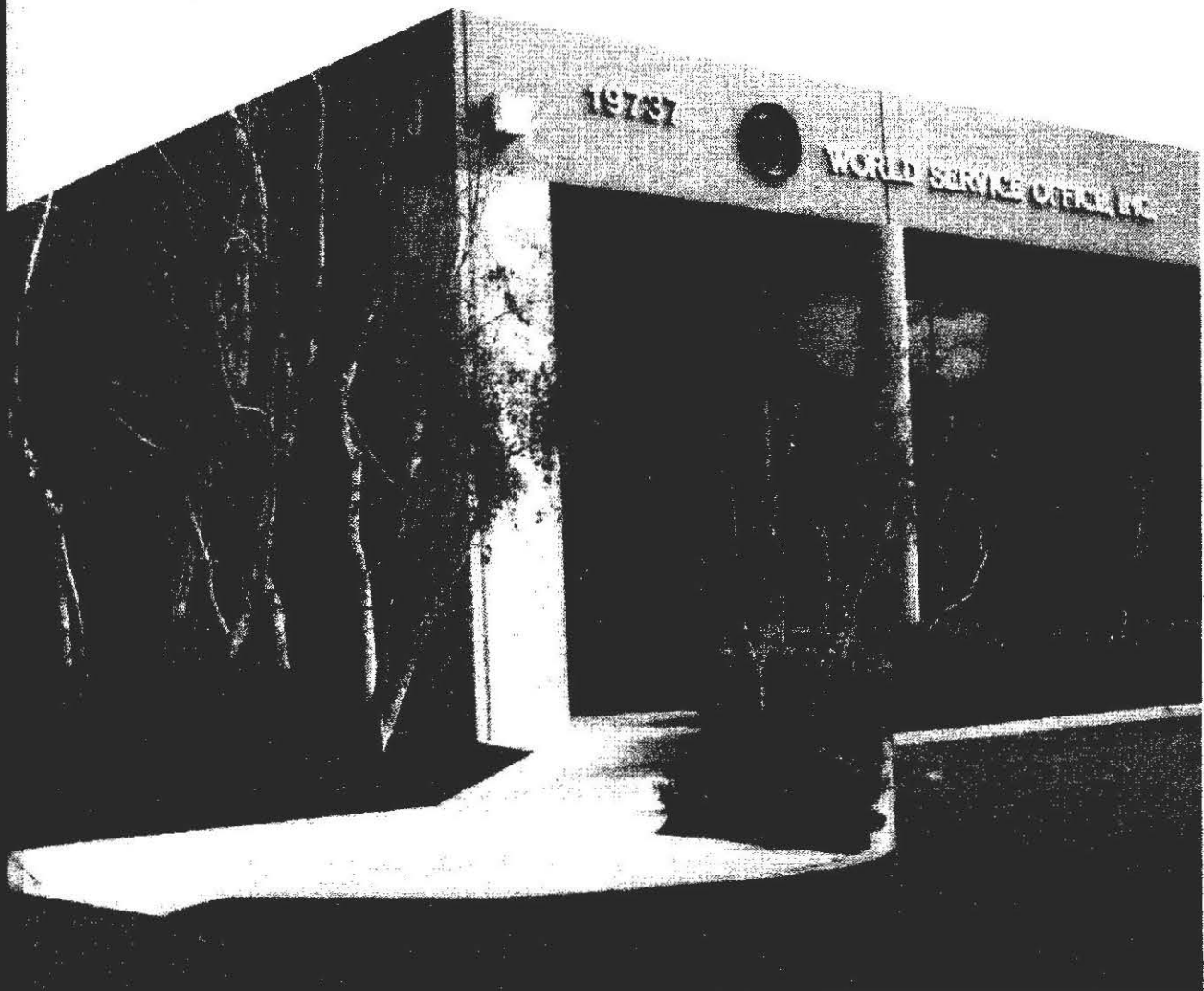


**WORLD SERVICE  
OFFICE, INC.**

**1995  
ANNUAL  
REPORT**



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## FOREWORD

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Greetings! We are pleased to present this year's report about the activities and current status of your World Service Office. After you read this report, you will know what the office is, who it serves, how it functions, and what value it has to you as a member of the Fellowship of Narcotics Anonymous. In years past we have assumed that you knew all about the office and just needed the facts and figures about the previous year's activities to bring you up to date. Some of what has come to light during the past year through informal discussions and survey of our customers—internal and external, those who buy literature and those who request service-delivery, those at the local level as well as at the world level—is that there are numerous questions about what the office is, what it does, and who it serves.

So, while we'll include the facts and figures we have in the past, we also want to take this opportunity to tell you more about your World Service Office. After all, if it wasn't for you and all the other thousands of NA members, there would be no office. It is you, the members, the groups, and the service structure, that we strive to serve. To reflect this, we have developed and are committed to the following mission statement:

"The mission of the World Service Office, Inc., is to provide the services and support that facilitate the continued growth and development of the Fellowship of Narcotics Anonymous worldwide."

In support of this mission, the WSO is committed to the following:

- NA's philosophy and principles as contained in NA's Twelve Steps, Twelve Traditions, Concepts of Service, and fellowship-approved literature.
- Fiscally sound and effective decision making.
- Quality management, defined as:
  - a constant effort to strive for improvement;
  - a commitment to remain a reliable, dependable, and stable resource for our customers; and
  - suitable facilities and equipment.
- Providing an environment of honesty, integrity, mutual trust, and respect.

All of us at the WSO—each member of the WSO Board of Directors and each member of the staff—is personally and collectively dedicated to making the fulfillment of this mission an ongoing reality. Our philosophy is perhaps best captured by something one of our staff members said recently: "There is one consideration which overrides all others these days at the World Service Office: Have I provided the best service I am capable of providing today in my interactions with the Fellowship of Narcotics Anonymous? If at the end of the day all of the members of the World Service Office staff can reply 'yes' to this question, then we have had a successful day. Anything short of that is not acceptable to us."

We will develop the theme of this mission statement throughout this report, showing the steps we have taken and have yet to take to meet these goals in all of the services we provide. If you have any questions or comments about this report or anything else concerning your World Service Office, please contact us individually or collectively via the office. Yours in loving service,

*WSO Board of Directors*

# 1995 WSO Annual Report

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## **WSO Board of Directors**

This year we have separated the annual report into various sections. This first section contains our overview, followed by a section describing the various functions of the office. We will include some of the usual information in the next section but keep the majority of statistical information for a later portion of this report.

We are pleased and excited by this opportunity to *communicate* with you, rather than just pass along *information*. While the past three years have been a period of inventory for world services, we still have had to continue to conduct our day-to-day activities. The number of addicts needing and wanting the NA message of recovery continues to grow worldwide; new groups are formed every day; and recovery meetings are taking place every minute of every day somewhere in the world, with the language of recovery being spoken in at least thirty-eight languages. Though the database at the office does not have completely accurate information about the number of NA groups and meetings, for reasons which we'll discuss later in this report, we stay in regular contact with about 15,000 groups and more than 2500 area and regional subcommittees in eighty-two countries. These groups and service committees all need literature and other forms of support to carry the message.

Their needs range from someone requesting a group starter packet to start a new group to another member requesting some experience, strength, and hope about a particular problem her home group or service committee is experiencing. And these are the simplest types of requests. Later in this report, staff will talk about the 7000-plus pieces of mail received in 1995 by the Fellowship Services Team, the 707 different inventory items being shipped from our Chatsworth office, and the translations staff working on more than 250 projects in thirty-eight languages. Staff will talk about these things because they are most familiar with the day-to-day discharge of those responsibilities. We as the WSO board have a different set of responsibilities.

We are charged with the oversight of the operations of the WSO, the development of sound financial policies, and the responsibility to ensure that the projects proposed by management are consistent with the existing policies and bylaws of WSO, Inc. We also serve as trustees of the Fellowship Intellectual Property Trust and therefore must ensure that the fellowship's intellectual properties are protected from infringement and improper use. Although WSO, Inc., is a not-for-profit corporation, the members of its board are accountable to the World Service Conference and the NA Fellowship under Article 11 of the WSO, Inc., bylaws and the FIPT. Simply put, the board oversees operations; the executive co-directors manage operations.

In preparing for the annual evaluation of the acting executive co-directors of the office, members of the WSO board's executive committee researched the practices of similar organizations. Through that research we found that the practice of having more than one executive director or chief executive officer was not at all unusual, and that many believed having more than one person allowed for a broader spectrum of perspectives and experience. The executive committee, through its discussions and experience in working

with Anthony Edmondson and George Hollahan for a number of years, had come to the conclusion that the combination of the two provided the best possible leadership for the office. At our board meeting in June, the executive committee conducted its annual evaluation of the acting executive co-directors based on input received from the members of the board, the World Service Board of Trustees Steering Committee, the WSO Administrative Committee, and the WSO team leaders. At the conclusion of that evaluation, the board unanimously decided to promote Anthony Edmondson and George Hollahan to the positions of executive co-directors of the WSO. With this decision, we believe that the office and the Fellowship of Narcotics Anonymous will be well-served for some time to come.

In our ongoing efforts to provide the best possible management for the office, it was also imperative that the board take its own inventory. As we have in years past, we needed to look at how we could achieve the most with existing human and financial resources without depending on significant increases in our income levels for 1995 or 1996. We learned a hard lesson a few years ago as a result of the decline in the sales of the Basic Text. In fact, this past year was the first year since 1989 that sales of the text showed an increase instead of a decline. While we will talk in some detail later on about the Basic Text, it is important to state here that it continues to hold the lion's share of our book sales.

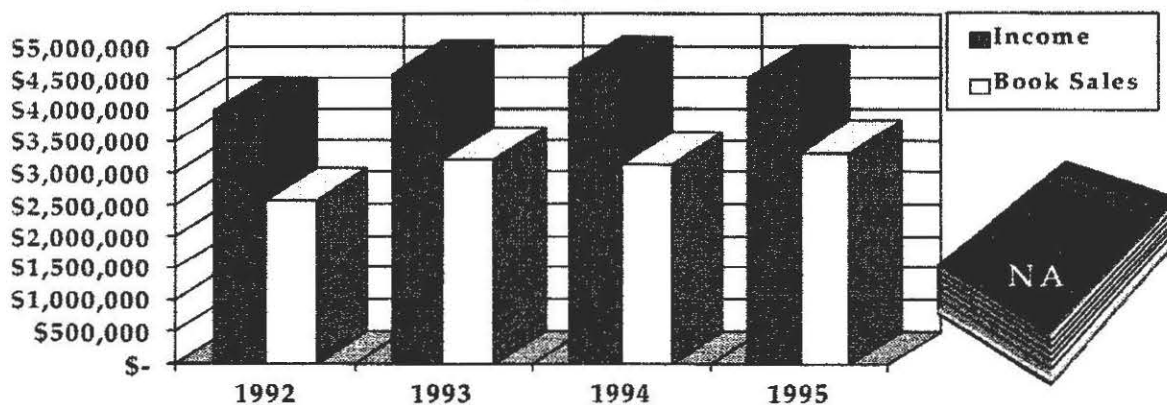
In deciding on the best way to utilize our limited financial and human resources, we discussed the tape review process and *The NA Way Magazine*. In the 1996 *Conference Agenda Report*, we offered a motion to discontinue the tape-review process and remove the speaker tapes from the WSO inventory. In the supporting material for that motion, we informed you about the continuous decline in tapes being sent to the WSO for review over the past few years. However, we neglected to mention that we have every intention of keeping all approved speaker tapes in our archives and of making them available by special order should the conference approve our motion.

Our discussions about the magazine focused on two primary concerns: the fellowship's need and the expenditure of the fellowship's resources. How reasonable is it for us to continue to support a project that the fellowship has indicated it has only a small need for. Is it the very best way for us to use our resources? Would it not be a better use to provide services that benefit the fellowship as a whole rather than a relatively small segment which seems to be getting smaller every year? Would it not be better to use the freed-up resources to translate literature so that addicts who do not have literature in their own language may have some? There is more discussion about the magazine later in this report. Finally, we recognize that it is the conference that has to make the decision about whether *The NA Way Magazine* will or will not continue, but we feel it is our responsibility to ensure that the fellowship is made fully aware of how much of our resources are dedicated to the magazine.

We needed to look at how we can meet the needs of our growing fellowship, which is growing not only in size but in diversity as well. Within the past five years we have truly become a worldwide fellowship; our production and distribution efforts as well as our service-delivery methods need to reflect that reality. We have known for a long time that it was time to update and change our sales policy in order to be fair to *all* NA communities. We knew that we needed to look at our branch office operations and the way we deliver services to our members, groups, service committees, and boards. We also knew that time would not stand still, so we had to begin looking at economic trends, new technologies, and other ways we could ensure that the office would continue to effectively serve the needs of the Fellowship of Narcotics Anonymous.

When the sales of the Basic Text dropped, we promised you that we would make every effort and take every step to ensure that the office would not wind up in the predicament we were in from 1991 to 1993. We began in 1991 to work on a Business Plan which would serve as the primary planning mechanism for the following five years. For a variety of reasons, not the least of which was the effect of the world services inventory on our operations, we had to delay our work on the business plan. However, the very effective prodding and hard work of current and former members of the board and office management did result in our making some solid strides by the end of last year toward the development of the five-year plan. In the foreword of this annual report is our mission statement. Some of the areas we identified for the business plan include quality assurance, operating reserves, and a comprehensive sales and marketing plan. Later in this report we will discuss some of the specific goals we will strive to achieve between now and the end of the millennium.

## Plot of Book Sales vs. Total Income





## **Sales policy**

We have operated under essentially the same sales policy since the mid-eighties. Back then, our fellowship looked very different from how it does today. Taking figures from old WSO reports, we find that in 1986 we showed a total of 8380 meetings with all but 452 located in North America. In 1995, the total number of meetings registered with the WSO had climbed to 21,541, with more than 3000 of those located outside of North America. Some of the issues we face today as a fellowship in terms of development and growth were nothing but a dream back then. We may have hoped to have NA literature in more than ten languages within a decade, but we certainly never dreamed that we'd be in a position of having literature in fourteen languages and having members from another twenty-plus language groups anxiously awaiting translations of just one piece of fellowship-approved literature for use in their meetings.

We have always had a policy of supplying any and all developing communities with free or low-cost literature until they were able to become self-supporting. We have always believed that this was another way of practicing the philosophy of our program, namely, the therapeutic value of one addict helping another. As a result, we have always used the funds generated by the sales of literature to fund our service delivery activities. With the advent of the discount policy resulting in fully 25.6% of our sales going to discounts, no new products or other sources of income, and the ever-increasing need for services from within the fellowship and world services, we have had to rethink our sales policies. Our discussions continue to focus on maintaining the ideal of "those who have giving to those who don't," as we look at licensing agreements, branch offices, our support of local service offices through our discount policy, and our non-fellowship customers. We will be prepared to report further on this issue at this year's conference.

## **Fellowship Intellectual Property Trust**

The final area we need to discuss here is our responsibility to safeguard the fellowship's literature, logos, and trademarks. While the office, as the fellowship's main service center, has been entrusted with this responsibility for decades, it was again formalized through a series of actions in 1991 and 1993. In 1991, the fellowship through the conference approved the following motions:

- *"To reaffirm and ratify that the ownership of all of NA's intellectual and physical properties prepared in the past, and to be prepared into the future, is held by WSO, Inc., which holds such title in trust on behalf of the Fellowship of Narcotics Anonymous as a whole, in accordance with the decisions of the World Service Conference."*
- *"To reaffirm that the World Service Office, Inc., is the exclusive publisher and distributor of all World Service Conference-approved literature, including all books, pamphlets, handbooks, and other intellectual and physical properties, as directed by the Fellowship of Narcotics Anonymous through the World Service Conference."*
- *"The Basic Text, Fifth Edition, is the only edition of the Basic Text that is currently approved by the World Service Conference of Narcotics Anonymous for publication and sale. The World Service Office Board of Directors is entrusted with the responsibility for protecting the fellowship's physical and intellectual properties, including the Basic Text,*

*and at the Board of Directors' discretion, shall take legal action to protect those rights against any and all persons who choose to infringe upon this literature trust."*

In 1993, the Fellowship Intellectual Property Trust was approved by the NA Fellowship through its representatives at the conference. It is the office's policy to provide any member with copies of the Trust and the Internal Use Policy and its bulletins, which describe how the fellowship's copyrights and trademarks and logos may be used.

Later in this report we will give an update about the routine management of the trust properties. During this past year one issue continued to be discussed both within our board meetings and in segments of the fellowship. More and more of our fellowship have access to computers and the Internet. NA "meetings" have started online on various services and the numbers seem to be growing, as are the numbers of members who are using this medium to communicate with each other about their personal recovery or issues of a service nature. We have had to readdress the issue of allowing copyrighted recovery literature to be "posted," that is, typed or scanned and then broadcast through the electronic media for use by members or those interested in our program. This can be problematic due to the ease with which such material may be copied or altered and then re-sent to another site. So far we have not seen any way to ensure that this could not occur on the Internet, so we have had to take a conservative approach and deny all requests to post recovery material online. We have also instructed staff that if they locate such material online, to ask those who do post the material or the owner of the site to remove the fellowship's copyrighted material.

We are dedicated to furthering NA's mission and recognize the potential value that this medium presents our fellowship—so much so that we have rented space on the Internet to set up the WSO Website (the address is: <http://www.wsolnc.com>), and we have posted a variety of information of interest to members of the fellowship and to those interested in finding out more about us. But until we have more legal assurance that the copyrighted literature is safe from infringement and misuse while posted on the Internet, we see no alternative to our current position. We continue to watch for new developments regarding copyright law and the electronic media. As we stated in the March 1996 *Conference Report*, "There is, however, another aspect to the whole question of copyright protection on the Internet. There are two sides to it, the legal and the practical. Without the practical ability to enforce the legal ownership, it becomes almost worthless. If we grant permission for reproduction on the Internet, or knowingly turn a blind eye to such practice, we have in effect stated that we do not have any intention to enforce the fellowship's copyrights. This, at least in our opinion, is completely contradictory to the trust the fellowship has placed in us to protect its intellectual properties." We will keep you updated about this issue as more information becomes available.

While we have more information to share with you, which you will find in the second major portion of this report, this is a good point to stop. Now we will make way for those who work at your World Service Office every day to make their reports about the activities of the office.





## **What is the WSO and what does it do?**



To provide a framework for this section of this year's annual report, we will use language from the *Temporary Working Guide to the Service Structure*. It states the following about the WSO:

**What is the WSO and what does it do?**

"The World Service Office is our fellowship's main service center. To meet our needs as a growing fellowship, our services need to operate as efficiently and effectively as possible within the spiritual principles of the NA program. . .

One of the most important functions of the WSO is to link our widespread groups and members into a single, cohesive fellowship. The WSO stays in close contact with our groups, areas, and regions. This contact is maintained through correspondence, our quarterly newsletter, and through the representatives within our service structure. WSO offers considerable aid to new groups, existing groups with special problems, institutional groups, groups outside the United States, members who travel extensively, and loners. This aid is in the nature of sharing the experience which other groups and members have reported to the WSO, and by putting those who seek aid in touch with other groups or members within our fellowship. The WSO is also available to aid conventions and conference committees, etc.

Another major function of WSO is the publication and distribution of literature. This office publishes yearly a *World Directory*<sup>1.a</sup>, quarterly newsletters, all World Service Conference material, and new literature in English and other languages. In order to provide these publications, WSO needs financial support. WSO is also responsible for the printing, warehousing, and distribution of all existing literature. Additionally, a number of kits such as the group starter kit are available. . .

In order to provide communications, coordination, information, and guidance services, the WSO must keep extensive files of correspondence and other records. These files include: letters to and from those who have contacted WSO; a file of all correspondence with each NA group; a record of all starter kits sent out; the name, address, and telephone number of all GSRs, ASRs, and RSRs; and the addresses of all general service committees and their officers. Along with these files and records, WSO keeps the archives of NA's history. These archives contain relevant documents, newspaper articles, photos of original meeting places, etc. Records such as these are necessary so that we may learn from our past mistakes, stay in contact with all of NA, and serve our fellowship. . . .

"The final WSO function we shall discuss is that of public relations. Much of our mail consists of requests for information from individuals, agencies, and other drug programs. It is our policy to answer each inquiry; however, we stress that our function is not informational or referral. Our program is principles and people. Our relationship with those outside our fellowship is cooperative, and our traditions make it clear that we must stay unattached if we are to survive." (1995 *TWGSS*, pgs. 8-9)

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<sup>1.a</sup> See page 21 [of the 1995 *TWGSS*] for motion concerning publication of an NA world phone directory.

**“The World  
Service Office  
is our  
fellowship’s  
main service  
center.”**

In this section we will focus on the services we deliver. The statistical and financial information we customarily provide will be contained in the next section. Like our board, we wanted to communicate with you about your office and our activities to support the development and growth of the fellowship. And this year we have a lot to report. It has been an incredible year—one of growth and development, one that challenged us to continue to assess our strengths and weaknesses, one filled with joys and frustrations, but one through which we rededicated ourselves individually and collectively to the mission of our fellowship and its main service center.

The World Service Office is currently comprised of the headquarters at Chatsworth, California, and two branch offices, one in Brussels, Belgium, and one in Mississauga, Ontario. Including the part-time staff at our branch offices, we employ 48 staff members, over 90% of whom work at the Chatsworth location.

This past year has seen many changes in your WSO. First of all, we moved the headquarters from the three light-industrial buildings in Van Nuys which gave us a combined total of about 14,500 square feet of space to a building which gives us 35,000 square feet for essentially the same amount of rent. We originally thought that we’d be able to move prior to WSC’95, but the move did not actually occur until the month after. We have reported upon the former working conditions: cramped and unsafe, with antiquated electrical, heating, and ventilating systems, and leaky roofs that caused indoor floods every year and produced environmentally unsafe working conditions. (For a more in-depth discussion about our move, we invite you to look at the May 1995 issue of the *Newsline*.) We had known for some time that we would need more space for many reasons: to be able to consolidate our literature stock instead of having to store it in a variety of locations; for better shipping and receiving facilities; for meeting facilities to hold the variety of world service and staff meetings we have; and to have office and storage space which would suffice for the fellowship’s archives and the WSO’s needs for the foreseeable future.

The relocation of a business is always a complicated matter that requires extensive planning. We prepared by utilizing an architect to plan the internal improvements, hiring a consultant to help us plan the logistics of the move, availing ourselves of the expertise of a board member in finding and negotiating a favorable contract with a general contractor, and discussing at length the financial aspects of the move. In short, we had every eventuality covered—or so we thought. Unfortunately, we had no control over the contractor’s ability to obtain all the necessary permits in an expeditious manner. As a result, the move took somewhat longer than we had anticipated. Despite some of the frustrations we experienced with the delays, we are delighted with our new facility and feel that the expenses associated with the move will pay handsome dividends in increased productivity, improved employee morale, and the knowledge that our headquarters facility is truly representative of a maturing, worldwide fellowship.

**WSO Teams and Staff Assignments**  
(as of December 31, 1995)

**WSO Management Team**

Anthony Edmondson ----- *Executive Codirector*  
George Hollahan ----- *Executive Codirector*  
Julie Kirpatrick ----- *Human Resources*  
Stephan Lantos ----- *Operations*  
Tom Rush ----- *Comptroller*  
Steve Sigman ----- *Conference Services*  
Bob Stewart ----- *Production and Distribution*  
Mary VanEvery ----- *Fellowship Services*

**Fellowship Services Team**  
(includes members of Conference Services)

Elaine Adams ----- *Group Services*  
Freddie Aquino ----- *Group Services*  
Elodie Brulere ----- *Group Services*  
Jeff Gershoff ----- *Group Services*  
Oscar Gomez ----- *Group Services*  
Nancy Good ----- *Conference Services*  
Debbie Goss ----- *Team Assistant*  
Lynn Long ----- *Conference Services*  
Jane McCrary ----- *Translations*  
Uschi Mueller ----- *Translations*  
Carl Prescott ----- *Conference Services*  
Eileen Perez ----- *Translations*  
Donna Smylie ----- *Conference Services*  
Mary VanEvery ----- *Team Leader*

**Accounting Team**

Sylvia Cordero ----- *Customer Service*  
Trish Jaramillo ----- *Accounting*  
Peggy Labon ----- *Customer Service*  
Vida Moro ----- *Customer Service*  
Tom Rush ----- *Team Leader*

**WSO-Europe**

Annabel Ahmeen ----- *Services*  
Paul de Cock ----- *Warehouse*  
Jonas von Stedingk ----- *Office Manager*

**Production & Distribution Team**

Vincent Alcala ----- *Warehouse*  
Mike Gates ----- *Warehouse*  
Jeannie Lamalfa ----- *Production*  
Esperanza Lemos ----- *Production*  
Carlos Martinez ----- *Warehouse*  
David Mizrahi ----- *Production*  
Anne Peters ----- *Production*  
Angie Stephens ----- *Team Assistant*  
Bob Stewart ----- *Team Leader*

**Operations Team**

Danae Brockett ----- *Executive Assistant*  
Carol Kenney ----- *Special Project*  
Stephan Lantos ----- *Team Leader*  
Lee Manchester ----- *Communications*  
Cindy Myers ----- *NA Way*  
Lori Perea ----- *Network*  
Mike Polin ----- *WCC*  
Dee Joyce Price ----- *Reception*  
Dottie Radatz ----- *Executive Assistant*  
Marilyn Scott ----- *Safety*  
Roberta Tolkan ----- *WCC*  
Cynthia Tooredman ----- *Editorial*

**WSO-Canada**

Heidi Jaklyn ----- *Shipping*

**“... we have finally regained the level of staffing we had in 1989. . .”**

1995 was a year in which we were continually faced with the reality that our resources were shrinking while the demands for them were growing. After the significant financial losses we experienced some years ago and the resulting downsizing of our staff through attrition, we have finally regained the level of staffing we had in 1989. The amount of work to be done by our staff in 1995 and 1996, however, is very much different from what it was in 1989. Allow to us recap some of our recent history and show the progressive increase in resource requirements.

### 1989

- We had a staff complement of forty-four.
- WSO organized along departmental and divisional lines—each conference committee and board having a coordinator and one to three support staff assisting with its work.
- Our group services department had a complement of four to assist the groups with their questions and mail out group starter packets.
- In addition to our PI coordinator working with local committees and the WSC PI Committee, we had an External PI Coordinator and two support staff operating out of a New Jersey office to do public relations work with the various national and international agencies.
- We opened the European Branch Office in London.
- While Bob Stone, then WSO Executive Director, had warned the conference previously that the sales of literature, most notably the basic text, would level off and start to decline shortly, no solutions were offered and no official action was taken.
- We had no established standards for the performance of our staff and no training in place.
- We still operated, for the most part, as a very small business—like a family-run store, not reflective of the fellowship that was growing not only in size but in maturity and diversity as well.

### 1990

- Literature sales dropped fifteen percent.
- Basic Text sales dropped twenty percent.
- The office sustained an approximate loss of \$200,000.
- The WSO subsidized WCC debts resulting from the Portland world convention.
- WSO continued to pay off a major debt to one of our banks.
- The New Jersey office was closed and our Canadian branch office was opened.
- The contract of the Executive Director was not renewed in June. The chairperson of the WSO board served as ED in the interim.
- Started litigation against the person identified with the printing and distribution of the illicit Basic Text.
- All conference committees were involved in projects requiring staff support; *It Works: How and Why*, *Just for Today*, and *A Guide to Service in Narcotics Anonymous* were just three of these projects going on simultaneously.
- We were unable to say “no” when asked to do projects or work.
- The demand for services from the fellowship continued to grow.
- Translations work increased at an alarming rate. Only one multilingual person on staff.
- Number of staff decreased by eighteen percent from 1989 to 1991, but our workload increased by more than thirty percent.
- When staff resigned, we decided not to replace them due to a lack of sufficient financial resources.



1991

- New Executive Director (Joe Gosset) hired.
- First International Development Forum (IDF) occurred at WSC'91.
- Continued decrease in sales—the Basic Text dropped another 6.5%.
- Paid off the \$77,000 loan to bank.
- Used up our inventory to defray costs, resulting in continuous back-order situations with a number of our products; at the same time, we were fully aware that in the long-run such a situation would damage our reputation with our customers and prove far more costly.
- Unprecedented spurt of international development resulting in a greater demand on our group services and translation departments.
- Conference projects continuing at full speed.
- With declining sales and no new sources of income to hire additional staff, we continued to support the work of the conference committees, allowing some of the support to the fellowship to lag, along with routine filing and other clerical tasks.
- We continued to believe that we were morally obligated to provide staff support to any project any conference entity decided to take on.
- We started two new projects: the establishment of a trust for the fellowship's intellectual property and a five-year business plan for the WSO.

1992

- Staff for all offices was at thirty-nine, but the Van Nuys office complement hit a low of thirty-five.
- WSC'92 approved *Just for Today* and the *Twelve Concepts for NA Service; It Works: How and Why* went into approval stage.
- Basic text sales decreased by another 3.3%.
- End to the litigation, and work continued on the Fellowship Intellectual Property Trust (FIPT).
- Work continued on conference-related tasks at a feverish pace; to compensate, we had to continue to lessen the level of service we provided to groups and local service committees.
- The level of burnout was generally felt in world services as more and more projects were proposed, while the fellowship continued to heal from wounds caused by the illicit Basic Text issue.
- The Interim Committee recommended at the Cincinnati workshop that world services should enter into a period of slow-down and inventory to find out what worked and what didn't.
- We continued to lack the necessary funds to hire new staff; looked at additional ways to become more efficient and improve the morale of our overworked staff.
- We began to discuss implementing an office-wide team system in an effort to bring in cross-training so as to use smaller numbers of people to do more tasks. We had ended up in a situation where a large number of our staff were specialists and, if one of them became ill for an extended period (which occurred that year), we were not prepared to step in to fulfill that employee's responsibilities. We entered into this structure at the end of 1992, knowing that many of our staff were in need of a considerable amount of training to learn the variety of tasks they were asked to do, as well as keep up with technological advances.
- We continued to be uneasy about the lack of support the NA groups and local service committees had from the WSO, and decided again to defer some of the routine clerical tasks, like filing and maintaining our archives, in order to offer what support we could.



