 - c) Discussion tools for running different types of meetings.
 - d) Integrate tools for groups and area in existing literature where possible.
 - e) Tool to improve understanding of the purpose and roles of the various components of the service structure.
2. Have a more holistic discussion about the service structure as a system.

Objective 5: *Help build and sustain all NA communities, recognizing their differing levels of development and need.*

Objective 7: *Re-evaluate and refine the delivery (and follow-up) system for products and services to a global fellowship.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Reevaluate the literature distribution system (by the Business Plan Workgroup).

New Approaches for 2006-08 (in priority order)

1. Provide a component of the website for groups, areas, and regions to post and share tools, techniques, best practices, etc. (integrate into redesign of website).

Objective 8: *Cultivate, encourage, and support leaders for all levels of the service structure.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Better define tasks and requirements for positions.

Purpose and scope of the project:

With this project, we hope to begin to develop basic service material to address a variety of current fellowship needs. The ideas and scope of this list of potential items will be discussed at WSC 2006 built around the questions in the 2006 *CAR*. We also expect that the follow-up on the 2004–2006 issue discussion topics may result in the development of new service resources. In addition, we would like to begin to work on a new handbook for events and possibly for literature distribution since the existing handbooks were primarily created in the late 80s. We would like to create new material for all of the areas currently covered by all of the existing handbooks, including *A Guide to Local Services in NA*, as well as developing basics for smaller or newer NA communities. We also believe that *A Guide to World Services in NA* needs to be revised this cycle, but this work could be handled within the WB. We have prioritized the basic material as presented in the *CAR* and would begin work on some of these other materials as and if resources become available.

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Direct expense items:

5 Workgroup or focus group meetings for 10 people \$ 74,750

Direct project expenses: \$ **74,750**

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Targeted Literature

Objective 6: *Make the NA message available and relevant to a widely diverse membership and potential membership.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Complete Basic Text project.
- ◆ Streamline approach to evaluate existing translations.

New Approaches for 2006-08 (in priority order)

1. Produce targeted literature already identified and approved (including development of spiritual members, older members and recovery, gender issues, youth and recovery, medication and recovery, benefit of service to personal recovery).
2. Structure discussion around broadening access to the NA message and fostering an atmosphere of recovery for a diversifying membership (stress First Tradition unity along with the needs of demographically specific populations).
3. Engage in a discussion and begin a process to meet the needs of diverse populations in a more timely manner.
4. Develop an ongoing outcomes assessment to identify targeted populations.

Purpose and scope of the project:

We plan to create new and/or revised material addressing specific populations of members or potential members. This may be accomplished by creating articles, bulletins, or new IPs, or by revising existing IPs. This list will also be discussed at the conference based on the list that was published in the *CAR*.

Direct expense items:

5 Workgroup or focus group meetings of 10 people	\$ 74,750
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Direct project expenses:	\$ 74,750
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Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

Public Relations Development

Objective 3: *Enhance perception of NA as a credible program of recovery through implementation of a PR strategy and strengthening of relationships with others with mutual interests.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Continue NAWS presence at professional events.

New Approaches for 2006-08 (in priority order)

1. Create new tools for use by NAWS and for the fellowship at the local level (e.g., videos, PSAs, training materials).
2. Expand outreach and pro-active approach with targeted professionals, media, government officials, NGOs, etc.
3. Periodically gather a broader range of input to assess perceptions of NA (assess at the NAWS level, and provide tools other levels can use to gather data).
4. Better follow-up with and maintain relationships with related organizations (e.g., NAR-ANON).

Purpose and scope of the project:

While this project is closely related to the Implementation of the *PR Handbook* project, its focus is slightly different. This is about targeting specific populations of professionals and building and cultivating relationships. This may include surveys, focus groups, or other focused efforts at the NAWS level for this conference cycle.

Direct expense items:

Focus groups	\$ 40,000
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Direct project expenses:	\$ 40,000
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Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

NAWS Communications

Objective 2: *Improve the effectiveness and efficiency of world service communication, using techniques that will resonate with diverse audiences.*

Existing Approaches to be carried over into the 2006-08 Planning Cycle

- ◆ Redesign www.na.org (including making information more accessible through the website, such as sharing results of workshops, information on issues, an improved Bulletin Board, etc.).
- ◆ Maximize current travel opportunities for improved communication.

New Approaches for 2006-08 (in priority order)

1. Maximize contact with Regional Delegates to improve their effectiveness as a NAWS communication link.
2. Maximize conventions as a learning opportunity (and integrate training and leadership development needs).
3. Branch out beyond traditional communication tools (e.g., DVD, cartoon IPs, etc.)
4. Develop on-line live workshops.

Objective 7: *Re-evaluate and refine the delivery (and follow-up) system for products and services to a global fellowship.*

New Approaches for 2006-08 (in priority order)

1. Provide a component of the website for groups, areas, and regions to post and share tools, techniques, best practices, etc. (integrate into redesign of website).
2. Compile a list of currently available services.

Purpose and scope of the project:

This is another project whose scope is largely addressed by other projects. The major portion that remains unaddressed by other project plans is the redesign of the website. This would include providing a place and opportunity for the fellowship to share locally developed resource material.

Direct expense items:

Redesign the NAWS website: www.na.org \$ 50,000

Direct project expenses: \$ 50,000

Essential or Carryover

Priority ranking

Second Ranking

Third Ranking

NARCOTICS ANONYMOUS WORLD SERVICES, INC.
PROPOSED BUDGET FOR FISCAL YEARS 2006 - 2008

Annualized Income & Expense from July 2004 - Nov 2005		Proposed Base July 2006 - June 2007	Variable Expenses for Projects 2006 - 2007	Proposed Base July 2007 - June 2008	Variable Expenses for Projects 2007 - 2008	Consolidated Base for Fiscal Years 2006-2008
INCOME						
RECOVERY LITERATURE INCOME						
BASIC TEXT: Hardcover English	\$ 2,167,436	\$ 2,221,622		\$ 2,288,270		\$ 4,509,892
BASIC TEXT: Translated	\$ 146,809	\$ 150,480		\$ 154,994		\$ 305,474
BASIC TEXT: Softcover	\$ 661,440	\$ 677,976		\$ 698,315		\$ 1,376,291
JUST FOR TODAY	\$ 825,860	\$ 846,507		\$ 871,902		\$ 1,718,409
IT WORKS: HOW & WHY	\$ 672,226	\$ 689,032		\$ 709,702		\$ 1,398,734
SPONSORSHIP BOOK	\$ 232,576	\$ 238,390		\$ 245,542		\$ 483,933
STEP WORKING GUIDES	\$ 673,149	\$ 689,978		\$ 710,677		\$ 1,400,655
LITERATURE INCOME IRAN	\$ 253,244	\$ 259,575		\$ 267,362		\$ 526,937
OTHER RECOVERY LITERATURE	\$ 1,437,068	\$ 1,472,995		\$ 1,517,185		\$ 2,990,179
Subtotal	\$ 7,069,809	\$ 7,246,554		\$ 7,463,950		\$ 14,710,504
OTHER INVENTORY INCOME						
MEDALLIONS	\$ 520,701	\$ 533,719		\$ 549,730		\$ 1,083,449
KEY TAGS & CHIPS	\$ 962,928	\$ 987,001		\$ 1,036,351		\$ 2,023,352
NON-FIPT INFORMATION BOOKLETS	\$ 62,790	\$ 64,359		\$ 66,290		\$ 130,650
HANDBOOKS	\$ 61,464	\$ 72,451		\$ 74,624		\$ 147,075
SPECIALTY ITEMS	\$ 49,501	\$ 50,739		\$ 52,261		\$ 103,000
AUDIO MATERIALS	\$ 2,673	\$ 3,151		\$ 3,246		\$ 6,397