1993

- Our board terminated the employment of the executive director and directed the two divisional directors to manage the office, working directly with the WSO board executive committee.
- WSC'93 approved a world services slowdown and inventory, which meant that while the committee system would be involved in the inventory, we would not only be doing the same thing ourselves, but would be providing support for their activities and fellowship activities as well.
- The conference also approved *It Works: How and Why* and the FIPT, formalizing the responsibility of the office to register and protect the fellowship's intellectual property.
- Translations work increased almost four-fold from 1990 levels.
- Increase in requests for assistance from Spanish-speaking groups and members caused us to separate out letters and telephone calls from Latin America and assign a staff member to work almost exclusively on such communications.
- While the sales of the Basic Text continued to decline, we began to see the end of the financial crisis; we began to hire some staff to replace some of the ones we had lost through attrition during the previous three years.
- Realizing that we were in dire need of training for our staff, we started to prepare our request of the conference, in the form of our Foundational Development Plan; a two-year retooling and training period and refocusing of our attention on the needs of the fellowship.

1994

- January—Northridge earthquake affects many of our staff, but only shuts the office down for one day.
- Lost some of our staff due to their decision to leave California after the quake and the subsequent rains which caused internal floods in two of our buildings.
- Began our work on the Foundational Development Plan with our management continuing their ongoing training, staff being given some in-house training on the history and function of the office, what it means to be a special worker, and an overview of the world service structure.
- The teams continued to develop individually and collectively.
- The financial picture continued to look somewhat better despite a continued decrease in Basic Text sales.
- World services continued the inventory process, which we wholeheartedly supported and participated in.
- Our refocus on providing services to groups and local service efforts began in earnest as we hired two more multilingual staff members.
- We implemented a comprehensive staff orientation and training program and revised our personnel policies.
- We were intent upon our commitment to the conference and the fellowship to provide the best possible service in the most efficient manner possible.

At the beginning of 1995 we knew we had a number of challenges facing us: moving to a new location, continuing our internal development in terms of staff training and refining our systems and procedures, delivering services to our fellowship more quickly and efficiently—in short, stabilizing the office so that we would be ready to support the fellowship and world services regardless of its structure. During the year we had to make some hard decisions about our branch office operations, reconsider our staff configurations as a result of looking at the functions associated with the various teams, adjust to some lengthy absences and changes in our management team, renew our effort to develop a five-year business plan, visit Alcoholics Anonymous in New York to exchange information, and continue to do the work of sixty at our Van Nuys/Chatsworth office with a staff of forty-four. This last fact will be illustrated as we look at our service delivery, production and distribution, and customer service operations.

## **Challenges in 1995**

The second phase of the Foundational Development Plan was implemented at the start of the year. We began to examine in some detail the various processes and procedures at the office, knowing that a considerable number of them would have to be revised quickly as we adjusted to a different work environment, upgraded our computer network, and integrated our voice mail system into our workday. We had previously identified areas of training for individual staff members and made plans to carry out that training throughout the year. Management continued to be trained in various aspects of quality assurance, becoming aware that while training is a good beginning, a program which ensures the total satisfaction of our customers would take some time to fully implement.

This year has brought many changes, forcing us to make the necessary adjustments. Nowhere is this more apparent than within our staff and management. One of our longtime employees, Freddie Aquino, was finally able to return to work fulltime after major surgery, while Vida Moro, one of our original employees has had to work at reduced capacity due to health reasons, and Cindy Myers, who was responsible for the fulfillment and support aspects of *The NA Way Magazine*, had to miss more than half a year due to illness. Steve Sigman, our longtime conference services coordinator, and one of our primary managers for over ten years, also faced significant health problems; in fact, he had to be hospitalized for a good portion of the second half of 1995. He has been sorely missed by everyone on staff, and his absence has been most keenly felt by the management team. Besides the quality of his work and knowledge about our fellowship and world services, his presence in our office was a truly spiritual influence. At this writing, we aren't sure whether or not he will be able to return to work, and if so, in what capacity. Our management team was further affected by the news we received late in November: Stephan Lantos, another longtime employee, gave notice of his intention to leave the office after this year's conference. The absence of one of our primary managers and the imminent departure of another forced us to evaluate the composition of our management team. We are pleased to announce that Becky Meyer, a former RSR and trustee with extensive management experience, joined our staff on 1 February 1996 as Assistant Executive Director. But we knew

## **Staffing and management changes**

**How can  
we get the  
most from  
existing  
resources?**

that even with Becky's arrival we would have to look at our team structure and the responsibilities assigned to the various teams.

We have one or more offsite management meetings every year to plan for the following six to twelve months. The primary focus of our December meeting in San Diego was the expected outcome of losing both Steve Sigman and Stephan Lantos in one year, and the pressing need to maximize our limited financial and personnel resources. To prepare for this meeting, we did some research about economic and societal trends that would impact our long-term efforts and invited the chairs of the conference, our board of directors, and the board of trustees to attend a portion of our meeting. One of the processes we utilized grouped together similar functions under one heading. Through this process we discovered that we had duplicated service efforts and that there were needs that we had not previously addressed.

For example, we found that we had members of two teams doing customer service—that the customer service for *The NA Way Magazine* was not very different from the type of customer service we provided to those who purchased literature and other products. More importantly, we had to find a way to integrate the service delivery for the world services system with the one providing services for the fellowship at large. We also found that the functions related to production and distribution were substantially different from those related to accounting and customer service. While they were certainly related, cross-training would not work between those functions. It would be reasonable to expect that the person responsible for inventory control would need to be familiar with production and warehouse management, but it would not be reasonable for him or her to be cross-trained in accounts receivable or payable and the tasks related to maintaining our general ledgers. One of the other areas we discussed was the possible processes by which we might research the needs of our fellowship for new products in order to anticipate those needs ahead of time. Finally, there was a general recognition that we needed to separate out some of the technological functions into a single department. This department would address support for our computer network, the various software programs, our telecommunications systems and other business equipment, and the new and ever-changing advances in electronic media and computer technology.

As mentioned previously, one of the most important topics covered was the integration of our service-delivery systems into one cohesive team. Again, we had to find a way to stretch our resources even further. We have just recently regained the "luxury" of recently being able to focus more of our resources on the services we provide to the fellowship, such as group services, database management, and translations. We needed to prepare for world services becoming active again in one form or another and needing a greater level of staff support. Having the chairs of the three arms of service with us during this meeting was invaluable. Their insight and experience added an extra dimension to our discussions and we had the opportunity to discuss our plans with them for improved service-delivery and the necessary reconfiguration of our office structure. Having completed our

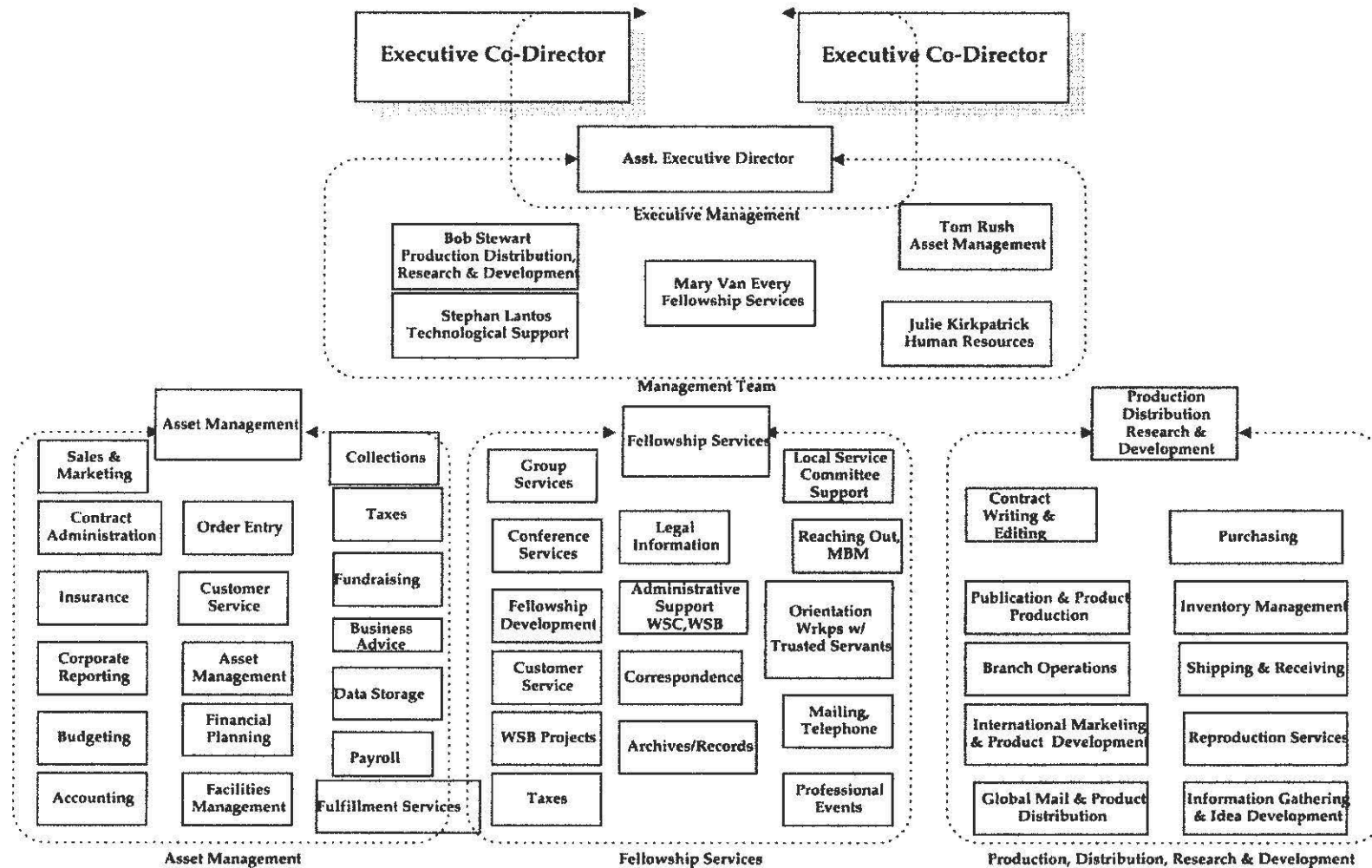
processes and seen what the various functions were as they related to service delivery, we noted that with the team-oriented structure we would be able to provide services requiring less coordinating or supervisory staff than in years past, but we would need additional cross-training within the Fellowship Services Team. One of the steps we all agreed on was combining the Conference Services Team with the Fellowship Services Team. This new team would also need a minimum of three to seven new staff members to be fully functional and be able to support both the conference and the fellowship.

We were faced with the reality that, at most, we could add two, perhaps three new employees to the office in 1996. In addition to the number of staff needed in the Fellowship Services Team, we determined that one to two new staff were needed in customer service and accounting, two to three new staff were necessary for the production and distribution team, and at least one or two additional staff were needed to help with the technological support function. With our financial reality, we then looked at where we could transfer existing staff and utilize the skills they had individually to the best effect. By the end of the meeting we concluded that four staff were to be reassigned, that another would have work assignments split between two teams, that the fulfillment and customer service function associated with the magazine would be shifted to customer service, and that we immediately had to hire someone for accounting. However, all of these moves left the Fellowship Services Team—the team with the greatest need—with less staff than before. Therefore, we will recruit and hire one or two multilingual and skilled staff this year to augment this team. While this will not completely fill the need, it will provide short-term relief and allow us to look for long-term solutions.

The diagrams on the next two pages show the internal office structure we plan to move into in 1996.

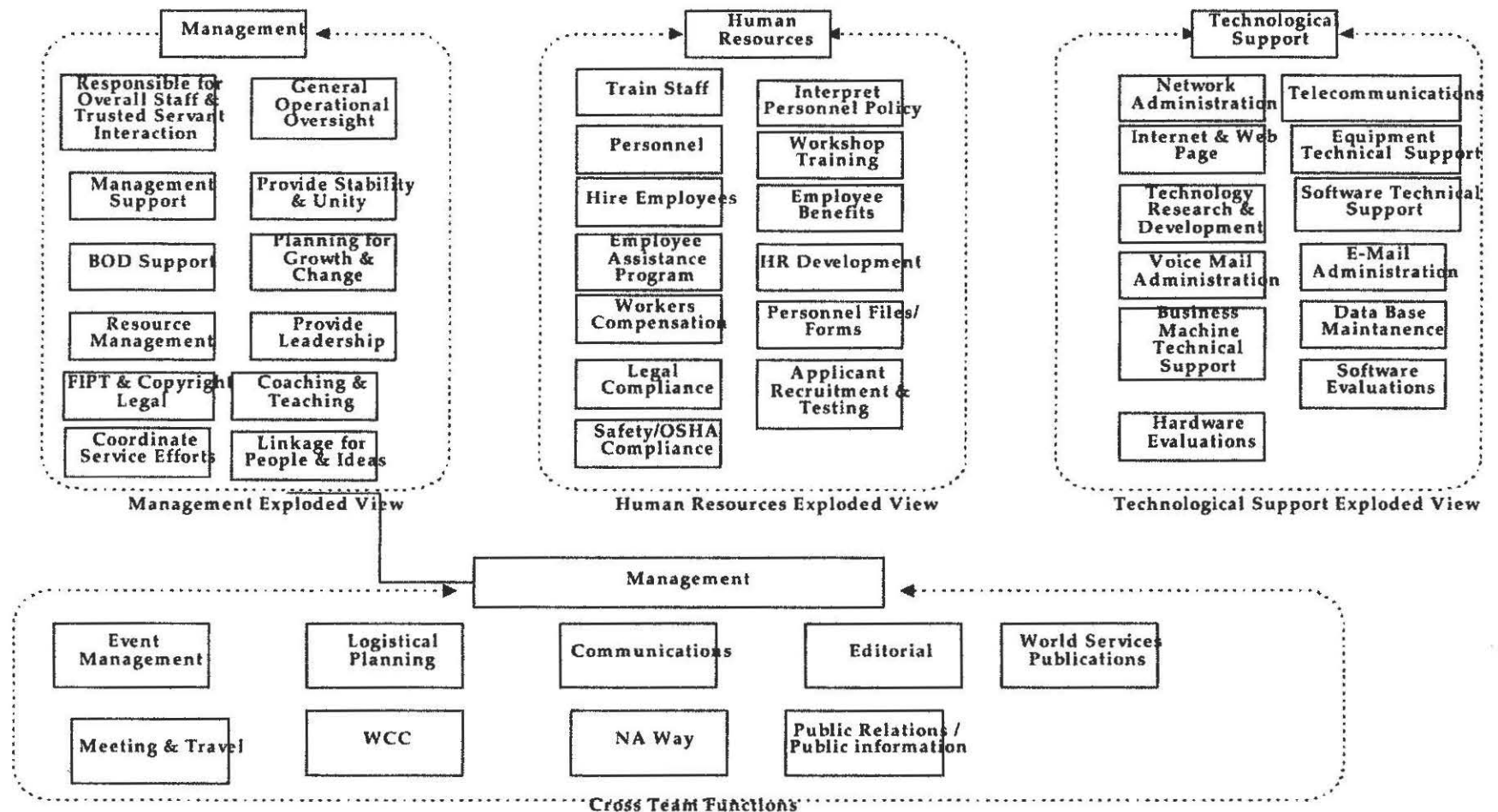
# World Service Office, Inc. Functional Diagram

December 18, 1995





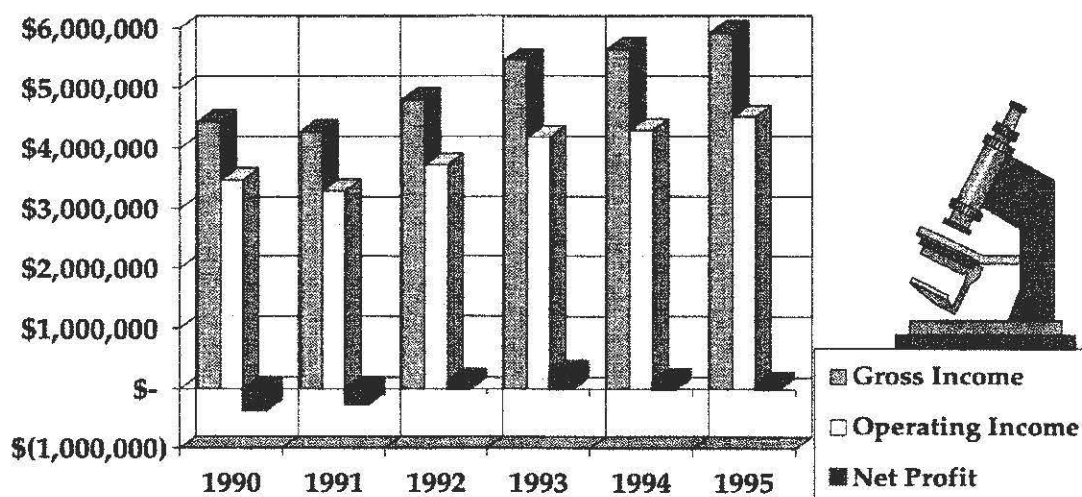
**World Service Office, Inc.**  
**Functional Diagram Exploded View**  
**Management, Human Resources, Technological Support**  
**& Cross Team Functions**  
**December 18, 1995**



## Business plan developments

Long-term solutions for any business, including your World Service Office, can usually be found in the development of a business plan that lays out the goals of the organization and a strategy to accomplish those goals. As mentioned in the board overview, the business plan is a project that we have long believed to be crucial to our continued growth and development and to our ability to fulfill our mission. In preparing to move forward with our business plan, we researched not-for-profit organizations similar to ours and found that the problems we are facing, such as the tremendous increases in the cost of raw materials that in turn affect our cost of merchandise, shrinking resources combined with a greater demand for them, and working for and with a volunteer system that changes frequently with only moderate continuity, did not make us unique. In fact, some of the steps we have taken including our technological upgrades, our moving to a team-based internal structure, and our development of a comprehensive training and retooling program put us in the forefront of such organizations. While this was good news, what helped us more was some of the discussion about the steps others have taken to address their problems. Without exception, all said that the development of a strategic plan in the form of a five-year business plan and implementing quality assurance mechanisms were essential.

## Plot of Gross Revenue & Operating Income



To begin to look at customer satisfaction, we surveyed a random sampling of our customers—customers of both of literature and service delivery—toward the end of last year. We conducted an internal staff survey as well. If we had looked just at the facts and figures, we probably could have come to the conclusion that we were doing okay. However, digging a little deeper, we discovered that we needed to improve upon the accuracy and turn-around time of our orders and the speed of our response to the concerns of our customers. Internally, we needed better communication with our staff and to develop an ongoing training program for our staff. With this information, as well as the other research results, we worked with various members of our board and other world-level trusted servants to develop our business plan.

Our awareness of our mission didn't happen along with the development of the formal mission statement appearing at the beginning of this report. We as your staff spoke of fulfilling the goals contained therein often and all knew what we were supposed to be doing. Still, it was essential to formalize our mission by articulating it, writing it down, and having everyone agree that it is indeed our mission. In keeping with our mission and philosophy, we have developed the following goals:

- Develop and fully implement an office-wide quality-assurance program by 1999.
- Establish and maintain an adequate operating reserve within the next five years. (For now, we are looking at a ninety-day reserve. Also in this area is the need to look at alternative sources of revenue for world services.)
- Establish a set of standards for communication, both internal and external, and set up goals for their accomplishment.
- Research and develop a program for new product development and an effective sales and marketing plan that would benefit both the WSO and the end user.
- Examine periodically, perhaps annually, various policies including pricing structure, sales policy, licensing, and other special agreements.
- Reduce the ratio of personnel and cost of merchandise expenses to sales income (total income less discounts) by approximately two percent each within the next five years.

We will have more information about the progress of our work in this area at this year's conference.

This past year we were finally able to make a long-anticipated visit to the General Service Office of Alcoholics Anonymous. We wanted to exchange ideas about structure, methods of utilizing a database, and the impact of electronic media, specifically the Internet, on our respective fellowships. Three members of our staff met for two days with the management staff of AA in June. In discussing the differences in our fellowships in terms of structure, their staff shared with us about the benefits of their structure, which calls for a considerable amount of local autonomy in the development of local service-delivery systems and the adaptation of their literature. However, they also had much to share about the drawbacks in their structure, including the fact that in various countries their message as

## **Goals**

## **Visit to Alcoholics Anonymous**



contained within the locally-translated literature is different from the original AA message. We also found out that due to some earlier decisions they were facing some difficulties with their copyrights and trademark registrations. We talked with them about the reasons behind the development of the Fellowship Intellectual Property Trust, and the various decisions made to ensure that our message would be recognizable wherever it is carried, allowing us to be a worldwide society of recovering addicts having the same foundational principles.

We spent some time talking with AA's staff about their methods of registering their groups and maintaining their database. We found out that the level of resources they allocate to this task is considerably higher than ours. In addition, they have worked out a system wherein the individual areas (their version of what we call "regions") update the information locally and forward it to the General Service Office periodically. Of course, this is only done for the USA and Canada, as their New York office only serves as the headquarters for their North American membership. We left these discussions with some ideas about how we could improve our group registration services and make our database more accurate. We also knew, however, that regardless of the quality of the database and the efforts of our staff, the accuracy of the database was dependent upon the accuracy of the information provided to us by our groups and trusted servants. This is an area on which we will continue to expend some resources, both financial and human. In fact, we have plans to upgrade our database later in 1996.

One of the other significant items we discussed was the issue of changing the language of our steps and traditions. We learned that their fellowship has taken the stance that, because the steps and traditions were written by their founder, Bill W., they would not be changed within their fellowship. Bill W.'s work is regarded with considerable reverence, which effectively discourages any move to alter the original message delivered by Bill W. We are not in the same situation—our fellowship does not have the same background, as is quite apparent from the difficulties we have experienced in trying to develop a commonly-agreed-to history of our organization. But the only relevance of that statement to this discussion is that it points out some of the fundamental differences between our two fellowships. We can talk at length about additional examples of those differences, but after concluding our meetings with AA our strongest feeling was confidence—confidence in the decisions our fellowship has made over the years. We also took some pride in the knowledge that while we have some decisions to make as a fellowship about our structure and language, we left their staff wondering whether their way was the best way.

## **WSO-Canada**

The World Service Office-Canada branch has done some revamping during the past year. Early in the fall of 1995 we were notified by our primary staff, Brian W., that he was planning to move to British Columbia. In the ensuing weeks prior to his departure, Brian helped us line up suitable candidates for his replacement. We were successful in hiring a primary staff member, Heidi J., to replace Brian. We also hired an additional employee to train for emergencies and to relieve Heidi during the annual vacation period. Since

she has come on board, Heidi has instituted several new filing and tracking innovations and evaluated and upgraded the existing telephone answering system. With these new systems in place, our service from that branch is now much better.

The year 1995 has been an interesting year for the World Service Office-Europe branch. This year has witnessed the end of the European Branch Office Committee (EBOC), created by the WSO board a couple of years ago. Its primary function was to assist as an advisory body in the operation of the European office. In its eighteen months of existence, EBOC was helpful in its many interactions with the European office. The idea was right for this concept, but the timing was not quite right. In our review of the operational status of this branch office, it became apparent that in order to survive and serve the European fellowship better under its current circumstances, WSO-Europe would have to be downsized. Part of that downsizing was the need to dissolve EBOC and create an aggressive reduction plan for the office's day-to-day operations. The downsizing option chosen was the one which would still allow for a limited amount of service provision to the fellowship in Europe. We have put this plan into practice and will evaluate its effectiveness at the end of 1996.

## **WSO- Europe**

By taking aggressive steps to reduce our operational costs, we have been able to locate and secure a new, larger facility which should meet our needs into the next century. The move into the new facility was completed in early March 1996. It should be noted that this facility was leased at considerable annual savings. We look forward to serving the fellowship from this new location and hope that the consolidation of our operations will prove to be helpful in our quest to become more effective and efficient in delivering services and products.

The new address for the World Service Office-Europe is:

WORLD SERVICE OFFICE-EUROPE  
Rue de l'Été 48  
B-1050 Brussels, Belgium  
Phone: 011-32-2-646-6012  
Fax: 011-32-2-649-9239



## **Service delivery**



In this section we will describe how we are fulfilling our mission to our fellowship by telling you not only of our successes, but our frustrations and challenges as well.

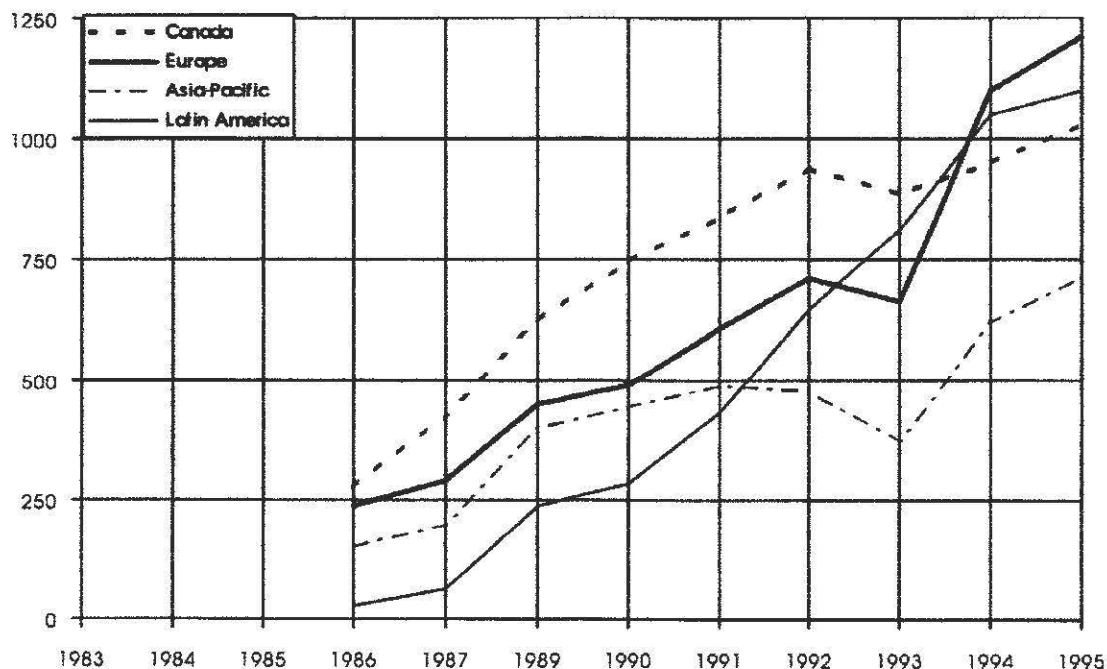
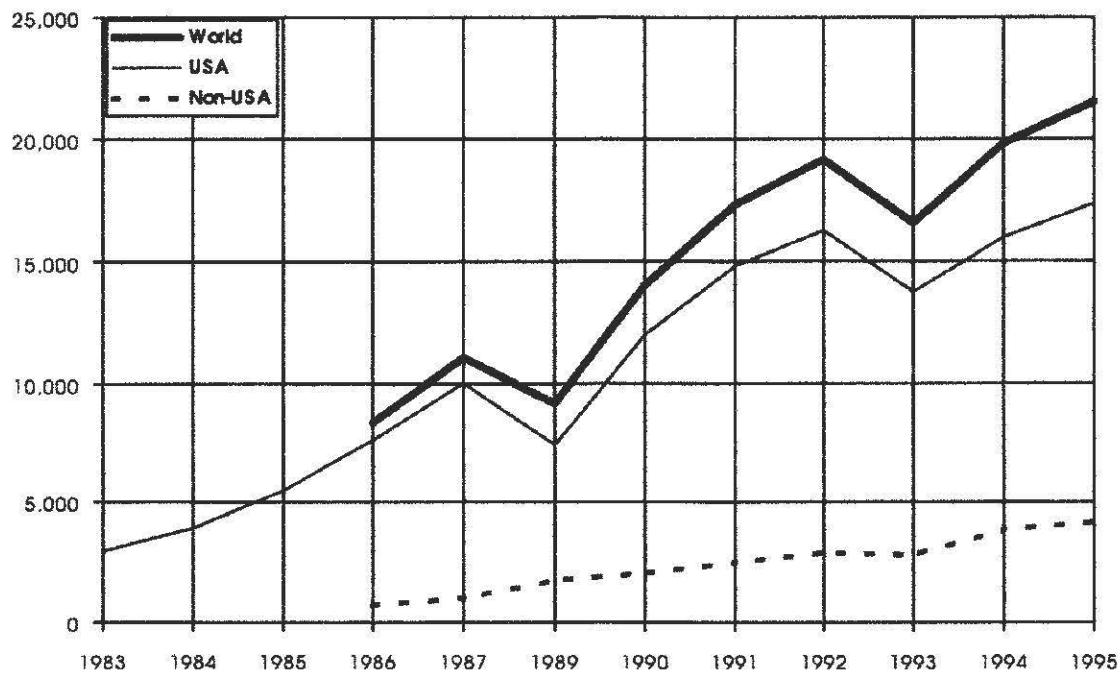
**Unity:  
becoming  
one . . .**

The year 1995 was one during which we focused on service delivery. While great debates are going on about the resolution group's recommendations for restructuring world services and the plan for motions 39, 88, and 47 (the various motions regarding possible changes to our steps and traditions), individual addicts, group service representatives, area service representatives, regional service representatives, convention chairs, committee members, and group secretaries from New York to New Zealand, from Cartagena to Calcutta, from Montana to Moscow continue to contact their World Service Office on a daily basis for answers to their questions. The questions are not always easy and the replies are not always simple, but we do our very best to answer them all in a courteous and timely manner.

It is sometimes difficult to understand the scope of service delivery connected to the description in the above paragraph. Let's begin with direct fellowship services. In 1995 our group services department alone fielded approximately 3600 telephone calls. The majority of these calls were from members or suffering addicts worldwide looking for meeting information. For this type of call, the best way for us to help is usually to provide the caller with the local phonenumber. This sometimes requires the staff person to look up on a map exactly where the caller is located, then provide a phonenumber that is often listed by the area's name, not the geographic location. Thankfully, most of our staff are now familiar with the corresponding geographic location of areas that are named after a recovery principle or other meaningful phrase. The reason we give out phonenumber numbers, rather than meeting locations and times, is twofold.

We've tried for years to gather and maintain accurate meeting information in a number of different ways. We tried direct group registration drives and we tried asking RSRs and other trusted servants to gather this information for us. Every one of our attempts has been less than truly successful. To this date, we still have great difficulty in gathering and maintaining accurate data and specific, reliable information on how many meetings and groups are in Narcotics Anonymous. We know that there were approximately 15,000 groups and 21,000 meetings registered with the World Service Office at the end of 1995. We do not know how many unregistered groups and meetings there are beyond these numbers—all we can do is guess, and we'd rather not. Also, meetings fold, change times, change locations, change formats, etc., and we usually don't receive the updates promptly, if at all. If we gave an addict the day, time, and location of a meeting in "Anytown" and the addict went, trusting our information, to the meeting only to find a cold, dark, locked room, we would have done a great disservice to an addict in need. This does not mean that we have given up the quest for a solution to this problem; we just have to find a way that doesn't allow for gambles to be taken with addicts' lives.