GROUP/AREA MATERIALS	\$ 90,241	\$ 83,248		\$ 78,623		\$ 161,871
MIRACLES HAPPEN	\$ 32,850	\$ 30,304		\$ 28,620		\$ 58,924
Subtotal	\$ 1,783,148	\$ 1,824,971		\$ 1,889,746		\$ 3,714,717
SHIPPING	\$ 350,768	\$ 364,360		\$ 377,295		\$ 741,655
DISCOUNTS	\$ (1,328,569)	\$ (1,361,783)		\$ (1,402,636)		\$ (2,764,419)
DEVELOPMENTAL SUBSIDIES & ALLOWANCES	\$ (228,863)	\$ (234,584)		\$ (241,622)		\$ (476,206)
Gross Literature Income	\$ 7,646,293	\$ 7,839,518		\$ 8,086,733		\$ 15,926,251
RECOVERY LITERATURE COST OF GOODS						
BASIC TEXT: HARD COVER - English	\$ 353,678	\$ 367,825		\$ 380,699		\$ 748,524
BASIC TEXT: Translated	\$ 34,780	\$ 36,171		\$ 37,437		\$ 73,607
BASIC TEXT: Softcover	\$ 61,712	\$ 64,181		\$ 66,427		\$ 130,608
JUST FOR TODAY	\$ 92,476	\$ 96,175		\$ 99,541		\$ 195,715
IT WORKS: HOW & WHY	\$ 125,869	\$ 130,903		\$ 135,485		\$ 266,389
SPONSORSHIP BOOK	\$ 46,667	\$ 48,534		\$ 50,233		\$ 98,767
STEP WORKING GUIDES	\$ 118,309	\$ 123,042		\$ 127,348		\$ 250,390
LITERATURE PRODUCTION (IRAN)	\$ 278,787	\$ 289,938		\$ 300,086		\$ 590,025
OTHER RECOVERY LITERATURE	\$ 289,787	\$ 301,379		\$ 311,927		\$ 613,306
Subtotal	\$ 1,402,065	\$ 1,458,148		\$ 1,509,183		\$ 2,967,331
OTHER INVENTORY COST OF GOODS						
MEDALLIONS	\$ 95,781	\$ 110,148		\$ 114,004		\$ 224,152
KEY TAGS & CHIPS	\$ 258,687	\$ 269,034		\$ 278,450		\$ 547,485
NON-FIPT INFORMATION BOOKLETS	\$ 36,141	\$ 37,587		\$ 38,902		\$ 76,489
HANDBOOKS	\$ 20,369	\$ 21,184		\$ 21,925		\$ 43,109
SPECIALTY ITEMS	\$ 18,940	\$ 19,698		\$ 20,387		\$ 40,085
AUDIO MATERIALS	\$ 962	\$ 1,001		\$ 1,036		\$ 2,036
GROUP/AREA MATERIALS	\$ 41,977	\$ 43,656		\$ 45,184		\$ 88,840
MIRACLES HAPPEN	\$ 3,582	\$ 3,726		\$ 3,856		\$ 7,582
Subtotal	\$ 476,440	\$ 506,033		\$ 523,744		\$ 1,029,777
Total Cost of Good Sold	\$ 1,878,505	\$ 1,964,181		\$ 2,032,927		\$ 3,997,108
Net Literature Income	\$ 5,767,789	\$ 5,875,337		\$ 6,053,805		\$ 11,929,142
FELLOWSHIP DONATIONS						
BREAKDOWN BY DONOR TYPE						
Members	\$ 7,727	\$ 7,920		\$ 8,118		\$ 16,039
Groups	\$ 43,165	\$ 44,244		\$ 45,350		\$ 89,594
Areas	\$ 96,428	\$ 98,838		\$ 101,309		\$ 200,148
Regions	\$ 587,855	\$ 602,551		\$ 617,615		\$ 1,220,166
Events/Conventions	\$ 44,556	\$ 45,670		\$ 46,812		\$ 92,482
Unity Day	\$ 9,434	\$ 9,670		\$ 9,912		\$ 19,582
Zonal & Other Forums	\$ 6,866	\$ 7,038		\$ 7,214		\$ 14,251
Total Donations	\$ 796,031	\$ 815,931		\$ 836,330		\$ 1,652,261
MISCELLANEOUS INCOME						
LICENSED VENDOR PAYMENTS	\$ 22,976	\$ 23,000		\$ 24,000		\$ 47,000
INTEREST	\$ 24,788	\$ 25,000		\$ 25,500		\$ 50,500
MISCELLANEOUS	\$ 2,947	\$ -		\$ -		\$ -
Total Miscellaneous Income	\$ 50,712	\$ 48,000		\$ 49,500		\$ 97,500
OPERATING INCOME (Not including event specific)	\$ 6,614,531	\$ 6,739,268		\$ 6,939,635		\$ 13,678,903

NARCOTICS ANONYMOUS WORLD SERVICES, INC.
PROPOSED BUDGET FOR FISCAL YEARS 2006 - 2008

Annualized Income & Expense from July 2004 - Nov 2005		Proposed Base July 2006 - June 2007	Variable Expenses for Projects 2006 - 2007	Proposed Base July 2007 - June 2008	Variable Expenses for Projects 2007 - 2008	Consolidated Base for Fiscal Years 2006-2008
EXPENSE BY ACTIVITY AREA						
LITERATURE PRODUCTION & DISTRIBUTION						
FIXED OPERATIONAL EXPENSES						
MARKETING	\$ 99,932	\$ 103,929		\$ 107,567		\$ 211,496
IN HOUSE PRODUCTION	\$ 75,732	\$ 78,761		\$ 81,518		\$ 160,279
TRANSLATIONS	\$ 26,629	\$ 27,694		\$ 28,663		\$ 56,357
LITERATURE DISTRIBUTION (IRAN)	\$ 63,486	\$ 66,025		\$ 68,336		\$ 134,362
SHIPPING	\$ 385,259	\$ 400,670		\$ 414,693		\$ 815,363
BUSINESS PLAN GROUP		\$ 34,200		\$ 34,200		\$ 68,400
LITERATURE/CONVENTION WORKSHOP		\$ 15,000		\$ 15,000		\$ 30,000
LEGAL	\$ 88,735	\$ 92,284		\$ 95,976		\$ 188,260
TRAVEL	\$ 4,036	\$ 25,000		\$ 26,000		\$ 51,001
ACCOUNTING	\$ 14,632	\$ 14,925		\$ 15,671		\$ 30,595
PERSONNEL	\$ 996,965	\$ 1,016,904		\$ 1,047,411		\$ 2,064,316
OVERHEAD	\$ 443,550	\$ 451,312		\$ 473,877		\$ 925,189
ADDITIONAL OVERHEAD DIRECT EXPENSED	\$ 161	\$ 164		\$ 172		\$ 336
TECHNOLOGY	\$ 52,781	\$ 74,217		\$ 77,928		\$ 152,145
Subtotal Literature Production	\$ 2,251,898	\$ 2,401,085		\$ 2,487,012		\$ 4,888,099
VARIABLE OPERATIONAL EXPENSES						
Business Plan Workgroup	\$ 7,852	\$ -				\$ -
Literature & Convention Workshop						
otal Variable Project Expenses for Literature Production	\$ 7,852	\$ -	\$ -	\$ -	\$ -	\$ -
Total Literature Production	\$ 2,259,750	\$ 2,401,085		\$ 2,487,012		\$ 4,888,099