# NARCOTICS ANONYMOUS MEETINGS, 1983-1995



## NOTES

1. All data is taken from WSO annual reports. Data reflects counts for meetings registered with the WSO.
2. We have no data for any meetings outside the USA prior to 1986, although we know that meetings were held elsewhere before that year.
3. We have no data for any meetings for 1988. For reasons unknown, that data was not shown in the annual report prepared by the WSO in 1989. Rather than show a gap in the graphs, we've masked 1988 from the charts.
4. The decline in figures for 1989 may be accounted for by a change in the basis for the figures. Prior to 1990, meeting counts were taken from our world directory, which was never purged of outdated information. From 1990 on (when the 1989 count was tabulated), figures were summed from our group registrations database.
5. The meeting count for the USA for 1990 was estimated at 12,000, based on a general examination of the same report from which the precise figures for meetings elsewhere that year were taken.
6. The decline in figures for 1993 may be accounted for by a purging of outdated meeting registrations from our database early in 1994, when the 1993 figures were tabulated. Because we suspected that so many meeting registrations were outdated, we sent notice to all registered meetings that their records would be purged if they did not send back the reply form enclosed with that notice.

On the other hand, we can pretty much guarantee the accuracy of the phoneline numbers we provide. Every January, our staff members phone all of the phoneline numbers in the entire worldwide phoneline directory and confirm their validity. If a number has been disconnected, we check further to see if a new number has taken its place. In this way we can provide a phoneline number to an individual and feel pretty secure that he or she will be able to get meeting information by calling the number.

The WSO received almost 7000 pieces of mail in 1995 from members, groups, areas, and regions, each one of which directly requested information, support, or advice. Of that quantity of mail, over 3000 pieces went to group services, 2000 pieces went to H&I, 500 pieces went to PI, and over 100 pieces went to the literature committee staff liaison. To give you a clear picture of what this correspondence is all about, we need to go into some detail about the mail we receive.

The written communication received by group services includes everything from requests for group starter packets (950 starter packets were mailed out in 1995) to letters asking us to share our experience, strength, and hope on matters affecting a member's personal recovery or group issues. We utilize all of the resources available to us—from reviewing existing trustee bulletins or asking the World Service Board of Trustees to help with the response to screening the thousands of previous letters and calls we've received—in an effort to provide our members with the most helpful information. Every call or letter is important to us, and it is our ongoing pledge that every piece of communication we receive at the World Service Office is answered in a timely manner. Of course, "timely" does not always mean what we would like it to mean—the turnaround time for a response is still far longer than we believe it should be—but we continue to do the best we can with the staff we have.

### **Group services requests**

One of the difficulties we've had is that some of the informational bulletins and position papers were developed over a decade ago at a time when the issues facing the fellowship were somewhat different and the nature and composition of the fellowship was *very* different. We have grown tremendously in just the years since 1989, let alone in comparison to 1986. Again, our growth hasn't just been in sheer numbers; even more significantly, we've grown in diversity. Our fellowship's needs reflect the growth in diversity as much as the growth in numbers. Just a brief sampling of the issues you have sought our experience on includes:

- behavior in and around the meeting place
- financial irregularities and suggestions for increased accountability
- violence
- disharmony caused by racial disparity
- child care and related issues
- prescription medication
- methadone
- special interest meetings
- banking and taxes



**Support for  
local  
services**

- insurance for groups and events
- the importance of NA's language of recovery
- the differences and similarities between NA and other twelve-step fellowships

This truly is just a sampling. Then there's the new kid on the block: e-mail. Now that the World Service Office is online, located on the World Wide Web at "wsoinc.com," we are receiving more and more electronic mail. This mail is processed as normal correspondence and is put in the stream with other mail received that day. All responses, at this time, are by regular mail.

Besides mail concerning one of the above topics or something similar, we are getting an ever-increasing amount of mail from local service committees regarding a variety of issues from institutional work, to public information, to conventions, to the difficulties they are experiencing as they grapple with the issue of incorporation and whether or not it's the right thing for their service committee. Add to this the letters and requests for support we receive from those who are in an institutional environment and/or have no meetings to attend and/or no NA literature available to them. In years past this mail would have been handled by a department—usually consisting of a coordinator and one or more assistants—corresponding to one or another of the conference committees, i.e., PI, H&I, literature. In the past year, however, we have integrated all of these separate areas into fellowship services. In addition, we have placed more emphasis on the fact that all such correspondence is related to service delivery and less emphasis on differentiating between the levels of service.

We are committed to continuing our supportive functions in the areas of public information and hospitals and institutions, to ensure that there is no break in the continuity of necessary services. Both H&I and PI get a large volume of letters and telephone calls from members, teachers, institutions, and professionals, requesting information about who we are, what we do, and how we do it. As we stated above, we received in excess of 2500 pieces of mail and an equally large number of phone calls related to these service areas.

Having a multilingual staff has aided us greatly in 1995. We responded to more than one hundred letters in Spanish, and we answered a multitude of telephone calls from Latin America and Spain about group and local service committee issues. We were able to speak in German to our German-speaking members, and we corresponded in French not only to France and Canada, but to some of our members in the Caribbean as well. In fact, the number of requests we receive are such that we hope to hire additional staff with multilingual capabilities as resources become available. All of this allows us to proudly say that we are beginning to truly fulfill our mission as your *World Service Office*. Our capabilities for providing support worldwide have broadened considerably in the past few years, especially when you add our translations efforts. More about translations soon, but first a few words about our database.

The World Service Office would not be able to function as it does nor provide the services we do, without the efficient maintenance of our database. A database is to a computer system what an address book is to an individual—and much, much more. We couldn't register our groups or trusted servants, send out phonline listings, print a list of trusted servants, address the *Meeting by Mail* or *Newsline*, or be able to determine how many groups are registered in the state of Tamil Nadu, India, if not for our database. We might not all be computer literate yet, but we are certainly all dependent upon computers in 1995 (like it or not). Our database tracks an incredible amount of information. For instance, if John Doe in Decatur, Georgia, signed up for the *Meeting by Mail* in February 1988, was an RSR in 1990, and was elected to the World Service Board of Trustees in 1994, we will have that information in our database. If we have non-addict contacts in Moscow, Russia, and Teheran, Iran, that information will be in our database; and if a member in Southern California submitted an article to the *NA Way* in 1993, that, too, is in our database. Group registrations and trusted servant updates are two of the more important functions our database serves to keep track of. Group services staff look up information in the database frequently, many times in every day. Virtually all staff look up information in the database at least periodically. It is one of the primary responsibilities of group services to input data and update information in the database. Big changes are in store for 1996, as we are looking at revamping our database and upgrading the programming to include all the necessary features we will need for the next few years.

## **Database management**

One of the most astonishing statements we can make about the growth of our fellowship and the challenges facing the translations department is that Narcotics Anonymous currently exists in thirty-eight different languages. Unfortunately, less than one third of these thirty-eight have publications in their language. However, the goal of the World Service Translation Committee (WSTC) is to ensure that each one of these languages has at least one informational pamphlet: IP #1. It is easy to see how the WSTC decided on IP #1 as being the most crucial for translation into other languages. Look what it contains: *who* we are, *what* we do, *why* we do it, and the Twelve Steps and Twelve Traditions of our program. In other words, we could say that the heart of NA is contained in this one IP. The function of the WSTC is essentially an administrative one. While it is the WSTC that helps set priorities, gives general direction, advice, and sets standards and protocol, it is our translations staff who receive the drafts, key them into our computer for storage and safekeeping, correspond with the local translation committees (LTCs), do the proofreading, etc. It is important to understand that the LTCs are the engines that drive the translations work. A local committee works through drafting a translation of a piece of NA Fellowship-approved literature and then submits that draft to the WSTC. The WSTC will review and evaluate the item submitted, and if it meets the criteria, it is approved and put into production.

## **NA in thirty- eight languages**

## WSO TRANSLATIONS—PROJECT COMPLETION AND PUBLICATION

1991, 1993\*, 1994, 1995

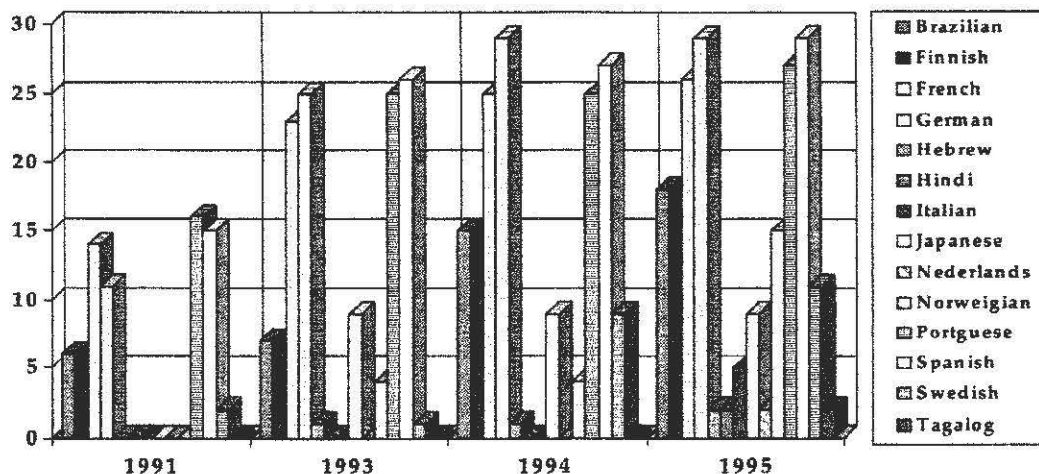
Language	1991	1993	1994**	1995
Brazilian	6	7	15	18
Finnish	0	0	0	6
French	14	23	25	26
German	11	25	29	29
Hebrew	0	1	1	2
Hindi	0	0	0	2
Italian	0	0	0	5
Japanese	0	9	9	9
Nederlands	0	0	0	2
Norwegian	0	4	4	15
Portuguese	16	25	25	27
Spanish	15	26	27	29
Swedish	2	1***	9	11
Tagalog	0	0	0	2
Totals	64	121	144	183

\* no records were available for the exact number of items produced in 1992

\*\* from 1994 the count includes approved recovery glossary translation as a completed project

\*\*\* item withdrawn from inventory for revision of terminology

## Plot of Translation Product Completion & Publication



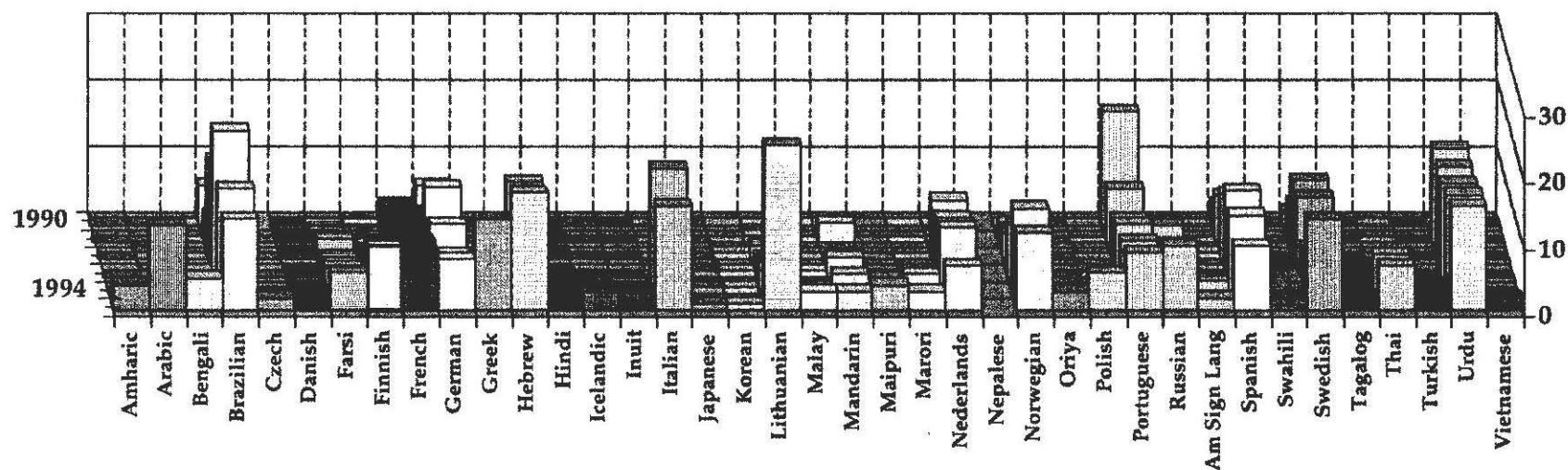
**Translation  
developments  
1990-1995**

We need to look back a few years to see how far we have truly come. Prior to 1990 there was no specific department at the World Service Office dealing with translations. The first book of the Basic Text was just printed in French the year before and we had a few IPs in Spanish, which had to be pulled later on as they were unusable in some of the Spanish-speaking communities. A couple of different languages were being worked on at that time in a very unstable way. Two major developments helped our translations department establish a firm foundation: the hiring of our first multilingual staff person in August 1989 and the first International Development Forum at the WSO in 1991. Since then, our translations staff have not had the opportunity to look anywhere but at their desks and their computer screens due to the volume of work they have faced. We draw your attention to the opposite page which shows the number of translation projects that have been completed and published since 1991.

The numbers on the opposite page are for the projects that were completed in the specified year. The numbers for the items going through the process are far larger. For example, while we completed and published 183 items in 14 languages in 1995, in actuality we worked on 278 projects in 38 languages. Please see the graphs on the next page for information about the number of projects our translations department has worked on over the past six years. By the end of 1995 we had NA literature being translated into languages as diverse as Amharic, French, German, Hebrew, Italian, Maori, Oriya, Portuguese, Spanish, Swahili, Swedish, Tagalog, and Urdu. Upcoming projects include translations of the *Introductory Guide* into Brazilian Portuguese, French, and Swedish. So far, Spanish, German, and English are the only languages in which this important and inexpensive piece of literature is available. Along with the *Introductory Guide*, there are a significant number of book-length pieces on our workload for 1996. Of course, translations, like group and local services, can only do its job effectively and efficiently with sufficient resources; unfortunately, these are currently below the optimum level.

This is an area of our service delivery that we feel very strongly about. There is no other feeling quite like the one we have when an IP, a keytag, or, best of all, a Basic Text is made available to an addict in his or her own language. The mixture of gratitude and humility at being able to witness such an event is without parallel. One of the highlights of 1995 was when we were able to bring the Spanish translation of the meditation book, *Just for Today*, to the 2nd Latin American Zonal Conference and Convention. We hope that 1996 will have more moments like that one, but we know that it will take more staff than we have now to be able to accomplish our workload. This is another area where we have determined that we need to recruit and hire staff with language skills as soon as possible.

# Plot of Translation Project Development 1990-1995





Over the past few years we have become increasingly conscious, along with WSTC, of a problem in translations. With only about a third of the existing language groups having any approved literature in their own native tongue, the primary focus of the WSTC has to remain on ensuring that the remaining 24 receive approval for their literature as soon as possible. This means that some of the other, better-developed communities have to "wait their turn" again to have their material reviewed and approved by the WSTC. This has been the case especially for those language groups that already have a Basic Text. So while they may be ready to bring other book-length pieces into the approval and production stream, neither the WSTC nor the office have the necessary resources to be able to accommodate them quickly.

### **Auxiliary production stream**

Based on our discussions with the WSTC and input received at last year's conference, we supported an idea from the WSTC to have an accelerated, or auxiliary, production process for language groups that meet the criteria. We hope this will expedite approval and production of items from established language groups. We are currently looking at book-length projects from several language groups to initiate this process.

Over the past seven or eight years there have been a number of fellowship development trips to different countries. Among the places visited have been Israel, Egypt, South America, Central America, India, Malaysia, the Philippines, and others. One of the values of these trips is the unique language translations problems that come to light as a result of "NA-speak" and NA literature. "NA-speak" can be defined as a word or phrase that either has no meaning outside our fellowship or a very specific meaning inside our fellowship. We might assume that our message is a simple one and can be translated into any language. Not so. The notion of conceptual fidelity has been a priority for some time and very much affects translation work today. The fellowship as a whole has agreed that it is important for the NA message of recovery to be consistent regardless of language or culture. In working with cultures new to our fellowship, there are times when conceptual fidelity is particularly crucial; it brings up long and, at times, difficult discussions regarding the concepts of God, addiction, "narcotics," etc. We don't have the luxury of going into a full discussion of conceptual fidelity here, but at least we can help make you aware of its importance to the translation process. What we have found to work, whether in Brazilian Portuguese, Hindi, German, or any other language and culture, is support from the fellowship and the ability to take the time to have the necessary philosophical discussions about who we are, what we do, and how we do it in the Fellowship of NA. Each and every time we make the investment in this perfect example of the therapeutic value of one addict helping another, we come away with translated literature that reflects Narcotics Anonymous and our message of recovery.

### **"NA-speak" in other cultures**

The challenges we face in our future translations efforts are truly extensive, yet are exciting at the same time. Future literature and translations conferences in Asia, Africa, and Eastern Europe will some day be routine and expected. Until then we must maintain the vision and focus to know where we are going. We must always remember that the outcome of the work we do in translations, our priorities and choices, will directly affect still-suffering addicts and consequently should always be considered of utmost importance.

## **Free literature**

The final topic we want to touch on briefly before discussing world service support is the issue of free or low-cost literature. The World Service Office distributes literature to NA communities at reduced costs or free if that's what they need to continue their growth and development. This action is based on one of the basic tenets we all learn at a group level: "the therapeutic value of one addict helping another." Fifteen years ago this assistance was provided primarily to communities in North America, but now these communities have developed and are able to support themselves. With the development and growth of these communities, the WSO is able to carry out, on a global basis, the philosophy of assisting those in need—with every literature order, the established communities help the development and growth of other NA communities worldwide.

The majority of the free literature we distribute is to groups in the form of starter packets. We send starter packets all over the world every week, at an average of about 20 a week. Over the years we have also sent packages of free literature to communities in Africa, the Americas, Europe, Asia, the Middle East, and wherever else there was or is a need. We believe strongly that this is in keeping with our mission. Also, it's been done by WSO since the beginning, when our literature was stored in someone's trunk. Now it is sent out from Chatsworth, California, Mississauga, Ontario, Canada, and Brussels, Belgium. With your ongoing support we will be able to continue this practice and assist communities until they are able to support themselves and join the ever-growing number of communities who help others to become healthy, self-supporting NA communities.

## **Trustee support**

Another focus of this section is the support we provide for our world service boards and committees. The World Service Board of Trustees (WSB) is perhaps the most highly regarded service entity in Narcotics Anonymous. The office provides staff to support and augment the board's capabilities so that it is possible for it to deliver the volume of work it is called upon to produce. When the WSO functions as a team, we are able to provide the necessary support so that the WSB is able to deliver the services to and for the fellowship. Because of the crucial nature of this function, a number of WSO management and coordinating staff provide support for the activities of the board itself as well its literature review, external affairs, and internal affairs subcommittees and the additional needs panel responsible for providing material and assistance for members with additional needs.



1995 has been a busy year with a full schedule for the WSB subcommittees. The process of discussing the language of our steps and traditions that began with motion 39 and continued with motions 88 and 47 has further evolved with the presentation of motions 3 and 4 in the 1996 *Conference Agenda Report*. Perhaps one of the most important projects being undertaken within world services is the trustees' fellowship development plan. The plan, in a nutshell, is designed to provide whatever material or services the fellowship needs from world services to help its development and growth. Some of the material may include trustee bulletins on specific topics or position papers on various local service issues, while some of the other services may include visits to those locales where physical presence would mean so much more than a letter or phone call. The additional needs resource handbook was another project which continued to be developed this past year. Six trustee bulletins have undergone edits, and the creation of five new bulletins was well underway by year's end. In addition to these staff support functions, there was one employee who was assigned to help develop and support the creation of a public relations plan for NA world services. The many letters received by the WSB require assistance and clerical support from WSO staff. Add to this the staffing and logistical support the office provided for the Narcotics Anonymous display booth and major presentation at the International Council on Alcohol and Addiction event in San Diego, and you begin to get an idea of the commitment the World Service Office has had to the trustees.

Similar levels of support are routinely provided to the World Service Conference Committees, whether they are the Interim Committee, which is responsible to act on behalf of the conference when it is not in session, or the WSC Hospitals & Institutions Committee working on revising a pamphlet in collaboration with the WSC Literature Committee. With the notable exception of the Interim Committee and the WSC Administrative Committee, the conference committees' work has been at a very bare minimum for the last couple of years. For the standing committees—policy, literature, H&I, and public information—even no new work meant quite a bit of work just to keep up with work that doesn't stop. Mailings had to go out in response to member requests and inquiries, and works already in progress, like the *Guide To Local Services in Narcotics Anonymous*, had to be finished and edited.

One of the functions of the Interim Committee is to act as the World Services Travel Committee and be responsible for the approval of any and all trips undertaken by world services. WSO staff is responsible for coordinating such trips and providing logistical support when needed. Travel is always one of the largest expenses in the world services, and we have taken various steps to lower this expense. Through consolidation of world service travel bookings, along with using the same travel and airline companies for our annual world convention, we have been able to help reduce WSC expenses by over \$8500 through the use of free sleeping rooms, airline certificates, and meeting space. We are taking additional steps this next year that will end up providing even greater savings.

## Conference support

If you are a present or former conference participant, you most likely know what your staff do at the annual meeting. Rather than getting into a long, drawn-out explanation, allow us to say that for two weeks each year the World Service Office splits in two, with half of our staff providing support on-site at WSO. This support may range from ensuring that the conference has an accurate record of its proceedings to providing clerical and coordinating support for each of the world service bodies that are meeting and to ensuring that sufficient refreshments, complete and comprehensive information, and comfortable accommodations are provided to all participants. While the conference is going on, whether it is in Van Nuys, Manhattan Beach, Dallas, Atlanta, or, as it will be this year, in Greensboro, North Carolina, our staff will still be answering telephones, helping members, processing orders, and shipping literature worldwide from our Chatsworth offices.

**The largest  
single  
event in  
NA**

The last area of our world service support focuses on our world convention—the largest annual event in Narcotics Anonymous. Since its inception, the WSO has played an integral role in the planning and execution of the convention. WCNA-25 was the fourth time that our world convention has been outside of the United States and the second time the convention has been in Europe. WCNA-25 in Paris, France, considered a big success by members and convention staff, could not have happened without a lot of hard work. The WSO convention personnel have to work closely all year with both the World Convention Corporation and the host committee. In 1995 that meant a number of transatlantic trips to France to offer hands-on advice and experience to both the host committee and the site managers in the hotels, convention centers, etc., where the actual event would unfold. There were approximately 2900 registered members at WCNA-25. We are looking at the attendance in St. Louis to be well over 10,000 registrants.

To understand where the convention is going in 1996 and beyond, we need to look back for a moment. Prior to 1990 the world convention was attended by the World Service Board of Trustees, the World Service Conference leadership, executive management of the WSO, and usually some members of the World Service Office Board of Directors. This provided the ideal opportunity for an NA member to interact directly with a trusted servant of world services in an informal and recovery-oriented way. The value of this was understood by the trusted servants and members alike, and was actually one of the highest-quality aspects of the convention. When we went through our major financial challenges in 1990 and 1991, this practice, amongst many others, had to stop. We were not able to fund our WSB members and WSC leadership to WCNA, thereby unavoidably removing that direct link that had previously existed between them and the members attending world conventions. After the economic crisis passed, we did not get around to funding our leadership again to attend world conventions, and that vital link was never reformed. Another reason we didn't renew this practice was that with the world conventions growing tremendously, going from three to four thousand participants to 15,000 in Baltimore, we no longer believe that this is the best way to provide services to the fellowship.

This year's convention in St. Louis will offer an opportunity for direct interactions with and services from the World Service Office that have never been available in this way before. WSO will have a location on-site where you will be able to receive similar services as you would from our Chatsworth office. You will be able to stop in the office and check to make sure that your group is registered or that we have the accurate mailing address for you as a trusted servant, or purchase literature, keytags, or medallions and be able to pick up your order before you leave the convention. In short, we want to be there, literally, for NA members attending our world convention.

## **Delivering services at WCNA-26**

We believe that this approach of being able to deliver services at the world convention is an idea whose time has come. The early notions of this really came together in Paris, where the trustees conducted a number of panels that were both well-attended and well-received. We began to realize that the world convention is the largest gathering of NA members anywhere in the world on a yearly basis. What better opportunity to interact with our members face-to-face and find out directly the problems, concerns, and dilemmas facing our membership? Keep in mind that a world convention is not only the largest but also the most diverse gathering of NA members. Through the world services inventory process and other means, it has been made very clear to us that our members want our direct support with problem solving at the local level. It is something we are fully committed to providing. The world convention is one of the many places at which we will seek to provide this service.

Here at your World Service Office we are responsible for two—no, make that two and a half—kinds of communication:

1. Communication between our world services and the fellowship we serve.
2. Communication between Narcotics Anonymous as a whole and the public.
- ½ Computer communications with the fellowship and the public.

## **WSO communications**

We're going to describe for you the magazines, newsletters, and reports we produce for world services to communicate with the fellowship. We're going to tell you what these publications do for NA members, NA communities, and NA's primary purpose. And we'll outline what we're doing to make these periodicals work better for you and the fellowship as a whole.

But enough about what we're *going* to do—it's time to do it!

The World Service Office edits, typesets, prints, and mails ten different magazines, newsletters, and official reports for NA World Services:

- *Meeting by Mail*
- *Reaching Out*
- *Conference Report*
- *Conference Digest*
- *Conference Agenda Report*
- *PI News*

## **World service periodicals**

- *H&I News*
- *WSO Newsline*
- *The NA Way Magazine*
- *NA Update*

We conducted a twenty-two-month-long study of world service magazines, reports, and newsletters. Knowing that all these periodicals were created to speak to different audiences for different purposes, we asked a number of questions: Who? What purposes? Are those purposes being fulfilled? Are there other NA purposes that need to be carried out with even more urgency by world services? Are there ways to make these periodicals serve their purpose better and more efficiently and free up the NA Fellowship's resources for other ways to carry the message? The study ran from August 1992 through June 1994. We felt that we needed complete information on all our periodicals before we could make recommendations on what to do with them in the future. Once complete, the study needed to be thoroughly digested by our managers and board members before decisions could be made about the direction of our world service periodicals. Now that some of those decisions have been made, we want to report them to you and invite your response.

**Some world  
service  
newsletters  
support the  
recovery of  
isolated addicts**

Two periodicals fit in this category:

- *Meeting by Mail* is exactly what its title says: It is an NA meeting—conducted on paper instead of in a room, shared by mail rather than voice—of the NA Loner Group, a service of the WSO. Loner Group members are usually either handicapped or chronically ill addicts who cannot attend regular meetings in their communities, or addicts living in parts of the world where no meetings are held yet. *MBM* is published every two months in English. While the NA communities in Germany and France publish their own meetings in print for loners, *Meeting per Brief* and *NAmicalement*, none appear in other languages.
- *Reaching Out*, published in conjunction with the WSC Hospitals and Institutions Committee, provides a forum in which NA members “behind the walls” can share their recovery experience, similar to *Meeting by Mail*. *RO* also offers those involved in local H&I work an opportunity to talk about their service experience and what it has meant to them. *Reaching Out* is published quarterly in English.

**Some world  
service  
periodicals  
assist NA's  
conscience-  
building and  
decision-  
making  
processes**

Three periodicals fit in this category:

- The *Conference Report* contains the reports of elected World Service Conference trusted servants to WSC participants and regional service committees. It is published anywhere from twice to five times a year, depending on how busy world services is in a given year. It is published in English, the official working language of the conference.
- The *Conference Digest* is a four-page summary of the *Conference Report* and the *Conference Agenda Report*, edited so that it can be understood by anyone in the fellowship who is interested in world services. It is distributed to regional and area committees and to any other member of NA who asks for it. It is published in English, French,



German, Portuguese, and Spanish, the five languages most widely spoken among today's NA Fellowship. Once a year, a special eight-page issue of the *Digest* summarizes the annual meeting of the World Service Conference.

- The *Conference Agenda Report* is published every year at least ninety days before the opening of the WSC annual meeting. The *CAR* contains reports on motions that will be voted on and issues that will be discussed at the conference. It is produced so that NA groups, area and regional committees, and regional assemblies can participate directly in the WSC's conscience-building and decision-making processes. Until this year, the *CAR* has been published only in English. However, because it has become customary to either summarize or reprint major reports from the *CAR* in the *Conference Digest*, its substance has been available in French, German, Portuguese, and Spanish for a number of years.

Three newsletters fall into this category, all published in English:

- *PI News*, produced in conjunction with the WSC Public Information Committee, is published twice a year. It features articles written for regional and area PI subcommittees.
- The new *H&I News*, developed with the WSC H&I Committee, serves much the same purpose for local H&I subcommittees. It is published twice yearly.
- The *WSO Newslines* is a quarterly, four-page newsletter about what's going on at your World Service Office. The *Newslines* describes changes at the WSO, new products, and other items of interest to the fellowship, plus a financial summary.

**Some periodicals help local NA committees and groups serve more effectively**

When we analyzed the periodicals produced by the WSO, we asked a number of questions:

- Who are these periodicals aimed at?
- How familiar is the fellowship with these periodicals?
- How much of an overlap is there in the mailing lists for these newsletters, and is there a possibility of combining some of them?
- How can we make each of these periodicals more useful to more members?

*Meeting by Mail* and *Reaching Out* both appear to be performing their intended purpose well for their targeted audiences. Their audiences are unique—that is, there isn't much of an overlap between the *MBM* and *RO* mailing lists and the lists for other periodicals. We have no recommendations to make about these two newsletters except to make similar services available in more languages in the future.

The *Conference Report* and the *Conference Agenda Report* both serve important functions within our fellowship and need to continue to be published as they are, aimed at the same audiences.

**World service  
quarterly  
newsletter**

However, there are four newsletters with similar purposes and a great deal of overlap in their mailing lists: the *WSO Newslines*, the *Conference Digest*, *PI News*, and *H&I News*. Everyone who takes the *Digest*, the *PI News*, or *H&I News* also receives the *Newslines*. We believe that these are mostly local trusted servants who want good, clear, simple information from and about world services. However, none of these four newsletters appear to be widely recognized by the fellowship outside the English-speaking world.