NARCOTICS ANONYMOUS WORLD SERVICES, INC.
PROPOSED BUDGET FOR FISCAL YEARS 2006 - 2008

Annualized Income & Expense from July 2004 - Nov 2005		Proposed Base July 2006 - June 2007	Variable Expenses for Projects 2006 - 2007	Proposed Base July 2007 - June 2008	Variable Expenses for Projects 2007 - 2008	Consolidated Base for Fiscal Years 2006-2008
WORLD SERVICE CONFERENCE SUPPORT						
FIXED OPERATIONAL EXPENSES						
PUBLICATIONS	\$ 30,821	\$ 32,362	\$	\$ 33,657	\$	\$ 66,019
WORLD SERVICE CONFERENCE	\$ 17,058	\$ 17,911	\$	\$ 321,615	\$	\$ 339,526
WORLD BOARD	\$ 182,500	\$ 191,625	\$	\$ 199,290	\$	\$ 390,915
HUMAN RESOURCE PANEL	\$ 25,918	\$ 27,214	\$	\$ 28,302	\$	\$ 55,516
WSC CO-FACILITATOR	\$ 606	\$ 636	\$	\$ 6,114	\$	\$ 6,750
CONFERENCE RELATED TRAVEL	\$ -				\$	\$ -
LEGAL	\$ -	\$ -	\$	\$ -	\$	\$ -
ACCOUNTING	\$ 10,869	\$ 11,087	\$	\$ 9,402	\$	\$ 20,489
PERSONNEL	\$ 740,603	\$ 755,415	\$	\$ 628,447	\$	\$ 1,383,861
ADDITIONAL PERSONNEL DIRECT EXPENSED	\$ 2,209	\$ 2,254	\$	\$ 2,321	\$	\$ 4,575
OVERHEAD	\$ 329,494	\$ 335,260	\$	\$ 284,326	\$	\$ 619,587
ADDITIONAL OVERHEAD DIRECT EXPENSED	\$ 2,068	\$ 2,104	\$	\$ 2,209	\$	\$ 4,314
TECHNOLOGY	\$ 39,209	\$ 55,133	\$	\$ 46,757	\$	\$ 101,889
ADDITIONAL TECHNOLOGY DIRECT EXPENSED	\$ 61	\$ 64	\$	\$ 67	\$	\$ 130
Subtotal World Service Conference Support	\$ 1,381,416	\$ 1,431,064	\$	\$ 1,562,508	\$	\$ 2,993,572
VARIABLE OPERATIONAL EXPENSES						
NAWS Communications and Publications		\$ 25,000	\$	\$ 25,000	\$	\$ 50,000
Leadership Identification & Development					\$	\$ -
Leadership Qualities in NA					\$	\$ -
Consensus-Based Decision Making at the WSC					\$	\$ -
Capturing Long Time Members Experience					\$	\$ -
Worldwide Workshops		\$ 127,500	\$	\$ 127,500	\$	\$ 255,000
Other Finished WSC Projects		\$ 44,850	\$	\$ 44,850	\$	\$ 89,700
Variable Project Expenses for World Service Conference	\$ -	\$ 197,350	\$	\$ 197,350	\$	\$ 394,700
Total World Service Conference Support						
	\$ 1,381,416	\$ 1,628,414	\$	\$ 1,759,858	\$	\$ 3,388,272
FELLOWSHIP DEVELOPMENT						
FIXED OPERATIONAL EXPENSES						
PUBLICATIONS	\$ 128,280	\$ 134,694	\$	\$ 140,082	\$	\$ 274,776
FELLOWSHIP SUPPORT	\$ 135,863	\$ 142,656	\$	\$ 148,362	\$	\$ 291,019
PROFESSIONAL EVENTS	\$ 57,675	\$ 60,559	\$	\$ 62,981	\$	\$ 123,540
DEVELOPMENTAL LITERATURE	\$ 224,392	\$ 235,612	\$	\$ 245,036	\$	\$ 480,648
ARCHIVES & INFORMATION MANAGEMENT	\$ 33	\$ 35	\$	\$ 36	\$	\$ 71
LEGAL	\$ 894	\$ 939	\$	\$ 976	\$	\$ 1,915
ACCOUNTING	\$ 12,960	\$ 13,219	\$	\$ 13,880	\$	\$ 27,099
PERSONNEL	\$ 883,026	\$ 900,687	\$	\$ 927,707	\$	\$ 1,828,394
OVERHEAD	\$ 392,858	\$ 399,733	\$	\$ 419,720	\$	\$ 819,453
ADDITIONAL OVERHEAD DIRECT EXPENSED	\$ (73,798)	\$ (75,090)	\$	\$ (78,844)	\$	\$ (153,934)
TECHNOLOGY	\$ 46,748	\$ 65,735	\$	\$ 69,022	\$	\$ 134,757
Subtotal	\$ 1,808,931	\$ 1,878,778	\$	\$ 1,948,958	\$	\$ 3,827,736
VARIABLE OPERATIONAL EXPENSES						
Basic Text		\$ 62,300	\$	\$ 62,300	\$	\$ 124,600.00
Public Relations Development		\$ 20,000	\$	\$ 20,000	\$	\$ 40,000.00
Service Material		\$ 37,375	\$	\$ 37,375	\$	\$ 74,750.00
Service Handbooks		\$ 20,000	\$	\$ 20,000	\$	\$ 40,000.00
Self-Support IP		\$ -	\$	\$ -	\$	\$ -
Service StructureRelationship & Definition		\$ -	\$	\$ -	\$	\$ -
Targeted Literature		\$ 37,875	\$	\$ 37,875	\$	\$ 74,750.00
Fellowship Issue Discussions		\$ 7,500	\$	\$ 7,500	\$	\$ 15,000.00
Variable Project Expenses for Fellowship Development	\$ -	\$ 185,050	\$ -	\$ 185,050	\$ -	\$ 369,100
Total Fellowship Development						
	\$ 1,808,931	\$ 2,063,828	\$	\$ 2,134,008	\$	\$ 4,196,836
EVENTS						
FIXED OPERATIONAL EXPENSES						
FUTURE CONVENTION PLANNING	\$ 9,243	\$ 13,377	\$	\$ 13,912	\$	\$ 27,289
LEGAL	\$ -	\$ -	\$	\$ -	\$	\$ -
ACCOUNTING	\$ 3,344	\$ 3,411	\$	\$ 5,821	\$	\$ 9,232
ADDITIONAL ACCOUNTING DIRECT EXPENSED	\$ 2,257	\$ 2,302	\$	\$ 2,418	\$	\$ 4,720
PERSONNEL	\$ 227,878	\$ 232,435	\$	\$ 389,039	\$	\$ 621,474
ADDITIONAL PERSONNEL DIRECT EXPENSED	\$ 1,843	\$ 1,880	\$	\$ 1,937	\$	\$ 3,817
OVERHEAD	\$ 101,383	\$ 103,157	\$	\$ 176,012	\$	\$ 279,169
ADDITIONAL OVERHEAD DIRECT EXPENSED	\$ 13,451	\$ 13,686	\$	\$ 14,371	\$	\$ 28,057
TECHNOLOGY	\$ 12,064	\$ 16,964	\$	\$ 28,945	\$	\$ 45,909
ADDITIONAL TECHNOLOGY DIRECT EXPENSED	\$ 53	\$ 55	\$	\$ 58	\$	\$ 114
Total Events	\$ 371,517	\$ 387,269	\$	\$ 632,510	\$	\$ 1,019,779
NAWS EXPENSE WITHOUT EVENT SPECIFIC						
	\$ 5,821,613	\$ 6,480,596	\$ -	\$ 7,013,389	\$ -	\$ 13,492,986
Excess Revenue/Expense [excludes event specific]						
	\$ 792,919	\$ 258,673	\$	\$ (73,754)	\$	\$ 185,918

NARCOTICS ANONYMOUS WORLD SERVICES, INC.
PROPOSED BUDGET FOR FISCAL YEARS 2006 - 2008

Annualized Income & Expense from July 2004 - Nov 2005		Proposed Base July 2006 - June 2007	Variable Expenses for Projects 2006 - 2007	Proposed Base July 2007 - June 2008	Variable Expenses for Projects 2007 - 2008	Consolidated Base for Fiscal Years 2006-2008
EVENT SPECIFIC		Proposed Base July 2006 - June 2007		Proposed Base July 2007 - June 2008		Consolidated Base for Fiscal Years 2006-2008
WCNA-32 INCOME						
REGISTRATION	\$ -	\$ -		\$ 1,199,600		\$ 1,199,600
SPECIAL EVENTS	\$ -	\$ -		\$ 655,000		\$ 655,000
NEWCOMER DONATIONS	\$ -	\$ -		\$ 20,000		\$ 20,000
MERCHANDISE	\$ -	\$ -		\$ 977,500		\$ 977,500
OTHER SALES	\$ -	\$ -		\$ 60,000		\$ 60,000
REBATES	\$ -	\$ -		\$ 120,000		\$ 120,000
TOTAL WCNA-32 INCOME	\$ -	\$ -		\$ 3,032,100		\$ 3,032,100
WCNA-32 DIRECT EXPENSE						
REGISTRATION	\$ -	\$ -		\$ 596,500		\$ 596,500
SPECIAL EVENTS	\$ -	\$ -		\$ 525,000		\$ 525,000
PROGRAM	\$ -	\$ -		\$ 309,000		\$ 309,000
MERCHANDISE	\$ -	\$ -		\$ 630,250		\$ 630,250
FACILITIES	\$ -	\$ -		\$ 410,000		\$ 410,000
SUPPORT COMMITTEE	\$ -	\$ -		\$ 34,900		\$ 34,900
ADMINISTRATION	\$ -	\$ -		\$ 252,000		\$ 252,000
	\$ -	\$ -				\$ -
TOTAL WCNA-32 EXPENSE	\$ -	\$ -		\$ 2,757,650		\$ 2,757,650
						\$ -
Total Event Specific Excess Revenue/ Expense	\$ -	\$ -		\$ 274,450		\$ 274,450
Excess Revenue/Expense with event specific	\$ 792,919	\$ 258,673		\$ 200,696		\$ 460,368

[illegible]