Given this information, our course seems clear: Combine newsletters with similar purposes and lots of mailing-list crossover to reduce editorial and production workload, cut production and mailing costs, and increase distribution. A big plus to such an arrangement is that, with a single work-stream for a single service newsletter, we will be able to have the entire new service paper translated from English into the other four primary NA languages, thus making them even more accessible to more of the fellowship. We hope to have more information about this topic at the 1996 World Service Conference in Greensboro.

**The NA Way  
Magazine**

*The NA Way Magazine* was first published in September 1982 as a vehicle by which Narcotics Anonymous members could share their recovery experience with one another in print. That purpose has remained virtually unchanged for the last fourteen years. True, we have made a few innovations in the format—the “Viewpoint” section, the “Home Group” comic strip, and the occasional NA news feature—but the meat of the magazine has continued to be its “Meeting in Print” section. Meanwhile, the NA Fellowship has grown and matured significantly.

*The NA Way* has always been published only in English, so NA communities that speak other languages have developed their own magazines. *The NA Way*, published monthly in the USA, has difficulty making its way to subscribers outside North America, providing motivation for the creation of additional fellowship magazines in English-speaking NA communities elsewhere. The result has been that 99% of all *NA Way* subscribers live in the United States and Canada.

Has the NA community in those countries demonstrated its interest in a magazine like *The NA Way*? Unfortunately, the answer to that question is *no*. Magazine distribution has gone from a peak of nearly 10,000 copies in 1990 to just over 5000 copies today. In other words, in a period when the NA Fellowship in the USA and Canada grew by about forty-four percent, *NA Way* distribution shrank by about forty-two percent.

Even at its distribution peak, *NA Way* subscription income just barely covered the cost of printing, binding, and mailing the magazine—it never covered the editorial or production salaries or office expenses associated with it. Today, with subscription income way down, *The NA Way* is running a deficit of more than \$100,000 a year. Like other fellowship services, this expense is covered by the net income from NA literature sales. In other words, the costs for *The NA Way* that aren't paid by *NA Way* subscribers are covered by all the other NA members who buy the Basic Text, *It Works*, and *Just for Today*.

The question then becomes, "Is this service important enough to the growth of the fellowship as a whole to justify that kind of expense?" If it is, of course, then we must by all means continue footing the bill. If it isn't, though—if there are other things that could be done with that money and those staff members that could benefit the fellowship and further its primary purpose more—then we need to get brave and do the right thing: recommend the decommissioning of *The NA Way Magazine*. The sharp, continuing reduction in subscribers told us that, no matter what the sentimental value of continuing *The NA Way* might be, the fellowship's practical need for the magazine was small and getting smaller every year. Meanwhile, the need for WSO editorial services was growing, and the staff and the publishing money going into *The NA Way* were desperately needed for other NA purposes.

That's why the WSO board approved the following motion at their February 1996 meeting: "It is the intent of the WSO Board of Directors to discontinue *The NA Way Magazine* as a WSO service as of the December 1996 issue." Following approval at WSC'96, we will begin making plans to wind down the affairs of *The NA Way* so that we can better serve the communications needs of the NA Fellowship by other means.

The *NA Update* is a four-page newsletter we've developed as a means of communicating with the addictions professionals in governmental and private organizations with whom NA World Services maintains contact. Published in English, we mail the *Update* twice a year to the non-addict NA friends we have made at non-NA professional events over the years or who desire to start NA meetings and carry the Narcotics Anonymous message to more addicts in more places around the world.

Which leads us into the next section of our report...

Since the beginning, public relations have been considered basic functions of NA World Services and NA's World Service Office. "Without the help of others in our community," the trustee bulletin on *Public Relations and the Traditions* reminds us, "many addicts will never hear of Narcotics Anonymous." However, just as public information work is often the last area of service to be developed at the local level, so has PR at times been low on the order of priorities at the world level of NA service.

The World Service Office has always had a part to play in our fellowship's public relations. When an addictions professional, a government official, a minister, a schoolteacher, or a concerned community member wants information about Narcotics Anonymous, they often end up writing Box 9999 in Van Nuys, California. But the WSO has done more over the years than just answer basic public information queries.

In 1987 we hired an "external PI" coordinator to open up a branch office for the WSO in the New York metropolitan area. The external PI coordinator's job was to link NA, as an international society, with the United Nations and the national and international drug-related organizations headquartered in NYC. However, that work was discontinued in 1989 and the New York office

**NA keeps in touch with addiction professionals in their own newsletter**

**The WSO and NA's public relations**



**Public  
relations  
statement  
of purpose**

was closed. Our involvement with the UN and most national and international nongovernmental organizations (also called NGOs) was immediately suspended. Over the next two or three years, the massive participation in addiction-related professional conferences by PI subcommittees across the fellowship that had been coordinated through the WSO gradually declined and finally almost stopped altogether.

By the time the world services inventory had been started in May 1993, NA World Services' public relations program consisted of little more than attendance by a few trusted servants at two international professional events each year. No coordination was offered for regional and area PI subcommittee participation in local addiction conferences, and there were next to no ongoing contacts maintained on NA's behalf with the other international organizations addressing addiction-related issues.

Ironically, just when our public relations work had reached its lowest point, interest in the public relations cause among world-level trusted servants was steadily increasing. At the 1993 World Service Conference, the WSC PI Committee was given the go-ahead to conduct an NA membership census that would give us better information about our fellowship when we spoke with those outside Narcotics Anonymous, but with the world service inventory about to begin, no funds were allocated to carry it out. A new "Public Relations Statement of Purpose" was also approved by the conference:

*Narcotics Anonymous is a worldwide self-help 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 PR statement had been developed by the World Service Board of Trustees External Affairs Committee, a group that brought three or four trustees concerned with relations between NA and those outside the fellowship together with the chairpersons and vice chairs of the conference H&I and PI committees. Associated with the statement of purpose was a rough, five-phase plan for developing a public relations program for NA World Services. As matters happened, the beginning of the world services inventory project tied up all the money and people from the WSO, the trustees, and the H&I and PI committees that were needed to implement the long-range PR plan and conduct the fellowship census. Little was done to further develop NA's world public relations for the next two years.

As the scheduled April 1995 conclusion of the initial two-year study phase of the inventory project loomed, WSO management began looking at other NA priorities that would need to be staffed as staff started to become more available to work on other assignments. Public relations development was among the top items on their list. A staff member with considerable familiarity with this topic was given a new assignment:

**Public  
relations  
research and  
development  
begun**

- Study and document what had been done in public relations up to that point throughout world services.
- Get to know the major organizations dealing with addiction-related issues—in government, research, development, public and mental health, prevention, and treatment—both internationally and in North America.
- Develop a work plan for world services to help Narcotics Anonymous carry our message to professionals and, through them, to still-suffering addicts around the world.

The foundation for the work plan would be the five-phase, long-range PR plan developed two years earlier in conjunction with the PR Statement of Purpose. Once drafted, the plan would be reviewed and finalized by the WSB External Affairs Committee.

Throughout the research and development phase of this project, those directly affected were kept informed of its progress in written reports that were mailed once every six weeks or so. The first draft of the NA World Services 1996 Public Relations Work Plan was completed 26 December 1995, about a month before the next meeting of the trustees, planned for St. Louis. With the participation of various members of world services, the EAC went over the draft in detail at the St. Louis meeting, made specific changes to the activities program, and gave instructions for the development of the strategy, budget, administration, and glossary sections. As of this writing, those revisions were made and the final draft was mailed to the full World Service Board of Trustees (and the R&D mail list) for action at the WSB meeting in Greensboro at the end of April.

We believe that the PR Plan works hand-in-hand with the Fellowship Development Plan currently being worked on by the trustees. Any fellowship development proposal without a public relations component would be incomplete, and we hope that we (world services) will have the adequate resources, financial and human, to move forward with these projects.

## **WSO on the World Wide Web**

In January 1996 the World Service Office logged onto the Internet's World Wide Web with our own "home page" or "website." A website is a computer address people can dial up where WSO has posted information about the NA Fellowship, including:

- Our catalog of Narcotics Anonymous literature.
- A listing of local NA phoneline numbers worldwide.
- Basic notes on this year's World Convention for NA in St. Louis.
- The latest issue of the *Conference Report*.
- The latest issue of the *WSO Newslines*, including the "Comin' Up" calendar of world fellowship events.
- All the bulletins issued by the World Service Board of Trustees, including "What is Addiction?", "Some Thoughts about our Relationship to Alcoholics Anonymous," and "Public Relations and the Traditions."
- Material on the Fellowship Intellectual Property Trust.
- Two papers aimed at addiction professionals: a fact sheet and a more detailed description of how our fellowship works with addiction care providers.
- Various articles from *NA Update*, the world service newsletter for addiction professionals.

The site has been open for a very short time, and we cannot draw any real conclusions from the use patterns evidenced so far. For a preliminary update of activity, please look at the figures on the next page. In the meantime we can offer you a few tasty statistical tidbits:

- In its first sixty days the WSO website was accessed by people from 2937 different Internet addresses, an average of forty-nine new such addresses a day.
- Of those accessing the list of phoneline numbers, more than a third sought information for NA communities outside North America.
- The website was designed primarily with the needs and interests of NA members in mind. That's why it came as something of a surprise that, in the first sixty days of the home page's existence, fully a quarter of the documents "hit" or accessed were those posted specifically for addiction professionals.
- Of the seven articles excerpted from *NA Update*, our newsletter for professionals, users hit the article on how to start an NA meeting three times as frequently as the others, and "downloaded" or reprinted the article from their home computers even more frequently than they hit it visually.
- When articles from the *NA Update* were hit, users downloaded them ninety-one percent of the time (the average for everything on the website was forty-four percent).

As the year goes on we will keep you updated about this item. We do need to remind everyone, however, that the website is an experiment which will be evaluated later this year by our board and management.

**preliminary stats**

(as of 3/25/96)

Number of "unique hosts" (different addresses):  
..... 2937

Total number of "hits" (each time a file is  
looked at or accessed it registers a "hit") 52,084

"Basic information" hits

-Basic Info Page..... 1278

-Facts about NA ..... 578

-What Is Addiction? (#17=56; #17b=344)... 398

-Local Phoneline Numbers (North America =  
572)..... 917

-Contact the WSO..... 586

Basic information downloads

-Facts about NA ..... 96

-What Is Addiction? ..... 146

"Professional" section hits

(there is an overlap on "Facts about NA" and  
"What Is Addiction?," those figures are included  
above)

-Professional Page ..... 778

-San Diego bulletin..... 115

-NA Update page ..... 143

-Individual NA Update articles ..... 183

(How to start an NA meeting=54)

Professional section downloads

-San Diego bulletin..... 54

-NA Update articles (meeting=58) .... 176

"Service-related" hits

-Trustee page and bulletins..... 936  
(not including 17 and 17b)

-FIPT and notes ..... 231

-FIPT bulletins..... 398

-WCC (six days online) ..... 58

-Newsline (ten days online) ..... 113

-Comin' Up (eight days online) ..... 112

Service-related downloads

-WSB bulletins except 17 & 17b..... 543

-FIPT and notes ..... 72

-Newsline ..... 34

Product Sampling Page

-Products page hits ..... 954

-Booklength material page ..... 364

-Booklets page ..... 237

-Chips and medallions..... 327

-Audio/video ..... 267

E-mail

Number of E-mail messages received from  
Website..... 513



**Production, distribution,  
and customer service**





**Production:  
a brief  
background**

Some of you may recall us informing you at WSC'94 that one of the most pressing issues we had was a virtually nonexistent production department. Oh sure, we were doing a considerable amount of production, but this "department" consisted primarily of our typographer working with various editorial and translations staff. We had no single person in charge of all the production; instead, the overall responsibility was shared by three members of the management staff. In fact, we have not had a production coordinator since the mid-eighties. In the meantime, however, we had to print a large quantity of new and revised literature. Besides the items in English, the translations process and our translations department was getting busier and busier. In 1991 our translations coordinator arranged the typesetting of sixty-four items in six languages. Thirty-nine of these were typeset in-house at the WSO. In 1993 another fifty-seven items in three languages were done, bringing the total to 121 items in nine languages. Of course, while this was going on, we developed, typeset, and printed our meditation book, our book focusing on NA's Twelve Steps and Twelve Traditions, and a number of other items in English. We are very grateful to be able to report that today we have a fully functioning production department.

Currently, our WSO production department is responsible for the production of all items: literature, periodicals in English and all other languages, specialty items, artwork/printed matter for the world convention, reports, and audio-tapes. This responsibility includes the ordering of products and supplies and mail distribution. The production department consists of a production coordinator, a typographer, a reproduction and distribution assistant, and a purchasing and distribution assistant. In the beginning of 1996, a WSO staff member was reassigned to the production department as a production assistant to help handle the ever-expanding workload.

A substantial amount of the time in this department is spent producing new inventory items. We have 707 items in the WSO inventory. Of this number, the following have been produced since January 1995: Hindi IP #1; Tagalog IP #1; Italian IPs #1, 7, 9, and 16; French IPs #2 and 7; Norwegian IPs #5 and 12; a Braille translation of the Basic Text; the French Basic Text on audio-tape; *Sólo por Hoy* (Castilian *Just for Today*); *Guía de Introducción a Narcóticos Anónimos* (Castilian *Introductory Guide*); softcover *It Works: How & Why*; Finnish IPs #1, 5, 7, and 22; Welcome through 1-year Norwegian keytags; 18-month keytags in French, Hebrew, Norwegian, Portuguese, Spanish, and Swedish; multiple-years keytags in French, Hebrew, Norwegian, Portuguese, Spanish, and Swedish; Welcome through multiple-years keytags in Finnish, Italian and Netherlands; set of six posters in Brazilian and Swedish; Serenity Prayer poster in Norwegian; Brazilian and Swedish group reading cards; Portuguese *In Times of Illness, NA: A Resource in Your Community*; and Brazilian IP #14. We also redesigned the cover of *Just for Today*; it now has a four-color photo cover.

As demonstrated by this list, the production department has been kept busy with the production of new items, which includes typesetting, proofreading, and printing from ordering through delivery; reprints of all printed material; the copy editing, proofreading, typesetting, printing, bindery, and mailing of ten periodicals; ordering of all inventory items, including keytags, medallions,

## Production issues

and tapes; translations of reports and some WCC materials; WCC's flyers, programs, artwork, and banners; creating a production process; research for new vendors, equipment, and items; ordering supplies; and all mail processing. It's a vast undertaking for a staff of five people. Throw into this mix a major new piece of equipment and regular software upgrades, and you have a pretty good idea of how we spend our time in production.

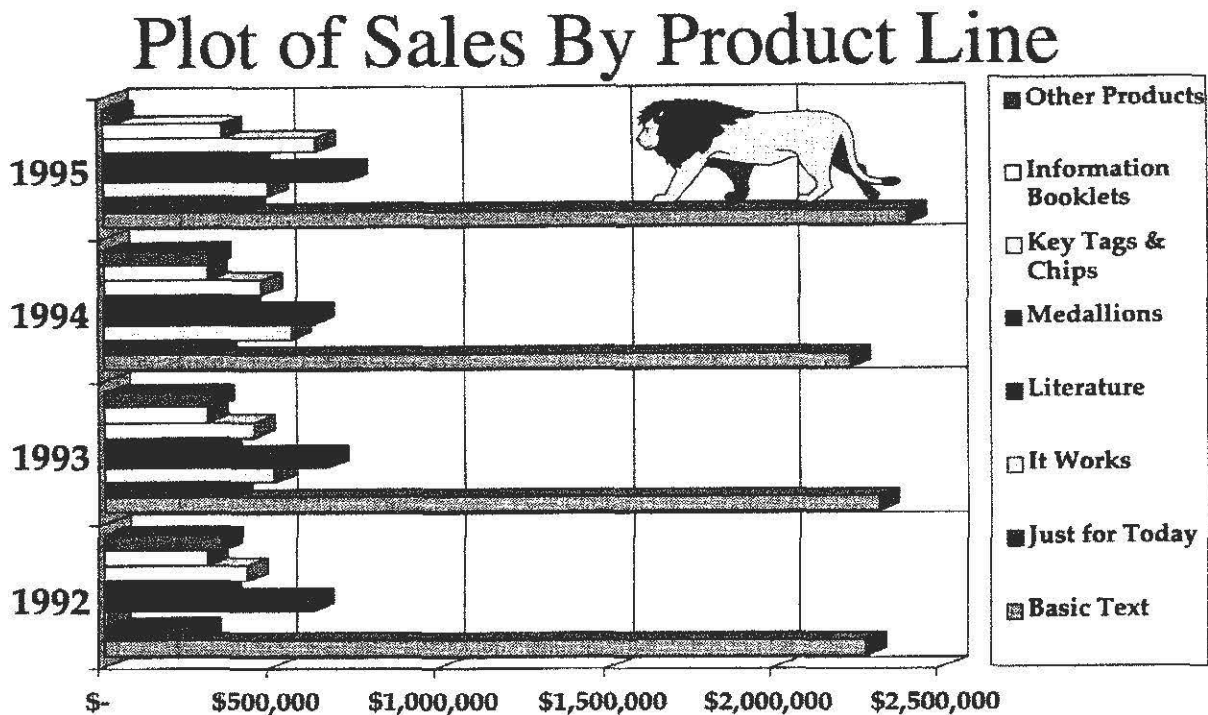
Translated items, whether they are for our inventory or translations of various periodicals, present challenges to the production department such as monitoring accuracy, producing non-Roman language items, and establishing relationships with various vendors and international committee members so that our processes and NA-specific terms are understood. One specific example of this was the decision to translate the 1996 *Conference Agenda Report* into four languages: Spanish, French, German, and Portuguese. This was the first time the *CAR* was translated, so we tried working with a new translation company for two of the translations (the other two translations were done by members of our fellowship) which were then evaluated and proofed in-house—always a challenge for an “English only” proofreader. While it hasn't been determined yet if we'll use this vendor again, we certainly learned a lot about our production processes and the steps we need to take to improve upon them.

Ever since 1990 we have looked at various ways to reduce the costs associated with the production of our merchandise. This is an ongoing process we undertake as a routine part of fulfilling our responsibility. In that process, vendors have been researched and quotes obtained to find the least expensive means of producing our goods. However, we have found that it is not necessarily prudent to change vendors because they provide cheaper production costs. Long-term relationships with reliable vendors we trust and who provide competitive marketplace prices should not be dismissed for another vendor who provides a marginally lower cost of goods. Changing vendors, establishing stable and secure relationships while maintaining a quality product is not easily done and requires a great deal of staff time; it often does not prove to be the most prudent use of available resources. We believe that streamlining our production processes and training our staff to decrease errors and duplication of effort is the most effective means at hand to lower costs. Since staff time equals money, utilizing the most efficient means to produce an item is the most cost-effective, plus it allows staff time to be used on other projects.

Before we continue on with the balance of our report, allow us to take some time to talk about some issues surrounding the Basic Text, *Narcotics Anonymous*.

The World Service Office still has only one major product: the book *Narcotics Anonymous*, our Basic Text. Many of us expected that with the creation and approval of two additional book-length pieces, *Just for Today* and *It Works: How and Why*, our reliance on the Basic Text would be reduced. In 1992, the Basic Text represented 88.2% of all book sales at the WSO. In 1995, the Basic Text's percentage of book sales had been reduced to 72.3%.

## Basic Text sales and WSO income



The proceeds from our text fund two basic things. One is literature distribution through the WSO, area and regional service offices, and non-fellowship distributors. Removing or reducing the current discounts would result in higher prices being charged by our non-fellowship distributors. Their distribution is primarily to treatment centers and correctional facilities. Most area or regional offices exist primarily on the margin between their discounted Basic Text purchase price and the amount they sell the book for. Without a discount, many area or regional offices would no longer be able to support their own distribution efforts. While the WSO could begin to distribute literature to the groups and areas that these offices serve, it would mean a higher number of smaller orders being filled by the WSO.

## Where does the money go?

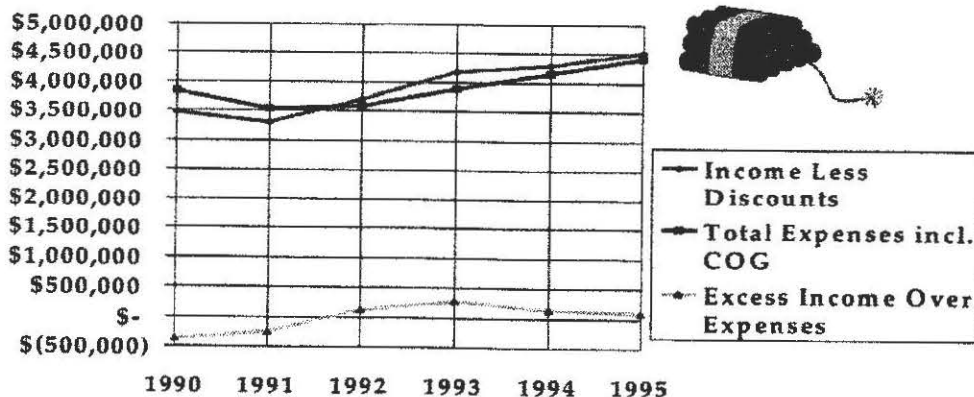
Even assuming that the WSO could provide more cost-effective distribution, this would still mean that the overhead costs would increase at the WSO and the current discount level would not be saved in its entirety.

The other item that our current literature proceeds support is the services provided by the WSO to the fellowship and the conference. Most of this annual report is devoted to providing an accurate picture of the scope of these services. Besides extensive support to the conference's boards, committees, and activities, the most rapidly expanding demand for services from the WSO comes from members and groups. As we've mentioned before, the WSO receives about 7000 written requests a year and even more phone calls from members seeking assistance with group, area, and H&I and PI issues. This does not include the numerous other types of requests regarding translations, legal issues, questions about our periodicals, and the thousands of calls and pieces of mail that come through our shipping and customer service departments.

### Impact of low-cost text sales on WSO income

Some motions in this year's *Conference Agenda Report* request a low-cost text that contains only the first 103 pages of the Basic Text. The anticipated sales price would be the same as the translated Basic Texts that are considered "works-in-progress," due to the fact that they are only book one. The price for them is currently \$5.25. The cost of merchandise for this item would be approximately 25% less than the Basic Text. The production cost would range from \$1.10 to \$1.65, depending on the quantity ordered. Because the title and substance of this book would be the same as the Basic Text we currently sell, we believe that we would have to offer customers the same discount rate we allow on other literature purchases, averaging out at 26%. Hence, the discount expense per unit would be about \$1.37. Income available from each book would be about \$2.23 at best.

## Plot of Income vs Expense



For many of our customers, the low-cost text would be essentially the same as the text they currently purchase at a much higher price. If all the Basic Texts sold in 1995 had been low-cost texts, WSO income would have been reduced by approximately \$579,003. However, we do not expect the impact of a low-cost text to be this extreme, since many NA members and other customers will continue to buy the current Basic Text. We would expect that some percentage of NA members would purchase one of the low-cost versions and, at some future point, purchase the Basic Text.

We are fairly certain that our non-fellowship customers, who represent approximately 30.4% of all sales, would quickly begin ordering low-cost texts instead of Basic Texts. If our single largest customer had bought low-cost texts rather than Basic Texts in 1995, the resulting income reduction would have been approximately \$230,524. That kind of reduction, all by itself, would have translated into something like a 3% (\$180,249) net annual loss in 1995.

Now that we have provided some of the financial information, what does all of this mean? In fairness, we must tell you that we do not believe the full impact of low-cost text sales would be felt immediately, but we have no way of telling how long it would actually take. We have not done any exhaustive research on what would have to happen, but we are relatively certain that, at the very least, we would have to reconsider any and all services we offer that are not income-producing. In the final analysis, the World Service Office could cut facilities, equipment, and personnel back to the point where we only print, stock, and fill orders for existing NA literature. This would be a very different kind of World Service Office than the one developed under the fellowship's guidance since 1982.

Our Basic Text states: *NA demonstrated its maturity in 1972, when a World Service Office (WSO) was opened in Los Angeles. The WSO has brought a sense of purpose to the Fellowship. The opening of the WSO brought stability to the growth of the Fellowship. Today, there are recovering addicts in thousands of meetings all across the United States and in many foreign countries. Today, the World Service Office truly serves a worldwide Fellowship.* We have kept to our purpose, whether it is stated in the *Temporary Working Guide to our Service Structure*, in the Basic Text, or in our Mission Statement as presented in the front of this report. Our philosophy is simple: We are here to help ensure that the Fellowship of Narcotics Anonymous can continue to grow and develop worldwide. In addition to providing a central production and distribution point for our literature, we provide services aimed at helping to maintain unity as we strive collectively to fulfill our primary purpose as a fellowship. As the Basic Text and our by-laws state, we serve you and we serve at your direction. We are certain that whatever decisions you will make in this area will be ones that serve the needs of our worldwide fellowship.

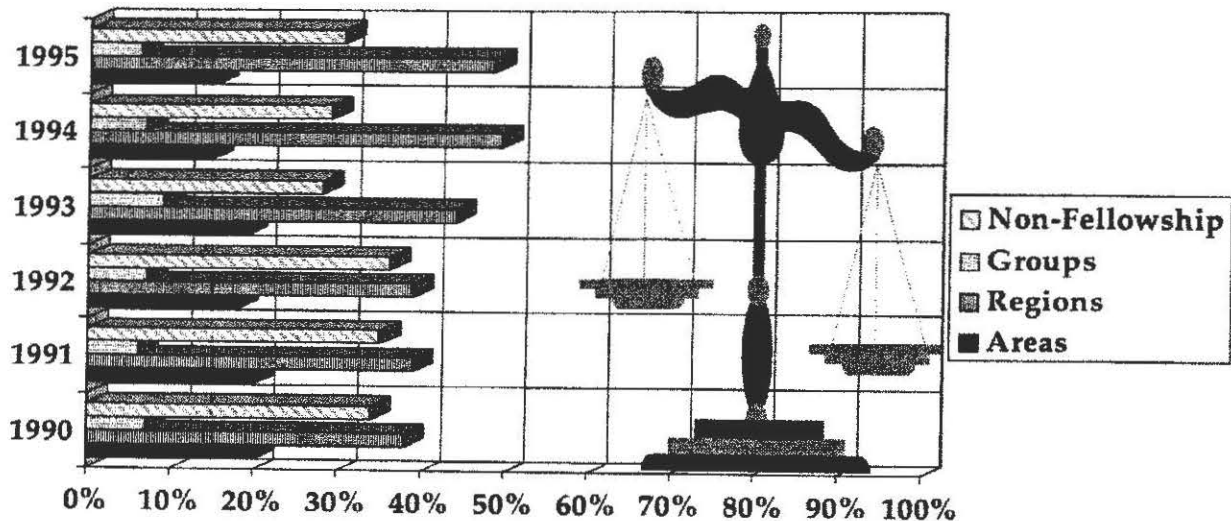


### Customer service and quality assurance

In efforts to be more responsive and responsible to the NA Fellowship, we performed a customer survey late last year. From that survey a random sampling was taken and an analysis of the survey results was done. Overall the ratings were good; however, there were significant areas that required improvement. In response to these results, we determined that there was a need to institute a quality assurance program at the WSO.

During the past two years, the management of the office received training in various aspects of quality assurance. Based on that training and other sources, a hybrid of various quality assurance models will be used office-wide. The World Service Office recognizes the need for a quality assurance program to improve our production and distribution of materials as well as the delivery of services to the fellowship. Despite the fact that we may be perceived as having no competition, we want you to know that your satisfaction is of paramount importance to us. The office plans on routinely surveying our customers and doing more follow-up work with the groups.

## Van Nuys Customer Type as a Percentage of Revenue



In response to the need for quality assurance, the Asset Management Team, which is responsible for routine customer service and all the accounting and financial transactions at the office, has begun intensive training and revamping of its processes. The team has had six training sessions and they are very excited and eager to improve their processes. They are aiming at perfection, but have set a target of one percent as an acceptable margin of error.

## **Steps taken**

They have already put into effect numerous measures to improve the quality of the services they deliver. They have taken steps to speed up credit card processing by such measures as electronic card processing. The team is looking at its process of tracking orders to decrease errors and the length of time to process. To cut down on errors, they have started double-checking larger, more complex orders. Efforts have been made to update addresses in the customer database, although this will continue to be a problem because of the constant turnover of trusted servants who buy literature for groups and areas. Steps also have been taken to ensure that customer statements are mailed out earlier and that the sales policy is strictly enforced. There are plans to have our Spanish/English bilingual customer service representative learn Portuguese, making her trilingual.

In its efforts to improve its processes, the Asset Management Team works closely with the Research and Development, Production and Distribution Team. While the Asset Management Team does customer service and accounting functions, the distribution department of the R&D, Production and Distribution Team fills and ships the orders. Both teams are currently being trained on new mail and parcel processing equipment which will expedite and more effectively track mail and parcel shipments. Both teams are looking to improve the processing of freight orders.

The shipping department has tapped its vast collective experience and has been refining its system to meet the needs of the future. They have instituted procedures to reduce errors by categorizing orders into degrees of complexity. There is a wide variety of orders ranging from an individual wanting one information pamphlet to a region wanting two pallets of a variety of items. By hands-on double-checking, the accuracy rate is vastly improved. The shipping clerks are spot-checking packing for accuracy, have reorganized the packing area and bulk warehouse to more clearly identify products, and have improved their logistics by creating shipping stations where more commonly ordered items are nearby at eye- and hand-level. Lastly, the warehousing equipment has been upgraded to deal more effectively with the problems created by an ever-increasing inventory.

## **Shipping and accuracy of orders**

In an effort to further improve the quality of our printed products which are produced in-house, we upgraded our reproduction equipment. The Docutech provides documents with enhanced image quality at a faster rate than our previous xerographic equipment. The Docutech has finishing equipment which now allows us to produce in-house some items that were previously outsourced, enabling us to lower our inventory levels and be more efficient.



The R&D, Production and Distribution Team is also implementing new inventory control processes with stringent monitoring of levels and purchasing requirements to assure timely delivery and to eliminate back orders, which are frustrating to our customers and very costly to us. Upon delivery we are performing a visual quality check of the products and noting problem shipments when necessary. This gives us the opportunity to remedy the problem with the vendor before it reaches our customers. We have been improving our communications with our customers by mass-mailing updated Product Catalogs semiannually as well as sending them with orders. Additionally, in an effort to inform our customers of new products or items to be discontinued, we distribute the "Product Information Update" in the *Newsline* mailings and with orders.

Please pay attention to upcoming issues of the *Newsline* for further information about the various steps we are taking to become more responsive to you, our customer. As always, we welcome any and all suggestions and comments about how we can improve upon our customer service efforts.

## Conclusion

In conclusion, we ask you to consider what you have read. We believe that you will agree with us that there is an inherent value to the services we provide to the fellowship as a whole and to world services. We wish to be able to continue to provide these services, and more, to you; however, we cannot do this without your help.

Your help may come in a variety of forms. Help us to develop and maintain accurate records for our database. Provide us with suggestions and/or proposals for new products you believe your home group or service committee needs. Provide us with suggestions about what we can do to help the fellowship grow and develop. Provide us with suggestions about what we can do better. But, perhaps most importantly, consider the needs of the whole fellowship—from the United States to Italy, Colombia, Russia, Malaysia, and any NA community in between—when making decisions that may have an effect on your World Service Office. What affects the WSO ultimately affects the fellowship.

We thank you for allowing us to serve you.

**“Just the facts, ma’am”\***

\*Sergeant Joe Friday, “Dragnet”



In this section we will provide some of the supporting facts and figures to the material contained in the first portion of the report. You will find information contained in our database and various figures for literature production and sales worldwide, as well as the year-end financial information about 1995 WSO operations. But first, allow us to provide some information about the Board of Directors of your World Service Office.

The bylaws of the World Service Office, Inc., state that the board of directors has twelve members. Directors must have at least eight years clean.

Three WSO directors are to be elected directly by majority vote of the World Service Conference for one-year terms on the board. They may not serve consecutive one-year terms. Upon completion of their terms, these directors are automatically added to the pool from which the board elects directors to three-year terms.

A total of nine WSO board members are to be drawn for three-year terms by the board itself from a pool of candidates individually elected by majority votes of the World Service Conference. On average, three directors are selected by this method each year. According to WSO bylaws, members remain in the pool for three years. Directors elected from this pool may serve no more than three consecutive three-year terms, and they must be individually reelected to the pool by a majority vote of the World Service Conference at the end of each term.

It should be noted that directors are drawn from the pool not only to fill board seats vacated when members' terms expire, but also to fill board vacancies created by the resignation or death of sitting directors.

According to a motion passed by the World Conference in 1993, for the purpose of nomination and election for all world service positions, nominees are not required to be present at the annual meeting of the World Service Conference.

The following is a list of terms of office for the current membership of the WSO Board of Directors:

<b>NAME</b>	<b>YEAR ELECTED</b>	<b>ENDS</b>	<b>FROM</b>
Tim Banner	1990	1996	Texas, USA
Bob Feneran	1992	1996	New Jersey, USA
Tom Logan	1992	1996	Hong Kong
Mario Tesoriero	1995	1996	New South Wales, Australia
Mitchell Soodak	1995	1996	New York, USA
Bob McDonough	1988 <sup>1</sup>	1996	Georgia, USA
Bob MacFarlane	1990	1997	California, USA
Janis Edwards	1993	1997	California, USA
Joe Paumgarten	1993	1997	London, England
Susan Chess	1995	1998	Washington, USA
Daniel Schuessler	1994	1998	Hesse, Germany
Rogan Allen	1994	1998	Tennessee, USA

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<sup>1</sup> Bob McDonough resigned from the BOD in 1992 and was reelected by the WSC in 1994.

## **Directors roster**

## **Current directors**

**Directors  
pool**

In 1995 Mario Tesoriero and Mitchell Soodak were elected by the World Service Conference to serve one-year terms on the board. They will enter the directors pool upon completion of those terms this June. There is no one else in the pool at present.

**FIPT**

As trustees of the Fellowship Intellectual Property Trust, we have received eight requests for permission to reprint portions of NA Fellowship-approved literature during this past year. We granted permission to seven of the petitioners but denied one who requested permission to post the daily meditations from *Just for Today* online. We provided our reasoning for this decision on page 5 of this report. Additionally, we granted permissions to vendors in the following categories: eleven for jewelry, seventeen for wearables, and thirty-seven for specialty items. As always, if there is any doubt that a vendor is currently registered with the WSO, please call up the FIPT permissions department of the office.

In 1995 we began the trademark registration process in Israel, New Zealand, Russia, Pakistan, Turkey, and South Korea, and made a general filing under the Madrid Agreement which covered ten European and Middle-Eastern nations. Additionally, we authorized our intellectual property attorneys to defend our registration in Brazil. Apparently a multinational manufacturer had appealed our registration of the NA symbol, as their logo was very similar. As soon as we have substantive news about this action, we will notify you.

If you have any questions about this report, would like more information about the WSO Board of Directors or the World Service Office, or simply want to share an idea you have about WSO operations, feel free to call one of our members at home:

Rogan Allen -----	(615) 269-6668
Tim Banner, Chairperson -----	(214) 340-4446
Susan Chess -----	(360) 371-3197
Janis Edwards -----	(805) 255-7043
Bob Feneran, Vice Chair -----	(201) 471-3047
Tom Logan -----	(852) 2501-0930
Bob MacFarlane, Secretary -----	(619) 274-9576
Bob McDonough, Treasurer -----	(770) 418-0245
Joe Paumgarten -----	44-181-561-0930
Daniel Schuessler -----	49-696-484-9367
Mitchell Soodak -----	(212) 995-1122
Mario Tesoriero -----	61-45-796268

# 1995 WSO ANNUAL REPORT

Listing as of December 31, 1995

Regions	Groups	Meetings	Groups no addr	% Grps no addr	RSC Addr	Total Areas	ASCs w/addr	% Areas with addr
Alabama/NW Florida Region	76	157	8	11%		9	4	44%
Alaska Region	32	59	6	19%		3	1	33%
Alsask Region	111	134	13	12%		7	6	86%
Anonymi Region	13	57	3	23%		2	1	50%
Aotearoa New Zealand Region	86	92	33	38%	Yes	3	2	67%
Argentina Region	31	61	0	0%		1	1	100%
Arizona Region	147	241	5	3%		7	6	86%
Arkansas Region	67	165	8	12%	Yes	8	4	50%
Australian Region	248	316	67	27%	Yes	16	13	81%
Best Little Region	37	106	5	14%		4	2	50%
Brazil Region	180	333	18	10%	Yes	13	10	77%
British Columbia Region	198	225	29	15%	Yes	14	12	86%
Buckeye Region	118	122	6	5%	Yes	7	5	71%
California Inland Region	136	150	9	7%	Yes	5	5	100%
California Mid-State Region	112	159	0	0%	Yes	7	7	100%
Carolina Region	328	720	92	28%	Yes	21	12	57%
Central California Region	140	174	2	1%	Yes	5	4	80%
Chesapeake/Potomac Region	288	309	27	9%	Yes	13	11	85%
Chicagoland Region	290	311	110	38%	Yes	12	7	58%
Colombia Region	54	156	14	26%	Yes	2	0	0%
Colorado Region	106	160	31	29%	Yes	7	3	43%
Connecticut Region	221	243	0	0%	Yes	9	8	89%
Denmark Region *	54	59	4	7%	Yes	5	5	100%
Finland Region *	12	15	3	25%		0	0	
Florida Region	321	548	22	7%	Yes	17	15	88%
France Region	42	47	0	0%	Yes	1	1	100%
Freestate Region	383	517	1	0%	Yes	7	7	100%
Georgia Region	251	493	18	7%	Yes	14	12	86%
German Speaking Region	167	185	8	5%	Yes	6	6	100%
Greater Illinois Region	76	194	0	0%	Yes	7	7	100%
Greater New York Region	994	1206	78	8%	Yes	19	10	53%
Greater Philadelphia Region	279	388	122	44%	Yes	17	11	65%
Guatemala Region *	7	40	0	0%	Yes	0	0	
Hawaii Region	76	79	1	1%	Yes	6	6	100%
India Region	47	112	0	0%		4	4	100%
Indiana Region	214	234	26	12%	Yes	10	9	90%
Iowa Region	153	207	50	33%	Yes	13	6	46%
Ireland Region	34	39	1	3%	Yes	2	1	50%
Israel Region	31	99	30	97%		0	0	
Italy Region	40	76	12	30%	Yes	2	2	100%
Japan Region	49	60	0	0%	Yes	11	2	18%
Kentuckiana Region	106	152	20	19%	Yes	7	4	57%
Le Nordet Region	30	31	0	0%	Yes	7	1	14%
Lone Star Region	111	566	20	18%	Yes	9	4	44%
Louisiana Region	167	250	12	7%	Yes	10	4	40%
Metro Detroit Region	98	103	3	3%	Yes	2	2	100%
Mexico Region	25	149	3	12%		32 <sup>1</sup>	0	0%
Michigan Region	431	549	23	5%	Yes	21	13	62%
Mid-America Region	79	181	1	1%	Yes	9	9	100%
Mid-Atlantic Region	191	286	28	15%	Yes	14	12	86%
Minnesota Region	140	150	36	26%	Yes	8	4	50%

<sup>1</sup> In our database, we have listed all the states in Mexico as areas; therefore, it shows up as having 32 areas.



# 1995 WSO ANNUAL REPORT

Regions	Groups	Meetings	Groups no addr	% Grps no addr	RSC Addr	Total Areas	ASCs w/addr	% Areas with addr
Mississippi Region	58	141	8	14%	Yes	5	2	40%
Montana Region	37	63	5	14%	Yes	3	1	33%
Mountain Valley Region	80	93	0	0%	Yes	5	5	100%
Mountaineer Region	52	79	5	10%	Yes	5	4	80%
Nebraska Region	49	68	3	6%	Yes	6	6	100%
New England Region	332	371	18	5%	Yes	17	15	88%
New Jersey Region	263	302	2	1%	Yes	10	8	80%
North East Atlantic Region	73	101	7	10%		6	6	100%
Northern California Region	766	928	72	9%	Yes	17	14	82%
Northern New England Region	88	95	5	6%	Yes	5	3	60%
Northern New Jersey Region	279	290	25	9%	Yes	13	10	77%
Northern New York Region	176	217	8	5%	Yes	11	6	55%
OK Region	116	323	14	12%		4	2	50%
Ohio Region	213	235	17	8%	Yes	11	5	45%
Ontario Region	259	300	34	13%		19	13	68%
Pacific Cascade Region	187	249	13	7%	Yes	11	8	73%
Panama Region	17	73	3	18%	Yes	1	1	100%
Peru Region	21	111	6	29%		1	1	100%
Philippines Region	14	15	0	0%		0	0	
Portugal Region	156	158	2	1%	Yes	9	9	100%
Puerto Rico Region	19	51	5	26%	Yes	0	0	
Quebec Region	226	235	58	26%	Yes	12	8	67%
Region of the Virginians	234	303	16	7%	Yes	12	10	83%
Rio Grande Region	59	88	5	8%	Yes	6	3	50%
San Diego/Imperial Region	243	355	22	9%	Yes	8	7	88%
Show-Me Region	256	447	2	1%	Yes	13	7	54%
Sierra Sage Region	50	67	3	6%	Yes	4	4	100%
South Dakota Region *	19	31	3	16%		2	1	50%
South Florida Region	270	388	61	23%	Yes	9	8	89%
South Mountain Region *	10	11	0	0%		1	0	0%
Southern California Region	669	733	37	6%	Yes	17	16	94%
Southern Idaho Region	66	88	1	2%	Yes	6	5	83%
Southern Nevada Region	35	84	0	0%	Yes	2	1	50%
Spain Region	48	82	13	27%		5	3	60%
Sweden Region	73	125	21	29%	Yes	4	2	50%
Tejas Bluebonnet Region	171	419	18	11%	Yes	9	5	56%
Tri-State Region	351	382	6	2%	Yes	13	12	92%
UK Region	224	321	41	18%	Yes	14	11	79%
Upper Midwest Region	31	40	1	3%	Yes	5	3	60%
Upper Rocky Mountain Region	30	86	3	10%	Yes	8	2	25%
Uruguay Region *	2	3	1	50%	Yes	0	0	
Utah Region	48	49	0	0%	Yes	5	5	100%
Volunteer Region	141	282	21	15%	Yes	9	6	67%
Washington/N. Idaho Region	316	422	12	4%	Yes	18	14	78%
Western New York Region	122	135	0	0%	Yes	4	4	100%
Wisconsin Region	150	180	7	5%		16	13	81%
<b>Regional Totals</b>	<b>14,726</b>	<b>21,084</b>	<b>1612</b>	<b>11%</b>	<b>77</b>	<b>796</b>	<b>550</b>	<b>69%</b>

\* Notes regions that have not yet been seated at WSC

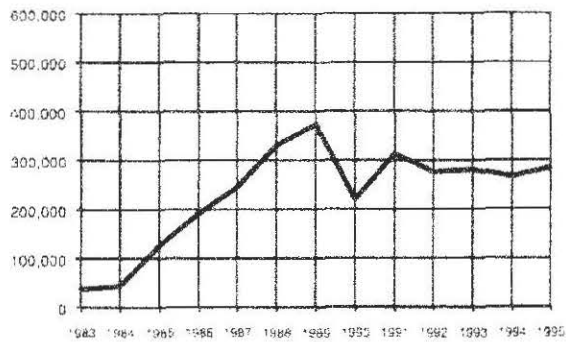
**1995 WSO ANNUAL REPORT**

<b>Countries or territories not served by an RSC</b>	<b>Groups</b>	<b>Meetings</b>	<b>Groups no addr</b>	<b>% Grps no addr</b>	<b>RSC Addr</b>	<b>Total Areas</b>	<b>ASCs w/addr</b>	<b>% Areas no addr</b>
Aruba	12	24	9	75%		1	1	
Austria	1	1	0			0	0	
Bahrain	1	3	0			0	0	
Barbados	1	4	0			0	0	
Belgium	12	12	2	17%		0	0	
Belize	1	3	0			0	0	
Bermuda	5	5	0			1	1	
Bolivia	2	10	0			0	0	
Chile	8	21	5	63%		0	0	
Costa Rica	4	21	1	25%		0	0	
Czech Republic	1	1	0			0	0	
Dominican Republic	1	1	0			0	0	
Ecuador	16	52	0			1	1	
Egypt	0	2	0			0	0	
El Salvador	4	30	0			0	0	
Ethiopia	1	1	0			0	0	
Greece	7	28	1	14%		0	0	
Grenada	1	1	0			0	0	
Honduras	2	7	0			0	0	
Hong Kong	2	1	0			0	0	
Iceland	1	1	0			0	0	
Iran	1	1	0			0	0	
Jamaica	4	19	0			0	0	
Kenya	15	16	0			0	0	
Kuwait	1	2	0			0	0	
Latvia	1	1	0			0	0	
Lithuania	2	2	0			0	0	
Luxembourg	2	2	0			0	0	
Malaysia	1	1	0			0	0	
Malta	2	3	1	50%		0	0	
Martinique	1	2	0			0	0	
Mozambique	1	2	0			0	0	
Netherlands	11	13	0			1	1	
Netherlands-Antilles	0	1	0			0	0	
Nicaragua	1	6	0			0	0	
Northwest Territories	1	1	0			0	0	
Norway	11	13	0			1	1	
Pakistan	1	1	0			0	0	
Poland	1	1	0			0	0	
Russian Federation	5	13	1	20%		0	0	
Saint Lucia	0	3	0			0	0	
Saint Vincent	1	1	0			0	0	
Saudi Arabia	1	3	0			0	0	
Singapore	1	2	0			0	0	
South Africa	15	19	12	80%		0	0	
South Korea	2	2	1	50%		0	0	
Switzerland	8	8	0			2	2	
Thailand	1	1	0			0	0	
Trinidad and Tobago	10	26	3	30%		1	0	
Turkey	1	3	0			0	0	
Ukraine	1	3	0			0	0	
United Arab Emirates	1	2	0			0	0	
Venezuela	7	23	0			0	0	

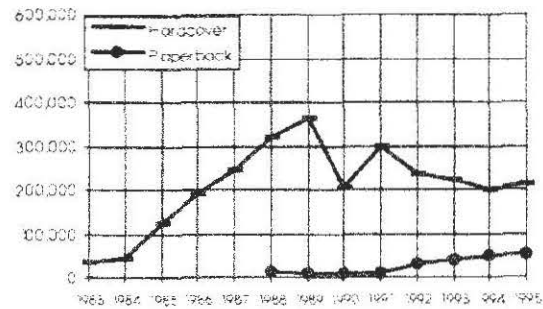
# 1995 WSO ANNUAL REPORT

Countries or territories not served by an RSC	Groups	Meetings	Groups no addr	% Grps no addr	RSC Addr	Total Areas	ASCs w/addr	% Areas no addr
Virgin Islands	7	30	1	14%		0	0	
Yukon Territory	1	2	0			0	0	
Country Totals	202	457	37	18%		8	7	
GRAND TOTAL	14928	21541	1649	11%	77	804	557	69%

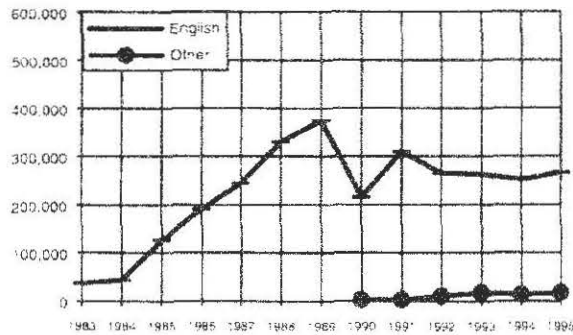
UNIT SALES CHARTS, 1983-1995



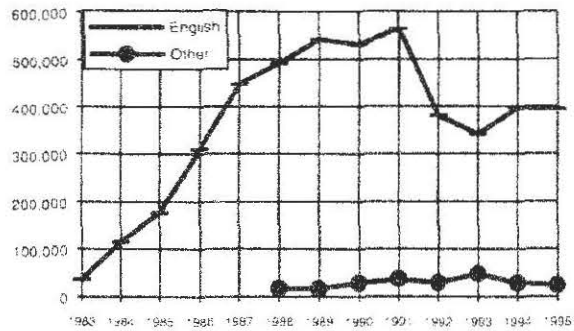
**BASIC TEXT**  
ALL EDITIONS, ALL LANGUAGES



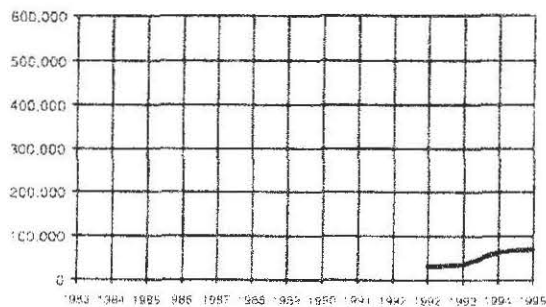
**BASIC TEXT, ENGLISH,**  
HARDCOVER AND PAPERBACK



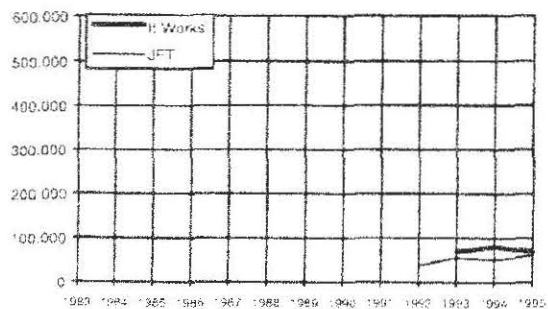
**BASIC TEXT: ALL EDITIONS,**  
ENGLISH AND OTHER LANGUAGES



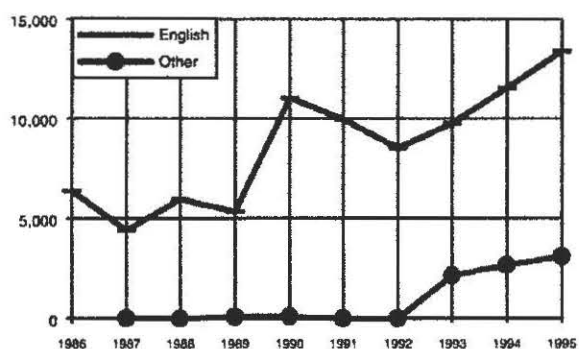
**WHITE BOOKLET**  
ENGLISH AND OTHER LANGUAGES



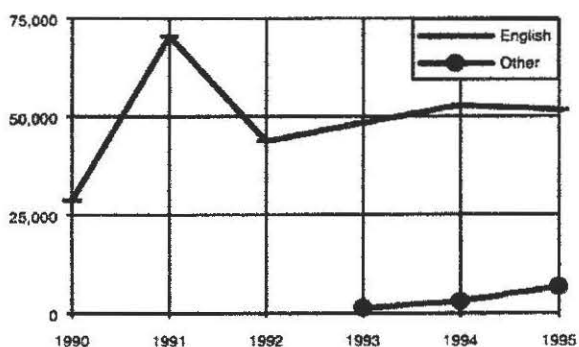
**INTRODUCTORY GUIDE**  
**TO NARCOTICS ANONYMOUS**  
ALL EDITIONS, ALL LANGUAGES



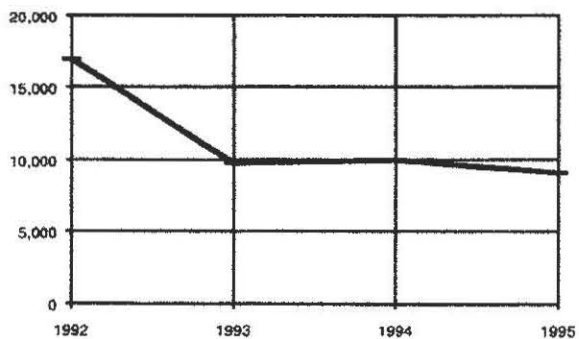
**IT WORKS: HOW AND WHY** and  
**JUST FOR TODAY: DAILY MEDITATIONS**  
ALL EDITIONS, ALL LANGUAGES



**GROUP STARTER KIT/GROUP BOOKLET**  
**ENGLISH AND OTHER LANGUAGES**  
*NOTE: DIFFERENT SCALE*



**BEHIND THE WALLS**  
**ENGLISH AND OTHER LANGUAGES**  
*NOTE: DIFFERENT SCALE*



**TWELVE CONCEPTS FOR NA SERVICE**  
**ENGLISH ONLY**  
*NOTE: DIFFERENT SCALE*

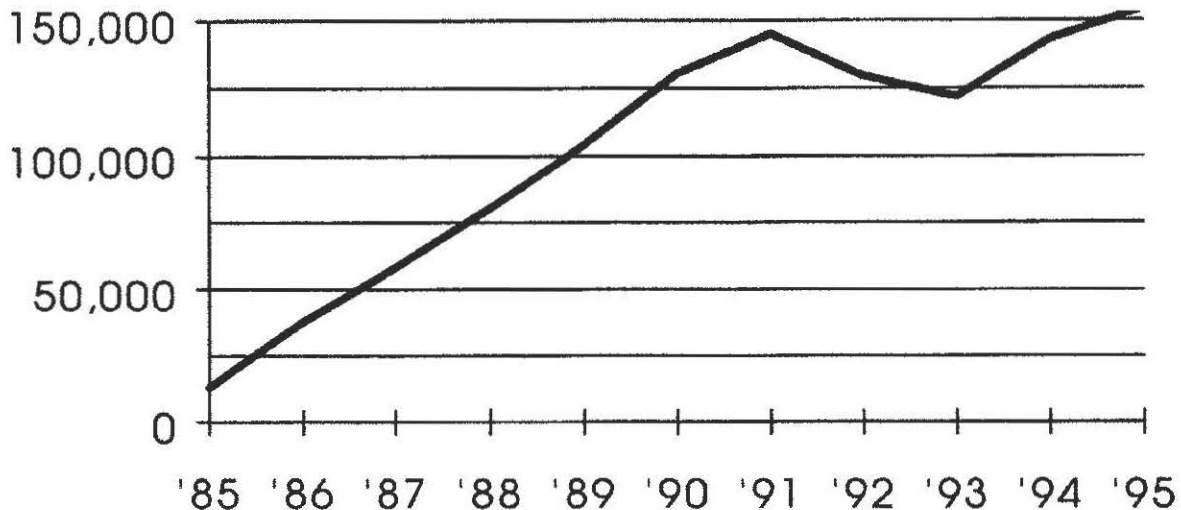
**1995 WSO ANNUAL REPORT**

**BRONZE MEDALLION SALES, 1985-1995**

YEARS	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	Totals
1	3,310	16,929	23,045	30,302	38,657	43,661	45,439	32,906	31,282	34,187	37,378	337,096
18 MO						5,401	18,400	9,779	10,130	11,536	12,078	67,324
2	2,200	7,730	12,605	17,392	22,622	26,868	26,640	22,423	18,847	21,265	21,993	200,585
3	2,300	4,436	7,725	10,277	13,645	17,828	17,649	18,912	13,787	15,986	15,674	138,219
4	1,520	2,832	4,574	6,708	8,921	10,968	10,803	13,312	11,543	13,355	12,735	97,271
5	1,201	2,159	3,482	4,925	6,574	8,268	8,375	9,058	9,945	12,842	11,680	78,509
6	1,380	896	1,829	2,703	3,684	4,780	4,709	6,066	7,466	9,047	10,604	53,164
7	293	763	1,248	1,851	2,664	3,043	3,244	4,425	4,666	6,594	8,011	36,802
8	243	513	792	1,474	1,862	2,349	2,447	3,147	4,045	4,518	6,884	28,274
9	162	592	750	1,130	1,537	1,706	1,803	2,447	2,933	3,663	4,901	21,624
10	187	572	687	994	1,335	1,445	1,557	2,121	2,182	2,915	3,757	17,752
11	59	137	295	503	491	695	669	898	1,232	1,538	2,164	8,681
12	49	112	247	480	378	528	522	674	968	1,233	1,614	6,805
13	35	75	218	305	329	445	437	618	541	863	1,289	5,155
14	35	62	192	258	297	473	452	518	461	656	978	4,382
15	36	62	189	226	256	413	384	579	334	572	721	3,772
16	2	31	83	120	133	262	269	270	327	388	363	2,248
17	2	27	58	121	124	221	225	227	316	368	315	2,004
18	3	28	58	111	129	198	201	241	229	328	325	1,851
19	2	18	54	101	104	194	191	171	180	301	266	1,582
20	2	29	53	86	112	191	202	194	182	312	297	1,660
21				18	33	50	64	40	42	89	101	437
22				20	29	48	62	43	42	78	74	396
23				17	30	47	60	32	25	83	52	346
24				18	25	49	62	24	21	70	61	330
25				16	23	41	52	31	21	62	55	301
26				10	13	14	19	15	8	32	34	145
27				5	14	14	20	11	12	31	35	142
28				6	14	15	20	12	3	31	31	132
29				4	12	13	19	14	6	24	31	123
30				5	14	16	24	13	8	28	27	135
31				3	10	4	4	11	6	17	11	66
32				6	9	4	5	10	4	15	14	67
33				4	13	3	4	8	7	17	12	68
34				4	9	5	5	10	3	13	9	58
35				7	13	3	4	8	4	13	10	62
36					1	6	8	10	5	19	11	60
37					1	9	12	7	6	19	11	65
38					1	8	10	7	5	19	11	61
39					1	8	10	9	3	18	13	62
40					1	9	12	7	5	18	11	63
Totals	13,021	38,003	58,184	80,210	104,120	130,303	145,094	129,308	121,832	143,163	154,641	1,117,879

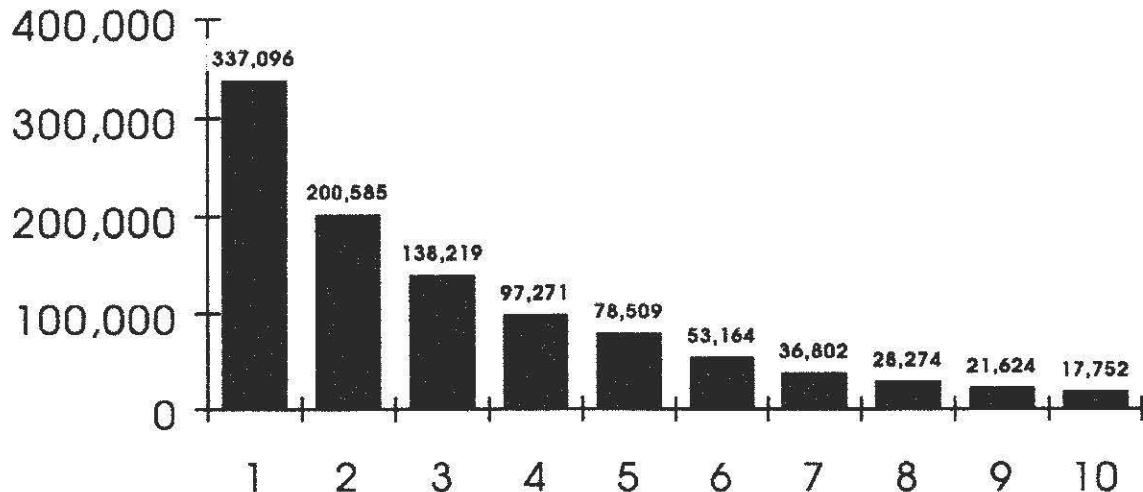


## MEDALLION SALES GRAPHS AND NOTES

**TOTAL BRONZE MEDALLION SALES,  
1985-1995**

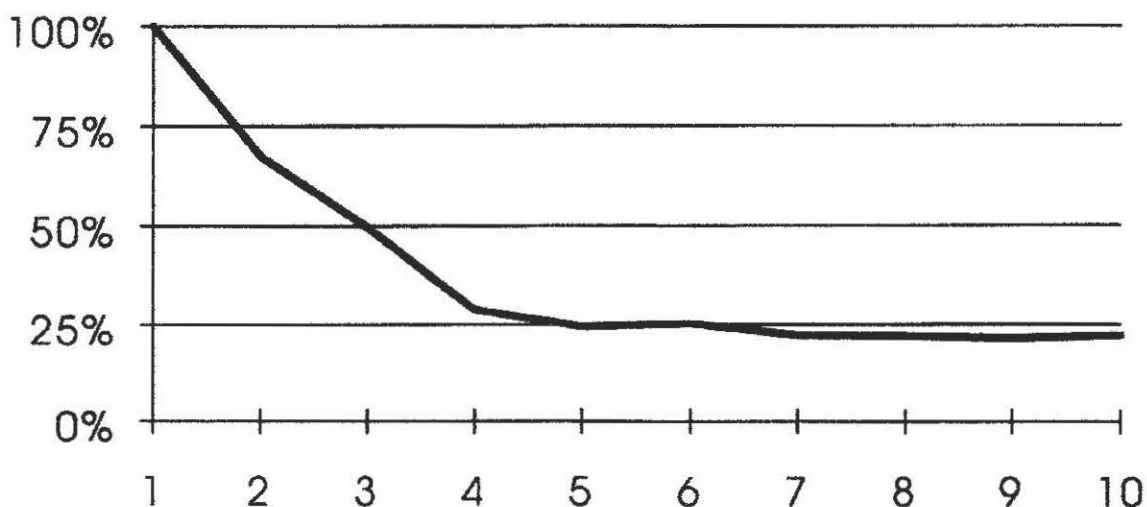
NA medallion, keytag, and chip sales cannot be assumed to correspond one-for-one with NA membership size—that is, the sale of 150,000 medallions in a given year does not indicate that Narcotics Anonymous had 150,000 members with a year or more clean that year. Some groups do not give out medallions at all, while in other NA communities it is customary for members to take medallions at a number of meetings. However, it seems safe to assume that medallion sales from year to year bear the same relationship to NA membership numbers. Given that, the growth or decline in medallion sales should serve as a reasonably reliable indicator of the growth or decline in NA membership with more than a year clean from year to year. (See graph above.)

## 1- THROUGH 10-YEAR BRONZE MEDALLION ELEVEN-YEAR SALES TOTALS, 1985-1995



Medallion sales figures would also seem to be a likely place to look for evidence of NA's success at helping addicts maintain continuous abstinence over extended periods of time; however, the figures must be considered carefully or they will produce a warped view of our fellowship. A simple tallying of total sales for one- through ten-year medallions over a ten-year period (see above), for example, will not produce an accurate curve. What we must do is look at the one-year medallions given out one year, the two-year medallions given out the next, and so forth. Given the one-year medallions sold in 1986, for example, what percentage of that figure do the nine-year medallions sold in 1994 represent? Using this method, we produced six curves: 1 to 10 years starting in 1986 (the first full year of medallion sales), 1 to 9 years starting in 1987, 1 to 8 years starting in 1988, 1 to 7 years starting in 1989, 1 to 6 years starting in 1990, and 1 to 5 years starting in 1991. The curves showed strikingly similar patterns, and grew closer together the farther out they went. Finally, we produced averages for each year's "continuation" figure—that is, the percentage of one-year medallions represented by that year's medallion sales reflected in the next (successive) year's medallion sales. The average variation of the actual figures from this median was 6 points. What these figures indicate (see below) is that, on average, about 29% of those who take one-year medallions in a given year will take a four-year medallion three years later; and those who do are very, very likely to also take a ten-year medallion when the time comes.

**Average continuation rates, 1986-1995,  
based on standard medallion sales**

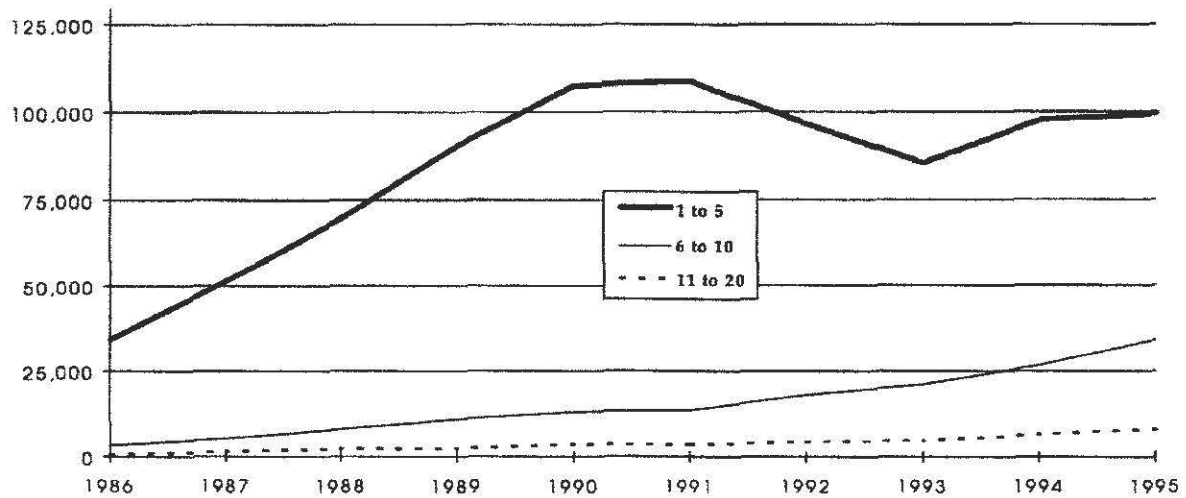


We tried to draw one more piece of information out of our medallion sales histories: Of those with a year or more clean, what percentage fell into the 1- to 5-year range, what percentage fell into the 6 to 10 range, and what percentage fell into the 11 to 20? (We could not use the figures for 21- to 40-year medallions because they were so small, with none of them exceeding sales of 100 units in any given year.) We found that:

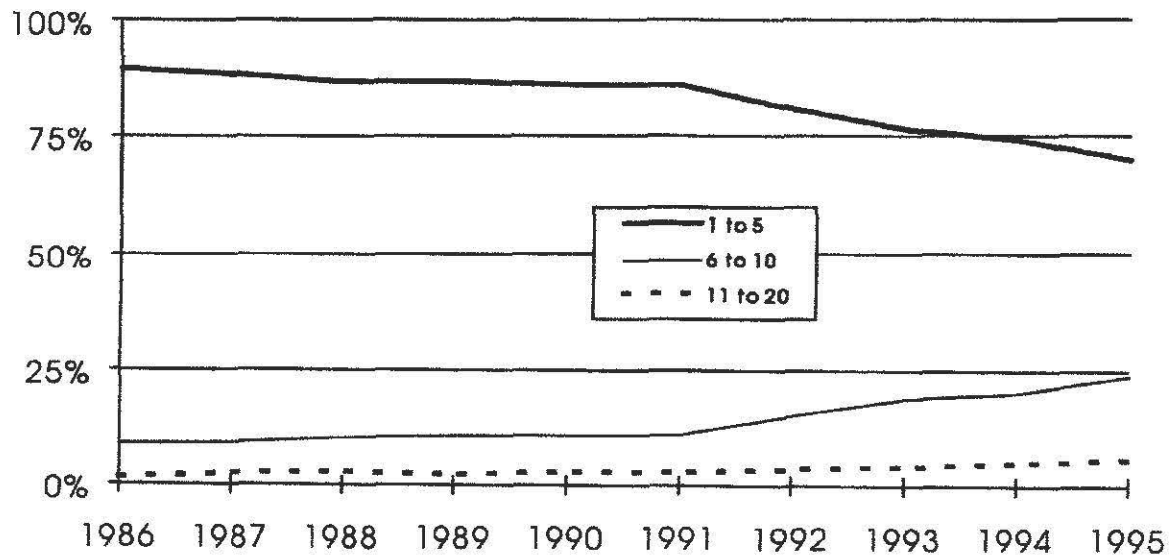
- ✓ 1- to 5-year medallions fell as a percentage of total annual bronze medallion sales from 1986 through 1995, from 90% to 70%.
- ✓ The 6-to-10-year medallion range rose from 9% to 24% of total annual medallion sales.
- ✓ The 11- to 20-year medallion range quadrupled from 1½% to 6% of total sales.

These figures may indicate that Narcotics Anonymous is retaining greater numbers of its members for longer terms as each year passes.

Comparison of 1 to 5, 6 to 10, and 11 to 20 year ranges;  
total annual medallion sales, 1986-1995



Comparison of 1 to 5, 6 to 10, and 11 to 20 year ranges:  
percentage of total annual medallion sales, 1986-1995



# 1995 WSO ANNUAL REPORT

NA LITERATURE SOLD/PRODUCED WORLDWIDE, 1992-1995

ITEM	LANG	1992					1993					1994					1995					
		VAN	EUR	CAN	UKSO	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	Total
Texto Básico	BR						985	135				1,120	3,571	2				3,573	4,157	4		4,161
Basic Text, hardcover	EN	229,018	675	4,880		234,573	217,206	545	4,971			222,722	187,469	359	3,459			201,287	206,967	598	3,921	211,486
Basic Text, paperback	EN	30,129	108	171		30,408	40,028	168	235			40,431	50,082	15	369			50,466	54,326	30	56	54,412
Basic Text, commemorative edition	EN	467		86		553	363		26			389	225		10			235	256	31	3	290
Basic Text, large print	EN												364		4			368	555		32	587
Texte de base	FR	132		4,566		4,698	55	200	4,909			5,164	78	543	1,672			2,293	29	420	2,929	3,378
Basic Text	GE						136	1,688				1,824	80	402				482	18	769		787
Texto Básico	PO	131	480	34		645	59	144				203	72	898	7			777	33	1,143	2	1,178
Texto Básico	CS	5,223	480	29		5,732	8,913	192	13			9,118	7,148	196	9			7,353	7,592	144	5	7,741
Total	•					276,609						280,971						266,834				284,020
Just for Today, paperback	EN	32,707	950	2,961		36,618	50,387	683	2,998			54,069	47,419	607	2,314			50,340	56,789	687	3,149	60,625
Just for Today, limited edition	EN	1,931		62		1,993	19					19	1					1				
Just for Today, gift edition	EN						2,309		63			2,372	1,046	15	49			1,110	635	69	13	717
Sólo per Hoy	CS																		1,542		1	1,543
Total	•					38,611						56,460						51,451				62,885
It Works, hardcover	EN						63,485	892	3,246			67,623	78,322	386	2,547			81,255	66,116	514	2,471	69,101
It Works, softcover	EN																		272	23		295
It Works, limited edition	EN						1,959		83			2,042	315	1	13			329	67	14	2	83
It Works, gift edition	EN												302					302	716		14	730
Total	•											69,665						81,886				70,209
White Booklet	EN	364,947	0	15,049	738	380,734	328,989	10	10,897	984		340,880	382,855	636	13,052	574		397,117	380,005	907	12,801	393,713
White Booklet, large print	EN												565		50			615	1,253		100	1,353
Livret blanc	FR	121	300	5,156		5,577	24	3,000	8,786			11,810	9	671	3,688			4,366	3	915	4,065	4,983
Weißes Büchlein	GE																2,500	2,500				
Livro branco	PO	8		20		28	20	3,200				3,220	5	605				610	490	711		1,201
Librito blanco	CS	23,940				23,940	29,477	3,200	100			32,777	20,940	140				21,080	18,070	127		18,197
Total	•					410,279						398,687						426,288				419,447
An Introductory Guide to Narcotics Anonymous	EN	30,113	1,228	1,152		32,493	35,129	2	1,354			36,485	58,009	196	1,329			59,534	67,296	275	1,064	68,635
Eine Einführung in NA	GE																5,100	5,100				
Guía de Introducción a Narcóticos Anónimos	CS																		2,895		1	2,896
Total	•					32,493						36,485						64,634				71,531
Livreto do grupo	BR												500					500	200			200
The Group Booklet	EN	8,275	50	198		8,523	9,301	2	459			9,762	10,837	242	476			11,555	12,870	102	399	13,371
Le groupe	FR													167				167		155	1,135	1,290
Das Gruppenbüchlein	GE										1,000	1,000										
Sobre O Grupo	PO							1,150				1,150							4	302		306
Guía del grupo	CS												1,800	200				2,000	1,199	92		1,291
Total	•					8,523						11,912						14,222				16,458

# 1995 WSO ANNUAL REPORT

ITEM	LANG	1992					1993					1994					1995					
		VAN	EUR	CAN	UKSO	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	Total
Behind the Walls	EN	42,414	0	1,276		43,690	47,320	10	977			48,307	51,754	250	858			52,862	50,539	37	1,113	51,689
Hinter Gittern	GE																					
Por Detrás das Grades	PO							1,350				1,350		400				400	880	100		980
Entre rejas	CS												2,429	170				2,599	5,656	91		5,747
Total	*					43,690						49,657						55,861				58,416
Twelve Concepts for NA Service	EN	15,092	1,075	751		16,918	8,805	50	913			9,768	9,744	15	217			9,976	8,644	212	336	9,092
Total	*					16,918						9,768						9,976				9,092
In Times of Illness	EN	29,578	300	1,914		31,792	14,764	720	830			16,314	19,615	137	754			20,506	19,263	13	395	19,672
Quand la maladie frappe	FR													321				321		53	1,465	1,518
In Zeiten von Krankheit	GE										5,500	5,500										
Total	*					31,792						21,814						20,827				21,190
NA: A Resource in Your Community	EN	54,900	1,500	6,838		63,238	34,785	1,500	3,249			39,534	33,402	182	1,458			35,042	26,242	253	3,131	29,626
NA: Eine Hilfe in Ihrer Gemeinde	GE																5,000	5,000				
NA: Un recurso en su comunidad	CS												59	0				59	3,068	375		3,443
Total	*					63,238						39,534						40,101				33,069
IP-1: Quem, o que, como e porque	BR												4,401	0				4,401	14,002			14,002
IP-1: Who, What, How, and Why	EN	240,358	2,000	9,488	1,692	253,538	209,930	25	8,927	2,256		221,138	237,657	956	9,151	1,316		249,080	251,008	987	7,572	259,567
IP-1: Who, What, How, and Why, large print	EN												24		0				8		100	108
IP-1: Kuka, mitä, miten ja miksi	FI																					
IP-1: Qui, comment, pourquoi	FR	1		6,458		6,459	11	2,000	8,534			10,545	5	1,371	1,959			3,335	7	1,904	2,720	4,631
IP-1: Wer, Wie, Was, und Warum	GE																10,500	10,500				
IP-1: Who, What, How, and Why—Hindi	HI																					
IP-1: Chi, cosa, come e perché	IT												8						7	201		208
IP-1: Hvem, hva, hvordan og hvorfor	NR						11	900				911	5	610				615	4	400		404
IP-1: Quem, o quê, como e porquê	PO	1	400			401	59	3,000				3,059	4	900				904	8	1,420		1,428
IP-1: Quién, qué, cómo y porqué	CS	10,892		10		10,902	7,823	500				8,323	11,345	405				11,750	9,734	480		10,214
IP-1: Vem, vad, hur och varför	SW	2	4,400			4,402	18					18	4	400				404	3	1,300		1,303
IP-1: Sino, ano, paano at Bakit	TG																					
Total	*					275,702						243,994						281,021				291,865
IP-2: The Group IP	EN	64,175		3,571		67,746	54,565	8	2,603			57,178	61,278	252	1,683			63,213	78,333	177	2,143	80,653
IP-2: The Group IP, large print	EN												24					24	8		100	108
IP-2: Le Groupe IP	FR			7,000		7,000		1,000	4,250			5,250		297	761			1,058		491	205	896
IP-2: Die Gruppe	GE																					
IP-2: The Group IP	JP																					
IP-2: Gruppen	NR													200				200		250		250
IP-2: O grupo	PO						6	1,700				1,706		200				200	51	306		357
IP-2: El grupo	CS	2,047				2,047	2,725	500				3,225	4,003	166				4,169	3,134	141		3,275
IP-2: Gruppen	SW	1	1,900			1,901	6					6		108				108		500		500
Total	*					78,694						67,363						68,972				85,839



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ITEM	LANG	1992					1993					1994					1995					
		VAN	EUR	CAN	UKSO	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	Total
IP-5: Uma outra perspectiva	BR												4,101					4,101	4,500			4,500
IP-5: Another Look	EN	116,431		5,652		122,083	142,539	1,012	5,403			148,954	128,635	382	4,759			133,776	159,849	381	4,653	164,683
IP-5: Another Look, large print	EN												24					24	8		100	108
IP-5: Toinen näkökulma	FI																					
IP-5: Un autre point de vue	FR			6,303		6,303	8	2,000	7,043			9,051	2	422	1,244			1,668	2	738	120	860
IP-5: Eine andere Sichtweise	GE										5,000	5,000					11,200	11,200				
IP-5: Et annet synspunkt	NR																		1	300		301
IP-5: Uma outra perspectiva	PO						5	3,000				3,005		1,100				1,100	1	210		211
IP-5: Otro punto de vista	CS	5,331	200			5,531	5,885	6				5,990	6,789	198				6,987	7,163	300		7,463
Total	•					133,917						172,000						158,856				178,126
IP-6: Recuperação e recaída	BR						4,108					4,108	3,378					3,378	3,000			3,000
IP-6: Recovery and Relapse	EN	258,563		8,864		267,227	233,033	1,013	7,861			241,907	274,820	737	6,717			282,274	281,714	676	8,473	290,863
IP-6: Recovery and Relapse, large print	EN												24					24	8		100	108
IP-6: Rétablissement et rechute	FR			6,512		6,512	9	1,000	8,691			9,700	7	607	1,263			1,867	5	800	1,910	2,715
IP-6: Genesung und Rückfall	GE																11,200	11,200				
IP-6: Tilfriskning og tilbakefall	NR													200				200		300		300
IP-6: Recuperação e recaída	PO						7	3,000				3,007	4	750				754	5	210		215
IP-6: La recuperación y la recaída	CS	10,630	300			10,930	11,971	500				12,471	11,181	178				11,359	11,173	280		11,453
Total	•					284,669						271,193						311,056				308,654
IP-7: Sou um adicto?	BR						2,719					2,719	3,202					3,202	6,000			6,000
IP-7: Am I an Addict?	EN	312,427		15,609	1,908	329,944	325,112	45	12,689	2,544		340,380	340,551	923	12,669	1,484		355,627	378,570	1,135	11,787	391,492
IP-7: Am I an Addict?, large print	EN												24					24	109		100	209
IP-7: Olenko addikti?	FI																					
IP-7: Suis-je dépendant ou dépendante?	FR			8,000		8,000		2,000	10,504			12,504		991	6,357			7,348	2	1,327	6,810	8,139
IP-7: Bin ich süchtig?	GE										5,000	5,000										
IP-7: Sono un dependente?	IT												4						4	231		235
IP-7: Er jeg en rusavhengig?	NR													201				201	1	350		351
IP-7: Serei um adicto?	PO		400			400	57	3,000				3,057	5	701				706	6	1,220		1,226
IP-7: ¿Soy adicto?	CS	15,641		110		15,751	18,340	500				18,840	16,494	437				16,931	18,587	605		19,192
IP-7: Är jag en missbrukare?	SW		1,950			1,950	8	1,900				1,908	4	316				320	1	900		901
Total	•					356,045						384,418						384,363				427,745
IP-8: Só por hoje	BR						3,407					3,407	3,703					3,703	6,002			6,002
IP-8: Just for Today IP	EN	296,243		9,441	1,008	306,692	273,896	13	9,012	1,344		284,265	302,519	1,129	7,806	784		312,238	309,403	731	8,568	318,702
IP-8: Just for Today IP, large print	EN												24					24	58		100	158
IP-8: Juste pour aujourd'hui	FR			12,423		12,423	9	2,000	8,129			10,138	5	938	2,808			3,751	7	1,192	5,210	6,409
IP-8: Nur für Heute	GE										5,000	5,000										
IP-8: Bare for idag	NR						10	900				910	5	410				415	2	200		202
IP-8: Só por hoje	PO							3,000				3,000	5	1,100				1,105	2	1,710		1,712
IP-8: Sólo por hoy	CS	9,018				9,018	9,893	500				10,393	10,705	386				11,091	13,619	650		14,269
IP-8: Bara för idag	SW		3,300			3,300	16					16	3	300				303	2	1,100		1,102
Total	•					331,433						317,129						332,630				348,556

# 1995 WSO ANNUAL REPORT

		1992					1993					1994					1995					
ITEM	LANG	VAN	EUR	CAN	UKSO	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	Total
IP-9: Viver o programa	BR						3,417					3,417	3,143					3,143	4,000			4,000
IP-9: Living the Program	EN	194,231	400	6,691		201,322	181,344	53	6,647			188,044	203,624	632	6,142			210,398	219,651	734	8,204	228,589
IP-9: Living the Program, large print	EN												24					24	48		100	148
IP-9: Vivre le programme	FR	3		6,694		6,697	9	1,000	9,286			10,295	4	713	1,358			2,075	5	666	1,560	2,231
IP-9: Nach dem Programm leben	GE										5,000	5,000										
IP-9: Vivendo il programma	IT												1						3	261		264
IP-9: Á leve programmet	NR													200				200		350		350
IP-9: Viver o programa	PO							2,000				2,000		1,000				1,000	5	310		315
IP-9: Vivir el programa	CS	6,166	100			6,266	5,349	500				5,849	7,925	326				8,251	7,444	316		7,759
Total	•					214,285						214,605						225,082				243,656
IP-10: Working Step Four in NA	EN	35,389	1,000	1,512		37,901	32,793	1,418	1,866			36,077	46,103	253	1,333			47,689	43,833	165	1,776	45,774
IP-10: Travailler la Quatrième Étape dans NA	FR						5	100	4,900			5,005	2	263	2,269			2,534	2	120	330	452
IP-10: Arbeitshilfe für Schritt Vier in NA	GE																5,800	5,800				
IP-10: O Quarto Passo em NA	PO	1		10		11	1	150				151	1	101				102	558	206		764
IP-10: Guía para trabajar el Cuarto Paso de NA	CS	936				936	1,589	450				2,039	1,433	135				1,568	1,484	81		1,565
Total	•					38,850						43,272						57,693				48,555
IP-11: Apadrinhamento	BR	2				2	3,407					3,407	2,797					2,797	5,500			5,500
IP-11: Sponsorship	EN	307,372		9,466		316,838	307,594	36	8,625			316,255	330,720	767	9,122			340,609	343,662	361	7,467	351,490
IP-11: Parrainage et marrainage	FR	1		5,477		5,478	9	1,000	8,442			9,451	1	718	1,241			1,960	5	993	460	1,458
IP-11: Sponsorschaft	GE																5,800	5,800				
IP-11: Sponsorship	JP	2				2	22					22	12					12				
IP-11: Sponsorskap	NR													200				200		350		350
IP-11: O apadrinhamento	PO	1				1	7	3,500				3,507	2	900				902	5	320		325
IP-11: El padrino	CS	13,231				13,231	11,936	500				12,436	13,501	181				13,682	13,750	260		14,010
IP-11: Sponsorskap	SW													250				250		600		600
Total	•					335,552						345,078						366,212				373,733
IP-12: O triângulo da auto-obsessão	BR						3,407					3,407	3,719					3,719	5,000			5,000
IP-12: Triangle of Self-Obsession	EN	184,679		7,346		192,225	177,635	13	6,816			184,464	201,076	757	5,433			207,266	238,208	1,036	7,152	246,396
IP-12: Le triangle de l'égoïsme	FR			4,838		4,838	9	2,000	8,267			10,296	6	857	2,244			3,107	5	1,118	610	1,733
IP-12: Das Dreieck der Selbstbesessenheit	GE																5,800	5,800				
IP-12: Selvsbesatthetens triangel	NR																			300		300
IP-12: O triângulo da auto-obsessão	PO						8	3,000				3,008	5	800				805	5	110		115
IP-12: El triángulo de la autoobsesión	CS	4,776	300			5,076	7,580	500				8,080	7,580	273				7,853	8,752	396		9,147
IP-12: Självbesatthetens triangel	SW		3,600			3,600	7					7	8	255				283		600		600
Total	•					205,739						209,262						228,813				263,291

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ITEM	LANG	1992					1993					1994					1995					
		VAN	EUR	CAN	UKSO	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	Total
IP-13: Juventude e recuperação	BR												4,401					4,401	8,500			8,500
IP-13: Youth and Recovery	EN	127,136		9,260		136,416	116,361	12	5,193			121,566	142,396	547	5,937			148,880	161,408	694	7,978	170,080
IP-13: Les jeunes et le rétablissement	FR			6,205		6,205	9	1,000	8,398			9,407	1	400	1,040			1,441	5	640	1,610	2,255
IP-13: Jugend und Genesung	GE																5,800	5,800				
IP-13: Os jovens e a recuperação	PO						57	5,000				5,057		700				700	5	210		215
IP-13: Juventud y recuperación	CS	6,112		10		6,122	8,454	500				8,954	6,664	238				8,902	7,913	390		8,303
IP-13: Ungdom och tillfrisknande	SW		3,000			3,000	6					6		110				110		600		600
Total	•					151,743						144,990						170,234				189,953
IP-14: One Addict's Experience	EN	150,738		6,413		157,151	140,378	1,013	5,998			147,389	160,608	598	5,136			166,342	192,109	276	5,367	197,752
IP-14: Acceptation, foi, engagement	FR			6,770		6,770	10	1,000	7,336			8,346	4	460	1,454			1,918	5	952	410	1,367
IP-14: Die Erfahrung eines Süchtigen	GE																5,800	5,800				
IP-14: A experiência de um adicto	PO						7	4,500				4,507	5	800				805	5	310		315
IP-14: La experiencia de un adicto	CS	4,311	100			4,411	5,001	500				5,501	7,393	233				7,626	7,270	325		7,595
Total	•					168,332						165,743						182,491				207,029
IP-15: PI and the NA Member	EN	101,797	500	5,147		107,444	77,689	2,600	2,339			82,628	70,854	404	3,662			74,920	82,729	234	2,247	85,210
IP-15: ÖA und das NA-Mitglied	GE										2,000	2,000										
Total	•					107,444						84,628						74,920				85,210
IP-16: Para o recém-chegado	BR												4,401					4,401	7,000			7,000
IP-16: For the Newcomer	EN	312,227		14,095	1,917	328,239	285,652	55	11,563	2,556		299,826	330,588	1057	10,245	1,491		343,381	352,482	1,065	11,882	365,429
IP-16: Pour le nouveau	FR			12,290		12,290	9	2,000	10,319			12,328	3	820	5,553			6,376	4	1,988	7,120	9,112
IP-16: Für die neu Hinzukommenden	GE										5,000	5,000										
IP-16: Per il nuovo venuto	IT												4						5	261		266
IP-16: For the Newcomer	JP	1				1	13					13	3					3				
IP-16: For nykommeren	NR						9	900				909	6	310				315		275		275
IP-16: Para o recém-chegado	PO						7	4,600				4,607	10	1,200				1,210	5	1,320		1,325
IP-16: Para el recién llegado	CS	14,447		10		14,457	18,098	500				18,598	15,503	436				15,939	16,341	585		16,936
IP-16: For nykomlingen	SW													1,255				1,255		1,100		1,100
Total	•					354,987						341,281						372,880				401,443
IP-17B: For Those in Treatment	EN	138,466	2,000	4,441		144,907	121,895	3,003	4,037			128,935	142,055	228	2,176			144,459	130,885	142	2,777	133,804
Total	•					144,907						128,935						144,459				133,804
IP-19: Auto-aceitação	BR												4,401					4,401	5,000			5,000
IP-19: Self-Acceptance	EN	235,320		8,661	2,205	246,186	240,189	1,023	8,708	2,940		252,860	236,810	573	7,192	1,715		246,290	267,858	1,011	6,366	275,235
IP-19: L'acceptation de soi-même	FR			7,345		7,345	9	2,000	9,536			11,545	2	968	1,658			2,628	5	1,112	3,370	4,487
IP-19: Selbstannahme	GE										5,000	5,000										
IP-19: Selvakseptering	NR						19					19		200				200		300		300
IP-19: A auto-aceitação	PO						7	4,500				4,507	2	900				902		210		210
IP-19: La autoaceptación	CS	6,293				6,293	5,725	500				6,225	7,387	263				7,650	8,915	515		9,430
IP-19: Att acceptera sig själv	SW		2,250			2,250	6	1,900				1,906		310				310		700		700
Total	•					262,074						282,062						262,381				295,362



# 1995 WSO ANNUAL REPORT

ITEM	LANG	1992					1993					1994					1995					
		VAN	EUR	CAN	UKSO	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	UKSO	GSR	Total	VAN	EUR	CAN	Total
IP-20: H&I and the NA Member	EN	76,032		5,918		81,950	79,930	1,002	2,049			82,981	80,726	290	2,300			83,316	98,651	216	2,984	101,851
IP-20: Les hôpitaux, les prisons et le membre NA	FR			4,433		4,433	9	2,000	6,292			8,301	3	198	1,028			1,229	3	550	60	613
IP-20: Krankenhäuser, Einrichtungen und das NA-Mitglied	GE										2,000	2,000										
IP-20: Hospitais, instituições e o membro de NA	PO						12	3,000				3,012		200				200	5,000	600		5,600
IP-20: Los hospitales, las cárceles y el miembro de NA	CS	4,895				4,895	3,785	1,500				5,285	5,280	156				5,416	4,371	210		4,581
IP-20: Sjukhus, institutioner och NA-medlemmen	SW		1,950			1,950	5	1,800				1,805		3				3		350		350
Total	•					93,228						103,384						90,164				112,995
IP-21: The Loner: Staying Clean in Isolation	EN	79,761		4,000		83,761	48,640	6	2,352			50,998	57,899	273	2,447			60,619	73,224	264	3,198	76,686
IP-21: Loner—in der Isolation clean bleiben	GE										5,000	5,000										
IP-21: O solitário—continuar limpo isolado	PO						5	4,000				4,005		600				600	1,500	6		1,506
IP-21: El solitario; mantenerse limpio en solitario	CS	2,424				2,424	3,436	500				3,936	3,234	195				3,429	2,908	126		3,034
Total	•					86,185						63,939						64,848				81,226
IP-22: Bem-vindo a Narcóticos Anônimos	BR												4,401					4,401	7,000			7,000
IP-22: Welcome to NA	EN	255,586		9,792	360	265,738	234,862	1,045	12,308	480		248,695	266,815	996	9,375	280		277,466	299,749	735	11,903	312,367
IP-22: Tervetuloa Nimitettömlin Narkomaaneihin	FI																					
IP-22: Bienvenue à Narcotiques Anonymes	FR			10,750		10,750	10	1,000	10,377			11,387	4	706	6,053			6,763	4	1,038	6,220	7,262
IP-22: Willkommen bei Narcotics Anonymous	GE																10,800	10,800				
IP-22: Velkommen til Anonyme Narkomane	NR						9	900				909	5	411				416		750		750
IP-22: Bem-vindo a Narcóticos Anônimos	PO						58	3,500				3,558	5	1,301				1,306		1,720		1,720
IP-22: Bienvenido a Narcóticos Anônimos	CS	9,822		10		9,832	14,686	500				15,186	14,500	448				14,948	13,839	630		14,469
Total	•					286,320						279,735						316,100				343,568
IP-23: Manter-se limpo na rua	BR												4,001					4,001	4,000			4,000
IP-23: Staying Clean on the Outside	EN	184,032		6,170	261	190,463	175,748	2,018	5,195	348		183,309	208,230	397	5,009	203		213,839	215,747	258	6,048	222,053
IP-23: Rester abstinent à l'extérieur	FR						5	1,000	7,254			8,259	2	582	4,533			5,117	5	935	2,615	3,555
IP-23: Draußen clean bleiben	GE										2,000	2,000					11,200	11,200				
IP-23: Continuar limpo lá fora	PO						7	4,000				4,007	2	300				302	5	510		515
IP-23: Mantenerse limpio en la calle	CS	12,597				12,597	6,724	500				7,224	9,166	206				9,372	9,205	275		9,480
Total	•					203,060						204,799						243,831				239,603
IP-24: "Hey! What's the Basket For?"	EN	58,449		2,547	864	61,860	67,109	17	1,845	1,152		69,923	64,549	513	3,336	872		69,070	75,154	202	1,744	77,100
IP-24: À quoi sert la collecte?	FR						5	3,000	6,960			9,965	2	284	3,478			3,764	4	427	110	541
IP-24: «Hey, wofür ist der Spendenkorb?»	GE																10,000	10,000				
IP-24: "Eh! Para que é o dinheiro?"	PO						7	3,000				3,007		300				300		410		410
IP-24: "¡Oye! ¿Para qué es la Séptima Tradición?"	CS	2,820				2,820	4,563	500				5,063	5,222	136				5,358	3,240	280		3,520
Total	•					64,680						87,958						88,492				81,571



## **Financial Information**

**(Unaudited Financial Statements  
World Service Office, Inc.  
31 December 1995)**





WORLD SERVICE OFFICE, INC.  
BALANCE SHEET  
31 December 1995

**ASSETS**

CURRENT ASSETS

Cash on Hand	600.00	
General Account	455.02	
Bank of America - Checking	15,803.92	
Citibank - Checking	2,483.48	
First Interstate - Payroll Account	4,668.70	
First Nationwide Bank	1,998.78	
Bank of America Savings	9,200.43	
First Interstate Bank	17,409.52	
Emergency Fund	2,434.66	
Accounts Receivable	497,536.43	
Allowance for Doubtful Accounts	(21,268.13)	
Accounts Receivable - WSC	(28,121.16)	
Accounts Receivable - WCC	(32,432.36)	
Inventory	300,440.37	
Prepaid Insurance	10,163.00	
Prepaid Workers Compensation Insurance	<u>6,637.00</u>	
Total Current Assets		788,009.66

LONG TERM ASSETS

WSO - Europe Advances	651,179.39	
WSO - Europe Inventory Advances	125,998.16	
WSO - Canada Advances	(416,162.36)	
WSO - Canada Inventory Advances	<u>157,047.36</u>	
Total Long Term Assets		518,062.55

FIXED ASSETS

Automobiles	0.00	
Computer Equipment	220,010.74	
Duplicating Equipment	4,952.25	
Typesetting Equipment	5,025.00	
Office Equipment	58,676.37	
Furniture	31,934.13	
Leasehold Improvements	512,068.41	
Less: Accumulated Depreciation	<u>(303,848.92)</u>	
Total Fixed Assets		528,817.98

OTHER ASSETS

Deposits	26,809.55	
Trademarks and Copyrights	155,669.72	
Dies, Molds and Plates	13,693.00	
Less: Accumulated Amortization	<u>(42,691.57)</u>	
Total Other Assets		<u>153,480.70</u>
TOTAL ASSETS		<u>1,988,370.89</u>

WORLD SERVICE OFFICE, INC.  
BALANCE SHEET  
31 December 1995

LIABILITIES AND FUND BALANCE

LIABILITIES

Accounts Payable	354,799.35
Prepaid Open Orders	4,677.80
Sales Taxes Payable	2,081.68
Payroll Taxes Payable (FEDERAL)	6,712.26
Payroll Taxes Payable (STATE)	848.72
Workers Compensation Insurance	1,000.00
Unemployment Tax	8,281.13
Salaries Payable	<u>21,705.50</u>

LONG TERM LIABILITIES

Leasehold Improvement Loan	130,000.00
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Total Liabilities	530,106.44
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FUND BALANCE

Fund Balance	1,375,911.00
Retained Earnings - Current Year	<u>82,353.45</u>

Total Fund Balance	<u>1,458,264.45</u>
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TOTAL LIABILITIES AND FUND BALANCE	<u>1,988,370.89</u>
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**WORLD SERVICE OFFICE, INC.**  
**INCOME STATEMENT**  
**1995**

<b>INCOME</b>		<b>Percent to</b>
		<b>Income</b>
Basic Text	1,801,995.99	31.9%
Basic Text - Soft Bound	477,083.20	8.4%
Basic Text - Commemorative	7,055.45	0.1%
Basic Text - Castillian	37,647.30	0.7%
Basic Text - French	162.80	0.0%
Basic Text - German	90.00	0.0%
Basic Text - Portuguese	174.00	0.0%
Basic Text - Brazilian	10,680.00	0.2%
Just For Today	391,313.07	6.9%
Just For Today - Gift Edition	6,131.16	0.1%
Handbooks	40,317.21	0.7%
It Works: How and Why	460,954.95	8.2%
It Works: How and Why (Special Edition)	2,105.50	0.0%
It Works: How and Why (Gift Edition)	9,191.35	0.2%
Literature	695,364.26	12.3%
Medallions - Bronze	309,621.80	5.5%
Medallions - BiPlate	54,402.91	1.0%
Medallions - Gold	29,285.71	0.5%
Medallions - Silver	14,524.90	0.3%
Keytags	549,834.31	9.7%
Chips	43,149.52	0.8%
Information Booklets	340,442.16	6.0%
NA Way Magazine	84,089.66	1.5%
Miscellaneous	2,720.10	0.0%
Specialty Items	31,224.58	0.6%
Minutes and Reports	16,193.10	0.3%
PI Products	2,458.26	0.0%
Audio Materials	27,319.18	0.5%
Group/Area Materials	45,596.11	0.8%
Shipping	162,448.53	2.9%
Discounts	(1,368,774.62)	(24.2%)
Income (Less Discounts)	4,284,802.45	75.8%

**COST OF MERCHANDISE**

Basic Text	336,900.43	6.0%
Basic Text - Soft Bound	54,365.74	1.0%
Basic Text - Commemorative	970.00	0.0%
Basic Text - Castillian	12,386.26	0.2%
Basic Text - French	46.85	0.0%
Basic Text - German	50.14	0.0%
Basic Text - Portuguese	0.00	0.0%
Basic Text - Brazilian	8,332.44	0.1%
Just For Today	55,947.95	1.0%
Just For Today - Gift Edition	2,256.14	0.0%

**WORLD SERVICE OFFICE, INC.**  
**INCOME STATEMENT**  
**1995**

Handbooks	10,873.87	0.2%
It Works: How and Why	90,077.60	1.6%
It Works: How and Why (Special Edition)	433.86	0.0%
It Works: How and Why (Gift Edition)	1,872.65	0.0%
Literature	134,532.80	2.4%
Medallions - Bronze	53,697.20	0.9%
Medallions - BiPlate	17,756.48	0.3%
Medallions - Gold	6,053.52	0.1%
Medallions - Silver	2,501.95	0.0%
Keytags	205,333.56	3.6%
Chips	13,787.27	0.2%
Information Booklets	108,206.21	1.9%
NA Way Magazine	88,606.82	1.6%
Miscellaneous	3,166.88	0.1%
Specialty Items	10,469.65	0.2%
Minutes and Reports	7,531.34	0.1%
PI Products	1,149.22	0.0%
Audio Materials	15,119.72	0.3%
Group/Area Materials	21,869.50	0.4%
Reproduction Lease	33,671.32	0.6%
Reproduction Supplies	5,127.99	0.1%
Shipping	198,259.22	3.5%
Shipping: Customs and Duties	8,996.86	0.2%
Shipping Supplies	10,423.99	0.2%
Translations (Product Cost)	2,572.94	0.0%
Product Development	10,129.44	0.2%

Total Cost of Merchandise	<u>1,533,477.81</u>	27.1%
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OPERATING INCOME	2,751,324.64	48.7%
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**OPERATING EXPENSES**

**GENERAL AND ADMINISTRATIVE EXPENSES**

Accounting and Legal	16,208.23	0.3%
Amortization	16,552.84	0.3%
Auto Lease	6,822.24	0.1%
Auto Expense	1,042.51	0.0%
Bad Debts	5,000.00	0.1%
Bank Service Charges	6,603.84	0.1%
Computer Information Services	3,552.16	0.1%
Computer Leases	9,766.64	0.2%
Computer Software	17,531.35	0.3%
Computer Supplies	8,662.05	0.2%
Contract Labor	7,377.66	0.1%
Copyrights	722.27	0.0%
Depreciation	92,917.59	1.6%

**WORLD SERVICE OFFICE, INC.**  
**INCOME STATEMENT**  
**1995**

Dues and Fees	983.31	0.0%
Employee Training	35,122.75	0.6%
Equipment Lease	43,080.73	0.8%
Equipment Repair	10,791.68	0.2%
Free Literature Distribution	9,446.58	0.2%
Free Publications	41,476.84	0.7%
Insurance (General)	28,143.03	0.5%
Interest	10,600.24	0.2%
Maintenance and Repair	32,374.39	0.6%
Office Expense	43,473.78	0.8%
Postage	36,997.75	0.7%
Public Information	11,155.98	0.2%
Rent	115,286.18	2.0%
Relocation Expense	112,114.60	2.0%
Reproduction Lease	36,059.52	0.6%
Service Contracts	6,545.46	0.1%
Telephone	56,111.30	1.0%
Translations (Letters)	2,311.46	0.0%
Travel	141,767.50	2.5%
Typesetting Supplies	835.93	0.0%
Utilities	42,904.92	0.8%
<b>Total General and Administrative Expenses</b>	<b>1,010,343.31</b>	<b>17.9%</b>
<b><u>PERSONNEL EXPENSES</u></b>		
Consulting	15,087.60	0.3%
Employee Moving	453.19	0.0%
Employee Recruitment	0.00	0.0%
Insurance (Health)	124,058.88	2.2%
Insurance (Workers Compensation)	18,156.81	0.3%
Retirement Plan	43,521.92	0.8%
Payroll Taxes	118,680.35	2.1%
Salaries	1,348,158.81	23.8%
<b>Total Personnel Expenses</b>	<b>1,668,117.56</b>	<b>29.5%</b>
<b><u>OTHER INCOME AND EXPENSE</u></b>		
Interest Earned	(1,441.73)	(0.0%)
Miscellaneous	(8,047.95)	(0.1%)
Emergency Fund	0.00	0.0%
<b>Total Other Income and Expense</b>	<b>(9,489.68)</b>	<b>(0.2%)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>2,668,971.19</b>	<b>47.2%</b>
<b>OPERATING INCOME/LOSS</b>	<b>82,353.45</b>	<b>1.5%</b>



**WORLD SERVICE OFFICE, INC.**  
**CHANGES IN CASH ACCOUNTS**  
Year Ending 12/31/95

**BEGINNING CASH BALANCE:**

Cash on Hand	400.00	
General Account	44,577.74	
Bank of America - Checking	70,687.11	
Citibank - Checking	0.00	
First Interstate - Payroll Account	2,027.03	
First Nationwide Bank	55,900.64	
Bank of America Savings	8,919.48	
First Interstate Bank	16,981.49	
Emergency Fund Account	<u>2,434.66</u>	201,928.15

**DEPOSITS DURING YEAR:**

General Account	4,819,452.39	
Bank of America - Checking	224,244.10	
Citibank - Checking	277,953.99	
First Interstate - Payroll Account	1,543,162.74	
First Nationwide Bank	701.05	
Bank of America Savings	280.95	
First Interstate Bank	432.73	
Emergency Fund Account	<u>0.00</u>	6,866,227.95

**EXPENDITURES DURING YEAR:**

General Account	4,863,575.11	
Bank of America - Checking	279,127.29	
Citibank - Checking	275,470.51	
First Interstate - Payroll Account	1,540,521.07	
First Nationwide Bank	54,602.91	
Bank of America Savings	0.00	
First Interstate Bank	4.70	
Emergency Fund Account	<u>0.00</u>	7,013,301.59

**ENDING CASH BALANCE:**

Cash on Hand	600.00	
General Account	455.02	
Bank of America - Checking	15,803.92	
Citibank - Checking	2,483.48	
First Interstate - Payroll Account	4,668.70	
First Nationwide Bank	1,998.78	
Bank of America Savings	9,200.43	
First Interstate Bank	17,409.52	
Emergency Fund Account	<u>2,434.66</u>	55,054.51

**WORLD SERVICE OFFICE, INC.**  
**STATEMENT OF CASH FLOWS**  
Year Ending 12/31/95

**CASH FLOWS OPERATING ACTIVITIES**

Excess of Revenues Over Expenses	82,353.45	
Adjustments	0.00	
Net Excess of Revenues Over Expenses	82,353.45	
Amortization	16,552.84	
Doubtful Account Accrual	4,946.68	
Depreciation	92,917.59	
Increase in Prepaid Insurance	(1,351.00)	
Decrease in Inventory	35,663.15	
Increase in Intercompany Balances	(28,426.63)	
Increase in Accounts Payable	70,832.23	
Increase in Accounts Receivable	<u>(27,351.64)</u>	
NET CASH PROVIDED BY OPERATING ACTIVITIES		246,136.67

**CASH FLOWS INVESTING ACTIVITIES**

Increase Advance Deposits	(11,653.55)	
Purchase Computer Equipment	(23,477.23)	
Purchase Furniture	(6,764.28)	
Purchase Office Equipment	(3,632.98)	
Trademarks and Copyrights	(7,668.73)	
Leasehold Improvement Loan	130,000.00	
Leasehold Improvements	<u>(469,813.54)</u>	
NET CASH USED BY INVESTING ACTIVITIES		<u>(393,010.31)</u>
NET DECREASE IN CASH		(146,873.64)
BEGINNING CASH BALANCE 12/31/94		<u>201,928.15</u>
ENDING CASH BALANCE 12/31/95		<u>55,054.51</u>

**WORLD SERVICE OFFICE - CANADA**  
**BALANCE SHEET**  
**31 December 1995**

**ASSETS**

**CURRENT ASSETS**

General Account	22,714.07	
Accounts Receivable	33,768.76	
Inventory	32,987.42	
Prepaid Rent	<u>0.00</u>	
Total Current Assets		89,470.25

**FIXED ASSETS**

Office Equipment	7,628.96	
Less: Accumulated Depreciation	<u>(7,628.96)</u>	
Total Fixed Assets		0.00

**OTHER ASSETS**

Deposits	<u>1,663.67</u>	
Total Other Assets		<u>1,663.67</u>

<b>TOTAL ASSETS</b>		<b><u>91,133.92</u></b>
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**TOTAL LIABILITIES AND FUND BALANCE**

**LIABILITIES**

Accounts Payable	1,788.64	
WSO Advances	(416,162.36)	
Inventory Advances	157,047.36	
Pre-paid Open Orders	<u>0.00</u>	
Total Liabilities		(257,326.36)

**FUND BALANCE**

Fund Balance	257,489.31	
Retained Earnings - Current Year	<u>90,970.97</u>	
Total Fund Balance		<u>348,460.28</u>

<b>TOTAL LIABILITIES AND FUND BALANCE</b>		<b><u>91,133.92</u></b>
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**WORLD SERVICE OFFICE - CANADA**  
**INCOME STATEMENT**  
**1995**

INCOME		Percent to
		Income
Basic Text	34,742.40	16.7%
Basic Text - Soft Bound	492.80	0.2%
Basic Text - Commemorative	105.00	0.1%
Basic Text - Castillian	25.00	0.0%
Basic Text - French	16,109.50	7.7%
Basic Text - Portuguese	10.00	0.0%
Handbooks	2,305.62	1.1%
Just For Today	21,892.50	10.5%
Just For Today - Gift Edition	195.00	0.1%
It Works: How and Why	17,173.45	8.2%
It Works: How and Why (Special Edition)	100.00	0.0%
It Works: How and Why (Gift Edition)	180.00	0.1%
Literature	27,041.89	13.0%
Medallions - Bronze	12,227.05	5.9%
Medallions - BiPlate	7,062.00	3.4%
Medallions - Silver	1,485.00	0.7%
Medallions - Gold	2,350.00	1.1%
Keytags	28,741.16	13.8%
Chips	587.84	0.3%
Information Booklets	12,013.67	5.8%
NA Way Magazine	5,162.89	2.5%
Miscellaneous	511.89	0.2%
Audio Materials	934.66	0.4%
Group/Area Materials	2,537.26	1.2%
Minutes/Reports	270.00	0.1%
PI Products	1,964.51	0.9%
Specialty Items	1,663.55	0.8%
Shipping	10,428.41	5.0%
Discounts	(29,525.80)	(14.2%)
Income (Less Discounts)	178,787.25	85.8%

**COST OF MERCHANDISE**

Basic Text	6,462.71	3.1%
Basic Text - Soft Bound	57.80	0.0%
Basic Text - Commemorative	14.55	0.0%
Basic Text - Castillian	7.54	0.0%
Basic Text - French	4,580.95	2.2%
Basic Text - Portuguese	0.00	0.0%
Handbooks	561.38	0.3%
Just For Today	2,540.85	1.2%
Just For Today - Gift Edition	41.60	0.0%
It Works: How and Why	3,182.49	1.5%

**WORLD SERVICE OFFICE - CANADA**  
**INCOME STATEMENT**  
**1995**

It Works: How and Why (Special Edition)	21.70	0.0%
It Works: How and Why (Gift Edition)	40.20	0.0%
Literature	6,269.52	3.0%
Medallions - Bronze	2,063.41	1.0%
Medallions - BiPlate	2,249.36	1.1%
Medallions - Silver	211.88	0.1%
Medallions - Gold	485.93	0.2%
Keytags	10,803.06	5.2%
Chips	187.04	0.1%
Information Booklets	5,174.75	2.5%
NA Way Magazine	274.65	0.1%
Miscellaneous	246.40	0.1%
Audio Materials	475.70	0.2%
Group/Area Materials	1,137.50	0.5%
Minutes/Reports	135.16	0.1%
PI Products	505.28	0.2%
Specialty Items	586.50	0.3%
Shipping	6,363.75	3.1%
Shipping In	8,432.11	4.0%
Shipping Supplies	609.21	0.3%

Total Cost of Merchandise	63,722.98	30.6%
OPERATING INCOME	115,064.27	55.2%

**OPERATING EXPENSES**

**GENERAL AND ADMINISTRATIVE EXPENSES**

Bad Debts	0.00	0.0%
Bank Service Charges	331.95	0.2%
Business Tax	1,596.13	0.8%
Currency Conversion Gain/Loss	699.73	0.3%
Depreciation	1,145.00	0.5%
Dues and Fees	0.00	0.0%
Equipment Rental	362.22	0.2%
Goods and Services Tax	567.80	0.3%
Insurance (General)	1,155.06	0.6%
Maintenance and Repair	44.48	0.0%
Office Expense	1,037.78	0.5%
Postage	415.25	0.2%
Rent	10,466.22	5.0%
Service Contracts	41.91	0.0%
Telephone	1,746.13	0.8%
Travel	891.45	0.4%
Utilities	736.89	0.4%
Total General and Administrative Expenses	21,238.00	10.2%

**WORLD SERVICE OFFICE - CANADA**  
**INCOME STATEMENT**  
**1995**

PERSONNEL EXPENSES

Salaries	2,855.30	1.4%
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Total Personnel Expenses	<u>2,855.30</u>	1.4%
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OTHER INCOME AND EXPENSE

Miscellaneous	0.00	0.0%
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Total Other Income and Expense	<u>0.00</u>	0.0%
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TOTAL OPERATING EXPENSES	<u>24,093.30</u>	11.6%
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NET OPERATING INCOME/LOSS	<u>90,970.97</u>	43.7%
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**WORLD SERVICE OFFICE - CANADA**  
**CHANGES IN CASH ACCOUNTS**  
Year Ending 12/31/95

**BEGINNING CASH BALANCE:**

Cash on Hand	0.00	
General Account	24,430.53	
Payroll Account	0.00	
	<u>0.00</u>	24,430.53

**DEPOSITS DURING YEAR:**

General Account	109,143.38	
Payroll Account	0.00	
	<u>0.00</u>	109,143.38

**EXPENDITURES DURING YEAR:**

General Account	110,859.84	
Payroll Account	0.00	
	<u>0.00</u>	110,859.84

**ENDING CASH BALANCE:**

Cash on Hand	0.00	
General Account	22,714.07	
Payroll Account	0.00	
	<u>0.00</u>	<u>22,714.07</u>

**WORLD SERVICE OFFICE - CANADA**  
**STATEMENT OF CASH FLOWS**  
Year Ending 12/31/95

**CASH FLOWS OPERATING ACTIVITIES:**

Excess of Revenues Over Expenses	90,970.97	
Adjustments	0.00	
Net Excess of Revenues Over Expenses	90,970.97	
Depreciation	1,145.00	
Decrease in Inventory	9,360.91	
Decrease Prepaid Rent	911.10	
Increase in Intercompany Balances	(98,262.41)	
Decrease in Accounts Payable	(1,920.13)	
Increase in Accounts Receivable	<u>(3,921.90)</u>	
NET CASH USED BY OPERATING ACTIVITIES		(1,716.46)

**CASH FLOWS INVESTING ACTIVITIES:**

Purchase Computer Equipment	0.00	
Purchase Office Equipment	0.00	
Change in Advance Deposits	<u>0.00</u>	
NET CASH USED BY INVESTING ACTIVITIES		<u>0.00</u>
NET DECREASE IN CASH		(1,716.46)
BEGINNING CASH BALANCE 12/31/94		<u>24,430.53</u>
ENDING CASH BALANCE 12/31/95		<u>22,714.07</u>

**WORLD SERVICE OFFICE - EUROPE**  
**BALANCE SHEET**  
**31 December 1995**

**ASSETS**

**CURRENT ASSETS**

Cash on Hand	2,723.43	
General Account (Pound)	1,897.58	
General Account (US Dollar)	855.77	
Office Account (Pound)	953.88	
Payroll Account	3,532.45	
Brussels, WSO, Inc.	(19,009.04)	
Brussels AISBL	19,913.19	
Accounts Receivable	18,401.09	
Inventory	<u>40,596.21</u>	
Total Current Assets		69,864.56

**FIXED ASSETS**

Computer Equipment	14,380.65	
Furniture	1,892.86	
Office Equipment	1,502.05	
Leasehold Improvements	2,487.14	
Less: Accumulated Depreciation	<u>(9,792.67)</u>	
Total Fixed Assets		<u>10,470.03</u>

<b>TOTAL ASSETS</b>		<b><u>80,334.59</u></b>
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**LIABILITIES AND FUND BALANCE**

**LIABILITIES**

Taxes Payable	91.78	
WSO Advances	643,515.48	
Inventory Advances	125,998.16	
Computer Advances	<u>7,663.91</u>	
Total Liabilities		777,269.33

**FUND BALANCE**

Fund Balance	(579,739.72)	
Retained Earnings - Current Year	<u>(117,195.02)</u>	
Total Fund Balance		<u>(696,934.74)</u>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>		<b><u>80,334.59</u></b>

**WORLD SERVICE OFFICE - EUROPE**  
**INCOME STATEMENT**  
**1995**

INCOME		Percent to Income
Basic Text	4,514.40	6.6%
Basic Text - Softbound	255.20	0.4%
Basic Text - Commemorative	1,085.00	1.6%
Basic Text - Castillian	720.00	1.0%
Basic Text - French	1,881.00	2.7%
Basic Text - German	3,325.00	4.8%
Basic Text - Portuguese	4,995.00	7.3%
Basic Text - Brazilian	20.00	0.0%
Just For Today	4,538.35	6.6%
Just For Today - Gift Edition	885.00	1.3%
Handbooks	869.11	1.3%
It Works: How and Why	3,197.00	4.6%
It Works: How and Why (Special Edition)	835.00	1.2%
Literature	4,768.75	6.9%
Medallions - Bronze	6,871.40	10.0%
Medallions - BiPlate	2,318.00	3.4%
Medallions - Silver	275.00	0.4%
Medallions - Gold	0.00	0.0%
Keytags	11,967.20	17.4%
Chips	856.02	1.2%
Information Booklets	2,356.04	3.4%
NA Way Magazine	883.30	1.3%
Miscellaneous	227.22	0.3%
Specialty Items	1,756.07	2.6%
Minutes/Reports	0.00	0.0%
PI Products	889.28	1.3%
Audio Materials	1,273.54	1.8%
Group/Area Materials	651.76	0.9%
Shipping	6,639.49	9.6%
Discounts	(13,894.30)	(20.2%)
Income (Less Discounts)	54,958.83	79.8%

**COST OF MERCHANDISE**

Basic Text	837.21	1.2%
Basic Text - Softbound	28.74	0.0%
Basic Text - Commemorative	150.35	0.2%
Basic Text - Castillian	242.35	0.4%
Basic Text - French	516.09	0.7%
Basic Text - German	1,757.56	2.6%
Basic Text - Portuguese	1,592.00	2.3%

**WORLD SERVICE OFFICE - EUROPE**  
**INCOME STATEMENT**  
**1995**

Basic Text - Brazilian	10.00	0.0%
Just For Today	498.96	0.7%
Just For Today - Gift Edition	188.80	0.3%
Handbooks	895.37	1.3%
It Works: How and Why	569.34	0.8%
It Works: How and Why (Special Edition)	151.90	0.2%
Literature	3,709.88	5.4%
Medallions - Bronze	1,129.05	1.6%
Medallions - BiPlate	705.01	1.0%
Medallions - Silver	35.10	0.1%
Medallions - Gold	0.00	0.0%
Keytags	5,887.31	8.6%
Chips	260.96	0.4%
Information Booklets	1,189.95	1.7%
NA Way Magazine	554.85	0.8%
Miscellaneous	61.40	0.1%
Specialty Items	639.28	0.9%
Minutes/Reports	115.54	0.2%
PI Products	166.67	0.2%
Audio Materials	410.86	0.6%
Group/Area Materials	206.62	0.3%
Shipping	5,852.79	8.5%
Shipping In	9,706.04	14.1%
Shipping Supplies	525.83	0.8%

Total Cost of Merchandise	<u>38,595.81</u>	56.1%
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OPERATING INCOME	16,363.02	23.8%
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**OPERATING EXPENSES**

GENERAL AND ADMINISTRATIVE EXPENSES

Bad Debts	224.14	0.3%
Bank Service Charges	417.82	0.6%
Business Tax	0.00	0.0%
Computer Supplies	337.92	0.5%
Currency Conversion Gain/Loss	1,956.14	2.8%
Depreciation	2,371.00	3.4%
Dues and Fees	810.41	1.2%
Employee Training	772.00	1.1%
Equipment Lease	632.71	0.9%
Insurance (General)	236.25	0.3%
Interest	24.90	0.0%
Maintenance and Repair	910.54	1.3%

**WORLD SERVICE OFFICE - EUROPE**  
**INCOME STATEMENT**  
**1995**

Office Expense	3,463.10	5.0%
Postage	5,068.74	7.4%
Rent	12,291.50	17.9%
Service Contracts	0.00	0.0%
Storage Space	1,939.65	2.8%
Telephone	8,425.26	12.2%
Transport	133.92	0.2%
Travel	10,110.92	14.7%
Utilities	<u>475.48</u>	0.7%
 Total General and Administrative Expenses	 50,602.40	 92.1%
 <u>PERSONNEL EXPENSES</u>		
Insurance (Health)	41.50	0.1%
Payroll Taxes	34,600.93	50.3%
Salaries	<u>48,323.72</u>	70.2%
 Total Personnel Expenses	 82,966.15	 120.5%
 <u>OTHER INCOME AND EXPENSE</u>		
Interest Earned	(10.51)	(0.0%)
Miscellaneous	0.00	0.0%
 Total Other Income and Expense	 (10.51)	 (0.0%)
 TOTAL OPERATING EXPENSES	 <u>133,558.04</u>	 194.0%
 OPERATING INCOME/LOSS	 <u>(117,195.02)</u>	 (170.2%)



**WORLD SERVICE OFFICE - EUROPE**  
**CHANGES IN CASH ACCOUNTS**  
**Year Ending 12/31/95**

**BEGINNING CASH BALANCE:**

Cash on Hand	874.93	
General Account (Pound)	2,892.62	
General Account (US Dollar)	855.77	
Office Account (Pound)	953.88	
Payroll Account	0.00	
Brussels, WSO, Inc.	11,197.98	
Brussels AISBL	<u>(5,956.69)</u>	10,818.49

**DEPOSITS DURING YEAR:**

Cash on Hand	7,907.93	
General Account (Pound)	0.00	
General Account (US Dollar)	0.00	
Office Account (Pound)	0.00	
Payroll Account	3,532.45	
Brussels, WSO, Inc.	76,746.66	
Brussels AISBL	<u>167,054.54</u>	255,241.58

**EXPENDITURES DURING YEAR:**

Cash on Hand	6,059.43	
General Account (Pound)	995.04	
General Account (US Dollar)	0.00	
Office Account (Pound)	0.00	
Payroll Account	0.00	
Brussels, WSO, Inc.	106,953.68	
Brussels AISBL	<u>141,184.66</u>	255,192.81

**ENDING CASH BALANCE:**

Cash on Hand	2,723.43	
General Account (Pound)	1,897.58	
General Account (US Dollar)	855.77	
Office Account (Pound)	953.88	
Payroll Account	3,532.45	
Brussels, WSO, Inc.	(19,009.04)	
Brussels AISBL	<u>19,913.19</u>	<u>10,867.26</u>

**WORLD SERVICE OFFICE - EUROPE**  
**STATEMENT OF CASH FLOWS**  
Year Ending 12/31/95

**CASH FLOWS OPERATING ACTIVITIES:**

Excess of Expenses Over Revenues	(117,195.02)	
Adjustments	0.00	
Net Excess of Expenses Over Revenues	(117,195.02)	
Depreciation	2,371.00	
Increase in Inventory	(8,786.00)	
Increase in Intercompany Balances	126,074.27	
Increase Accounts Payable	0.00	
Increase in Accounts Receivable	<u>(2,415.48)</u>	
NET CASH PROVIDED BY OPERATING ACTIVITIES		48.77

**CASH FLOWS INVESTING ACTIVITIES:**

Purchase Computer Equipment	0.00	
Purchase Furniture	0.00	
Purchase Office Equipment	<u>0.00</u>	
NET CASH USED BY INVESTING ACTIVITIES		<u>0.00</u>
NET INCREASE IN CASH		48.77
BEGINNING CASH BALANCE 12/31/94		<u>10,818.49</u>
ENDING CASH BALANCE 12/31/95		<u>10,867.26</u>

**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**BALANCE SHEET**  
**31-December-1995**

**ASSETS**

**CURRENT ASSETS**

Cash on Hand	3,323	
Checking Accounts	54,269	
Savings Accounts	<u>31,043</u>	
Total Cash Accounts		88,636
Accounts Receivable	489,153	
Allowance for Receivables	<u>(21,268)</u>	
Total Accounts Receivable		467,885
Inventory		374,024
Prepayments		<u>16,800</u>
Total Current Assets		947,344

**FIXED ASSETS**

Computer Equipment	234,391	
Duplicating Equipment	4,952	
Typesetting Equipment	5,025	
Office Equipment	67,807	
Furniture	33,827	
Leasehold Improvements	514,556	
Less: Accumulated Depreciation	<u>(321,271)</u>	
Total Fixed Assets		539,288

**OTHER ASSETS**

Deposits	28,473	
Trademarks and Copyrights	155,670	
Dies, Molds and Plates	13,693	
Less: Accumulated Amortization	<u>(42,692)</u>	
Total Other Assets		<u>155,144</u>
<b>TOTAL ASSETS</b>		<u><u><b>1,641,777</b></u></u>

**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**BALANCE SHEET**  
**31-December-1995**

**LIABILITIES AND FUND BALANCE**

**LIABILITIES**

Accounts Payable	361,266
Salaries Payable	21,706
Payroll Taxes Payable	16,842
Sales Taxes Payable	2,173
Purchases Clearing	<u>-</u>

**LONG TERM LIABILITIES**

Leasehold Improvement Loan	130,000
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Total Liabilities	531,987
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**FUND BALANCE**

Fund Balance	1,053,661
Retained Earnings - Current Year	<u>56,129</u>

Total Fund Balance	<u>1,109,790</u>
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<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b><u><u>1,641,777</u></u></b>
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**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**YEAR TO DATE INCOME STATEMENT**  
**31-December-1995**

**INCOME**

		Percent to Income
Basic Text	1,841,253	31.0%
Basic Text - Soft Bound	477,831	8.1%
Basic Text - Commemorative	8,245	0.1%
Basic Text - Castillian	38,392	0.6%
Basic Text - French	18,153	0.3%
Basic Text - German	3,415	0.1%
Basic Text - Portuguese	5,179	0.1%
Basic Text - Brazilian	10,700	0.2%
Just For Today	417,744	7.0%
Just For Today - Gift Edition	7,211	0.1%
Handbooks	43,492	0.7%
It Works: How and Why	481,325	8.1%
It Works: How and Why (Special Edition)	3,041	0.1%
It Works: How and Why (Gift Edition)	9,371	0.2%
Literature	727,175	12.3%
Medallions - Bronze	328,720	5.5%
Medallions - BiPlate	63,783	1.1%
Medallions - Silver	16,285	0.3%
Medallions - Gold	31,636	0.5%
Keytags	590,543	10.0%
Chips	44,593	0.8%
Information Booklets	354,812	6.0%
NA Way Magazine	90,136	1.5%
Miscellaneous	3,459	0.1%
Specialty Items	34,644	0.6%
Minutes and Reports	16,463	0.3%
PI Products	5,312	0.1%
Audio Materials	29,527	0.5%
Group/Area Materials	48,785	0.8%
Shipping	179,516	3.0%
Discounts	(1,412,195)	(23.8%)

<b>Income After Discounts</b>	<b>4,518,549</b>	<b>76.2%</b>
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**COST OF MERCHANDISE**

Basic Text	344,200	5.8%
Basic Text - Soft Bound	54,452	0.9%
Basic Text - Commemorative	1,135	0.0%
Basic Text - Castillian	12,636	0.2%
Basic Text - French	5,144	0.1%
Basic Text - German	1,808	0.0%
Basic Text - Portuguese	1,592	0.0%

**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**YEAR TO DATE INCOME STATEMENT**  
**31-December-1995**

Basic Text - Brazilian	8,342	0.1%
Just For Today	58,988	1.0%
Just For Today - Gift Edition	2,487	0.0%
Handbooks	12,331	0.2%
It Works: How and Why	93,829	1.6%
It Works: How and Why (Special Edition)	607	0.0%
It Works: How and Why (Gift Edition)	1,913	0.0%
Literature	144,512	2.4%
Medallions - Bronze	56,890	1.0%
Medallions - BiPlate	20,711	0.3%
Medallions - Silver	2,749	0.0%
Medallions - Gold	6,539	0.1%
Keytags	222,024	3.7%
Chips	14,235	0.2%
Information Booklets	114,571	1.9%
NA Way Magazine	89,436	1.5%
Miscellaneous	3,475	0.1%
Specialty Items	11,695	0.2%
Minutes and Reports	7,782	0.1%
PI Products	1,821	0.0%
Audio Materials	16,006	0.3%
Group/Area Materials	23,214	0.4%
Reproduction Lease	33,671	0.6%
Reproduction Supplies	5,128	0.1%
Shipping	219,473	3.7%
Shipping Supplies	11,559	0.2%
Shipping In	18,138	0.3%
Product Development	10,129	0.2%
Translations (COG)	2,573	0.0%

<b>Total Cost of Merchandise</b>	<b>1,635,797</b>	<b>27.6%</b>
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<b>Operating Income</b>	<b>2,882,752</b>	<b>48.6%</b>
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**EXPENSES**

**GENERAL AND ADMINISTRATIVE EXPENSES**

Accounting and Legal	16,208	0.3%
Amortization	16,553	0.3%
Auto Lease	6,822	0.1%
Auto Expense	1,043	0.0%
Bad Debts	5,224	0.1%
Bank Service Charges	7,354	0.1%
Business Taxes	2,164	0.0%
Computer Leases, Software and Supplies	40,686	0.7%



**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**YEAR TO DATE INCOME STATEMENT**  
**31-December-1995**

Contract Labor	7,378	0.1%
Currency Conversion Gain/Loss	2,656	0.0%
Copyrights	722	0.0%
Depreciation	96,434	1.6%
Dues and Fees	1,794	0.0%
Employee Training	35,895	0.6%
Equipment Lease and Repair	54,867	0.9%
Free Literature	9,447	0.2%
Free Publications	41,477	0.7%
Insurance (General)	29,534	0.5%
Interest	10,625	0.2%
Maintenance and Repair	33,329	0.6%
Office Expense	48,109	0.8%
Postage	42,482	0.7%
Public Information	11,156	0.2%
Rent	139,984	2.4%
Relocation Expense	112,115	1.9%
Reproduction Lease	36,060	0.6%
Service Contracts	6,587	0.1%
Telephone	66,283	1.1%
Translations (Letters)	2,311	0.0%
Travel	152,770	2.6%
Utilities	44,117	0.7%

<b>Total General and Administrative Expenses</b>	<b>1,082,184</b>	<b>18.2%</b>
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**PERSONNEL EXPENSES**

Consulting	15,088	0.3%
Employee Moving	453	0.0%
Employee Recruitment	-	0.0%
Insurance (Health)	124,100	2.1%
Insurance (Workers Compensation)	18,157	0.3%
Retirement Plan	43,522	0.7%
Payroll Taxes	153,281	2.6%
Salaries	1,399,338	23.6%

<b>Total Personnel Expenses</b>	<b>1,753,939</b>	<b>29.6%</b>
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**OTHER INCOME AND EXPENSE**

Interest Earned	(1,452)	(0.0%)
Miscellaneous	(8,048)	(0.1%)
Emergency Fund	-	0.0%

<b>Total Other Income and Expense</b>	<b>(9,500)</b>	<b>(0.2%)</b>
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<b>TOTAL EXPENSES</b>	<b>2,826,623</b>	<b>47.7%</b>
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<b>NET INCOME/LOSS \$</b>	<b>56,129</b>	<b>0.9%</b>
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**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**CHANGES IN CASH ACCOUNTS**  
Year Ending 12/31/95

**BEGINNING CASH BALANCE:**

Cash on Hand	1,274.93	
Checking Accounts	151,665.97	
Savings Accounts	<u>84,236.27</u>	
		237,177.17

**DEPOSITS DURING YEAR:**

Cash on Hand	8,107.93	
Checking Accounts	7,221,290.25	
Savings Accounts	<u>1,414.73</u>	
		7,230,812.91

**EXPENDITURES DURING YEAR:**

Cash on Hand	6,059.43	
Checking Accounts	7,318,687.20	
Savings Accounts	<u>54,607.61</u>	
		7,379,354.24

**ENDING CASH BALANCE:**

Cash on Hand	3,323.43	
Checking Accounts	54,269.02	
Savings Accounts	<u>31,043.39</u>	
		<u>88,635.84</u>

**WORLD SERVICE OFFICE, INC. - COMBINED OPERATIONS**  
**STATEMENT OF CASH FLOWS**  
Year Ending 12/31/95

**CASH FLOWS OPERATING ACTIVITIES**

Excess of Revenues Over Expenses	56,129.40
Adjustments	0.00
Net Excess of Revenues Over Expenses	56,129.40
Amortization	16,552.84
Doubtful Account Accrual	4,946.68
Depreciation	96,433.59
Increase in Prepayments	(439.90)
Decrease in Inventory	36,238.06
Increase in Accounts Payable	68,912.10
Increase in Accounts Receivable	<u>(34,303.79)</u>

NET CASH PROVIDED BY OPERATING ACTIVITIES	244,468.98
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**CASH FLOWS INVESTING ACTIVITIES**

Increase Advance Deposits	(11,653.55)
Purchase Computer Equipment	(23,477.23)
Purchase Furniture	(6,764.28)
Purchase Office Equipment	(3,632.98)
Trademarks and Copyrights	(7,668.73)
Leasehold Improvement Loan	130,000.00
Leasehold Improvements	<u>(469,813.54)</u>

NET CASH USED BY INVESTING ACTIVITIES	<u>(393,010.31)</u>
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NET DECREASE IN CASH	(148,541.33)
BEGINNING CASH BALANCE 12/31/94	<u>237,177.17</u>
ENDING CASH BALANCE 12/31/95	<u>88,635.84</u>

## World Service Office, Inc. Budget Notes

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This budget is predicated on the continuation of the sales volume increases that we experienced during 1995. However, some of the projected sales (by product line) have been reduced or do remain "flat" in this budget.

The following notes are for the attached budget for 1996. We believe that the projections for increased sales volume are realistic based upon a comparison of 1994 to 1995 actual sales, as well as a review of sales volume during the first two months of 1996.

### WSO - Chatsworth

1. Overview: Except as noted, all sales have been increased to reflect continuation of 1995 sales volume increases, plus price increases, less an allowance for advance purchases (in December 1995) made to circumvent the price increases.
2. The commemorative Basic Text has been "sold out".
3. Sales for non English Basic Texts have been projected "flat", except for the Brazilian edition, which reflects a slight decrease in sales volume.
4. The gift edition of Just For Today reflects a decrease in sales volume.
5. It Works: How & Why has been projected to experience flat sales volume and only reflects the price increase.
6. Handbooks, Minutes/Reports and Group/Area Materials all reflect slight decreases in sales volume.
7. There seems to be a shifting of sales from BiPlated Medallions to Gold Plated Medallions. The sales for the BiPlated Medallions reflects a decrease in sales volume.
8. Chips reflect a decrease in sales volume.
9. The price for the NA Way magazine was not affected by the 5% increase in pricing and reflects an anticipated downturn in income.
10. The sales volume of PI Products is anticipated to decrease.

11. The discount average has risen to 24.2% of Gross Income.
12. Overview: The Cost of Merchandise by product line has been adjusted to reflect sales volume change expectations (increase/flat/decrease) and includes a modest (3%) adjustment for inflation except for items fully stocked (i.e. gift editions).
13. The increase in Reproduction Lease expense reflects the new lease negotiated for the Docutech system. A larger amount of small quantity items are expected to be produced by us rather than outsourced.
14. Shipping Equipment Lease is the expense for the new Pitney Bowes postage, United Parcel Service system.
15. Translations (Cost of Goods) has been increased to reflect costs associated with the "streamlining" of the translated literature development process.
16. Overview: Most of the General and Administrative expenses have been projected to remain the same as 1995 except as noted.
17. Amortization has been increased to include 1995 investment as well as one half the anticipated investment for 1996.
18. The increase in Computer Information Services is reflective of increased usage of various facets of the Internet.
19. Most of the purchases of software to bring the office to compliance with copyright regulations was accomplished during 1995. The budget for 1996 includes upgrades and new software.
20. Contract Labor reflects the costs associated with the redesigning and rewriting the existing Group Services database.
21. Depreciation has been increased substantially due to the 1995 capitalized investments in Leasehold Improvements and other Assets.
22. Dues and Fees have been increased to reflect the direction for more participation in "outside" professional organizations in order to form a broader base of information.
23. Employee Training has been moderately reduced for 1996 as the training program moves to a more individually focused phase.

24. With the repair of older equipment accomplished during the move in 1995 and an expansion in leased equipment covered by service contracts, this expense is expected to continue the downward trend.
25. Increased fellowship contact and public relations communications efforts have increased the demand for informational and recovery literature. The budget for this related expense has been increased accordingly.
26. The budgeted expenses for Insurance (General), Rent and Utilities have increased to reflect a full year's expense at the new premises and the expiration of the move rent rebate allowance.
27. The leasehold improvement loan interest for a full year is reflected in the increase budgeted for Interest.
28. The budgeted amount for Office Expense has been reduced by 10% of the 1995 actual expense (which was down 25% from 1994). Although this is an ambitious goal, better purchasing, closer maintenance, and employee cooperation make it very achievable.
29. The budgeted amount for Public Information is a reduction from actual 1995 expenses (which included the purchase of a display booth) and does include allowance for the activity associated with the adoption of the Public Relations Plan.
30. The budgeted amount for Travel is less than what was expensed during 1995. More efficient and improved travel planning will make this goal achievable. We may also need to review and evaluate the Board of Directors' travel related expenses (committee/board exchange, special projects, etc.) to meet this objective.
31. Overview: Generally the personnel budgeted expenses have been increased to reflect a modest 5% to 6% adjustment. This adjustment may be a uniform adjustment, addition to staff or a combination of both.
32. The budgeted expense for Consultants anticipates increased usage of "outside" consultants for various office projects.
33. The cost of Health Insurance is anticipated to rise 25 - 30% upon policy renewal during 1996.



### **WSO - Canada**

1. Overview: All sales have been increased to reflect continuation of 1995 sales volume increases, plus prices increases, less an allowance for advance purchases (in December 1995) made to circumvent the price increases.
2. The commemorative edition of the Basic Text has been "sold out".
3. The purchase of the French edition of the Basic Text was exceptionally high in December 1995. The sales volume for 1996 has been reduced accordingly. Also the price of the French edition was reduced to coincide with the other translated editions.
4. Overview: The Cost of Merchandise by product line has been adjusted to reflect sales volume change expectations (increase/flat/decrease) and includes a modest (3%) adjustment for inflation except for items fully stocked (i.e. gift editions).
5. Overview: Most of the General and Administrative expenses have been projected to remain the same as 1995 except as noted.
6. Rent payments and Utilities rates have increased somewhat dramatically for 1996.
7. Due to the change in personnel and some upgrades in facilities, the need for additional site visits has increased above the expenses for 1995.
8. Overview: Generally the personnel budgeted expenses have been increased to reflect a modest 5% to 6% adjustment.

### **WSO - Europe**

1. Overview: The budgeted income and expenses for the WSO - Europe coincide and are in concurrence with the plan outlined by Joe Paumgartten (director) and Jonas Von Stedingk (manager), and submitted to the Board of Directors. Due to the extensive nature of the reframing of the WSO Europe and the anticipated move, we have opted to present this budget indicating more general goals and guidelines. The exact line item income and expense will be tracked and monitored, throughout the year. This allows for the greatest flexibility and adaptability by local workers and management.

**WORLD SERVICE OFFICE, INC.**  
**Budget 1996**

WSO - CHATSWORTH SALES	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	1
BASIC TEXT: HARD COVER	1,900,952	1,730,782	1,644,243	1,801,996	1,929,406	
BASIC TEXT-SOFTBOUND	350,907	438,869	548,586	477,083	530,241	
BASIC TEXT-COMMEMORATIVE	12,635	7,875	5,005	7,056	0	2
BASIC TEXT-CASTILLIAN	44,185	37,371	35,502	37,647	39,023	3
BASIC TEXT-FRENCH	305	432	400	163	171	3
BASIC TEXT-GERMAN	503	400	400	90	95	3
BASIC TEXT-PORTUGUESE	299	366	350	174	183	3
BASIC TEXT-BRAZILIAN	3,075	11,105	11,105	10,680	10,255	3
JUST FOR TODAY	346,383	329,175	329,175	391,313	430,847	
JUST FOR TODAY (Gift Edition)	33,645	7,605	7,985	6,131	4,657	4
HANDBOOKS	40,254	44,484	48,932	40,317	37,198	6
IT WORKS: HOW & WHY	438,648	544,043	571,245	460,955	474,323	5
IT WORKS: HOW & WHY (Special Edition)	68,250	10,955	5,478	2,106	2,106	
IT WORKS: HOW & WHY (Gift Edition)	0	4,489	14,601	9,191	9,191	
LITERATURE	569,060	639,529	671,505	695,364	773,663	
MEDALLIONS: BRONZE	254,629	300,865	330,952	309,622	327,612	
MEDALLIONS: BI-PLATE	58,402	59,495	53,546	54,403	50,741	7
MEDALLIONS: GOLD PLATE	0	11,944	17,916	29,286	47,980	7
MEDALLIONS: SILVER	4,797	7,865	7,865	14,525	14,925	
KEY TAGS	365,719	461,494	484,569	549,834	656,681	
CHIPS	53,827	59,091	53,182	43,149	28,567	8
INFORMATION BOOKLETS	253,538	324,266	340,479	340,442	366,960	
NA WAY MAGAZINE	102,581	88,923	71,138	84,090	79,257	9
MISCELLANEOUS	9,761	3,068	3,068	2,720	2,491	
SPECIALTY ITEMS	28,365	26,170	23,553	31,225	32,786	
MINUTES/REPORTS	29,155	13,800	10,350	16,193	15,302	6
PI PRODUCTS	2,883	3,055	5,000	2,458	1,954	10
AUDIO MATERIALS	25,385	28,068	30,875	27,319	27,899	
GROUP/AREA MATERIALS	39,098	50,537	55,591	45,596	42,688	6
SHIPPING	165,812	158,068	158,068	162,448	171,666	
DISCOUNTS	(1,205,925)	(1,300,624)	(1,333,140)	(1,368,774)	(1,562,606)	11
<b>TOTAL WSO - CHATSWORTH SALES</b>	<b>3,997,128</b>	<b>4,103,565</b>	<b>4,207,525</b>	<b>4,284,802</b>	<b>4,546,262</b>	

WSO - CHATSWORTH COST OF MERCHANDISE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	12
BASIC TEXT: HARD COVER	321,665	298,715	303,644	336,900	350,214	
BASIC TEXT-SOFTBOUND	35,435	44,522	61,218	54,366	58,721	
BASIC TEXT-COMMEMORATIVE	1,751	1,091	693	970	0	
BASIC TEXT-CASTILLIAN	12,901	10,756	10,525	12,386	12,477	
BASIC TEXT-FRENCH	138	122	113	47	48	
BASIC TEXT-GERMAN	2,025	211	211	50	52	
BASIC TEXT-PORTUGUESE	94	0	0	0	0	
BASIC TEXT-BRAZILIAN	3,775	8,927	9,552	8,332	8,332	
JUST FOR TODAY	47,610	39,649	43,614	55,948	64,832	
JUST FOR TODAY (Gift Edition)	8,131	1,626	1,707	2,256	2,256	
HANDBOOKS	12,050	11,542	13,331	10,874	10,874	
IT WORKS: HOW & WHY	80,375	94,989	99,737	90,078	90,078	
IT WORKS: HOW & WHY (Special Edition)	14,648	2,347	1,174	434	434	
IT WORKS: HOW & WHY (Gift Edition)	0	1,012	3,292	1,873	1,873	
LITERATURE	107,053	134,155	142,955	134,533	145,394	
MEDALLIONS: BRONZE	40,871	47,211	57,125	53,697	55,216	
MEDALLIONS: BI-PLATE	13,890	18,779	17,408	17,756	17,756	
MEDALLIONS: GOLD PLATE	0	2,483	3,836	6,054	9,639	
MEDALLIONS: SILVER	1,358	1,205	1,241	2,502	3,647	
KEY TAGS	135,189	175,578	189,888	205,334	238,324	
CHIPS	15,869	18,814	17,441	13,787	13,787	
INFORMATION BOOKLETS	92,577	108,291	121,665	108,206	113,347	
NA WAY MAGAZINE	96,840	92,820	76,484	88,607	88,607	

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WSO - CHATSWORTH COST OF MERCHANDISE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	12
MISCELLANEOUS	4,286	2,741	2,823	3,167	3,167	
SPECIALTY ITEMS	11,722	9,667	8,961	10,470	12,165	
MINUTES/REPORTS	25,683	9,851	7,832	7,531	8,644	
PI PRODUCTS	35,337	4,194	3,864	1,149	1,149	
AUDIO MATERIALS	15,867	15,558	17,627	15,120	15,120	
GROUP/AREA MATERIALS	18,988	22,028	25,927	21,870	21,870	
REPRODUCTION LEASE	30,220	32,894	33,881	33,671	41,681	13
REPRODUCTION SUPPLIES	6,397	6,619	6,950	5,128	5,128	
SHIPPING	165,137	185,054	187,824	198,259	210,155	
SHIPPING SUPPLIES	9,659	10,902	11,665	10,424	10,424	
SHIPPING: CUSTOMS AND DUTIES	0	0	8,500	8,997	8,997	
SHIPPING EQUIPMENT LEASE			0	0	7,000	14
TRANSLATIONS (Cost of Goods)	15,429	12,037	27,500	2,573	20,000	15
PRODUCT DEVELOPMENT	0	0	5,000	10,129	10,433	
INVENTORY ADJUSTMENTS	5,577	0	0	0	0	
<b>TOTAL COST OF MERCHANDISE</b>	<b>1,388,547</b>	<b>1,426,390</b>	<b>1,525,207</b>	<b>1,533,478</b>	<b>1,661,841</b>	

WSO - CHATSWORTH GENERAL & ADMINISTRATIVE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	16
ACCOUNTING & LEGAL	22,965	18,095	23,000	16,208	16,208	
AMORTIZATION	9,027	13,278	17,670	16,553	17,436	17
AUTO LEASE	0	2,736	6,822	6,822	6,822	
AUTO EXPENSE	2,284	2,395	2,000	1,042	1,042	
BAD DEBTS	(1,040)	5,000	5,000	5,000	5,000	
BANK SERVICE CHARGES	8,174	7,363	7,363	6,604	6,564	
COMPUTER INFORMATION SERVICES	0	2,233	2,635	3,552	7,552	18
COMPUTER LEASES	6,342	9,363	9,363	9,767	9,767	
COMPUTER SOFTWARE	7,926	15,114	9,856	17,532	13,000	19
COMPUTER SUPPLIES	30,088	13,569	13,569	8,662	8,662	
CONTRACT LABOR	6,335	6,092	6,092	7,378	40,000	20
COPYRIGHTS	471	1,500	1,500	722	722	
DEPRECIATION	75,164	64,183	53,017	92,918	137,255	21
DUES & FEES	3,006	1,544	1,544	983	1,500	22
EMPLOYEE TRAINING	18,395	33,732	32,800	35,123	32,123	23
EQUIPMENT LEASE	21,836	24,416	36,173	43,081	43,081	
EQUIPMENT REPAIR	4,245	1,683	1,683	10,792	5,396	24
FREE LITERATURE DISTRIBUTION	0	0	6,000	9,447	15,000	25
FREE PUBLICATIONS	23,219	24,619	24,619	41,477	41,477	
INSURANCE (General)	25,806	23,320	31,320	28,143	31,900	26
INTEREST	685	2,608	5,608	10,600	13,900	27
MAINTENANCE & REPAIR	21,651	16,513	20,641	32,374	32,374	
OFFICE EXPENSE	63,684	81,153	64,922	43,474	39,127	28
POSTAGE	53,488	41,213	43,686	36,998	36,998	
PUBLIC INFORMATION	0	0	2,000	11,156	10,578	29

WSO - CHATSWORTH GENERAL & ADMINISTRATIVE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	16
RENT	139,896	139,896	116,040	115,286	194,400	26
RELOCATION EXPENSE	0	30	67,000	112,115	0	
REPRODUCTION LEASE	33,617	35,967	37,046	36,059	36,059	
SERVICE CONTRACTS	3,504	11,142	16,507	6,545	7,200	
TELEPHONE	66,726	54,140	54,140	56,111	56,029	
TRANSLATIONS (Letters)	0	340	500	2,311	2,311	
TRAVEL	60,419	122,948	98,358	141,767	130,000	30
TYPESETTING SUPPLIES	986	1,575	1,575	836	836	
UTILITIES	20,339	24,154	26,086	42,905	57,300	26
CONTINGENCY - WSC EXPENSE	23,331	16,669	0	0	0	
	<b>752,569</b>	<b>818,583</b>	<b>846,136</b>	<b>1,010,343</b>	<b>1,057,619</b>	

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WSO - CHATSWORTH PERSONNEL EXPENSES	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	
CONSULTING	292	14,235	15,000	15,088	21,000	31
EMPLOYEE MOVING	4,212	19,474	0	0	5,000	32
EMPLOYEE RECRUITMENT	1,674	1,907	0	453	1,500	
INSURANCE (Health)	129,252	143,000	147,290	124,059	138,081	33
INSURANCE (Workers Compensation)	11,620	21,333	26,733	18,157	19,065	
RETIREMENT PLAN	22,796	41,019	42,250	43,522	45,698	
PAYROLL TAXES	104,329	113,596	117,004	118,680	125,335	
SALARIES	1,234,617	1,294,357	1,333,188	1,348,159	1,423,572	
<b>TOTAL PERSONNEL</b>	<b>1,508,792</b>	<b>1,648,921</b>	<b>1,681,464</b>	<b>1,668,118</b>	<b>1,779,251</b>	

WSO - CHATSWORTH OTHER INCOME	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	
INTEREST EARNED	(746)	(832)	0	(1,442)	0	
MISCELLANEOUS	(3,600)	(13,926)	0	(8,048)	0	
EMERGENCY FUND DONATIONS	(1,759)	(170)	0	0	0	
<b>TOTAL OTHER INCOME</b>	<b>(6,105)</b>	<b>(14,928)</b>	<b>0</b>	<b>(9,490)</b>	<b>0</b>	

	<b>\$353,325</b>	<b>\$224,600</b>	<b>\$154,718</b>	<b>\$82,353</b>	<b>\$47,551</b>	
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WSO - CANADA SALES	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	1
BASIC TEXT: HARD COVER	41,981	30,529	30,529	34,742	37,631	
BASIC TEXT-SOFTBOUND	1,862	3,239	3,239	493	476	
BASIC TEXT-COMMEMORATIVE	872	350	0	105	0	2
BASIC TEXT-CASTILIAN	0	40	40	25	12	
BASIC TEXT-FRENCH	25,107	9,161	9,161	16,110	14,226	3
BASIC TEXT-PORTUGUESE	0	30	30	10	12	
HANDBOOKS	2,189	2,300	2,300	2,306	2,428	
JUST FOR TODAY	19,915	16,020	16,020	21,893	21,148	
JUST FOR TODAY (Gift Edition)	795	735	735	195	195	
IT WORKS: HOW & WHY	23,106	17,653	17,653	17,173	16,125	
IT WORKS: HOW & WHY (Special Edition)	3,037	455	455	100	100	
IT WORKS: HOW & WHY (Gift Edition)				180	360	
LITERATURE	43,069	25,791	25,791	27,042	27,331	
MEDALLIONS: BRONZE	18,290	9,153	9,153	12,227	14,781	
MEDALLIONS: BI-PLATE	9,107	6,875	6,875	7,062	7,003	
MEDALLIONS: SILVER	2,439	2,255	2,255	1,485	751	
MEDALLIONS: GOLD PLATE	0	4,700	4,700	2,350	2,270	
KEY TAGS	17,834	21,875	21,875	28,741	34,396	
CHIPS	0	184	184	588	1,042	
INFORMATION BOOKLETS	12,662	10,981	10,981	12,014	12,603	
NA WAY MAGAZINE	3,241	4,927	4,927	5,162	4,989	
MISCELLANEOUS	13,740	344	344	512	714	
AUDIO MATERIALS	403	1,115	1,115	935	793	
GROUP/AREA MATERIALS	177	2,490	2,490	2,537	2,713	
MINUTES/REPORTS	0	171	171	270	387	
PI PRODUCTS	0	169	169	1,964	3,383	
SPECIALTY ITEMS	320	1,510	1,510	1,664	1,607	
SHIPPING	17,226	8,398	8,398	10,428	10,073	
DISCOUNTS	(73,327)	(27,986)	(27,986)	(29,526)	(29,663)	
<b>TOTAL WSO - CANADA SALES</b>	<b>184,045</b>	<b>153,464</b>	<b>153,114</b>	<b>178,787</b>	<b>187,886</b>	

WSO - CANADA COST OF MERCHANDISE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	4
BASIC TEXT: HARD COVER	7,221	5,099	5,456	6,463	6,867	
BASIC TEXT-SOFTBOUND	208	345	380	58	55	
BASIC TEXT-COMMEMORATIVE	120	49	0	15	0	
BASIC TEXT-CASTILIAN	0	14	14	8	3	
BASIC TEXT-FRENCH	9,033	2,623	2,623	4,581	4,341	
BASIC TEXT-PORTUGUESE	0	0	0	0	0	
HANDBOOKS	490	543	570	561	579	
JUST FOR TODAY	2,324	1,865	2,052	2,541	2,408	
JUST FOR TODAY (Gift Edition)	170	157	157	42	42	
IT WORKS: HOW & WHY	4,026	3,075	3,290	3,182	2,931	
IT WORKS: HOW & WHY (Special Edition)	623	98	98	22	22	
IT WORKS: HOW & WHY (Gift Edition)				40	80	
LITERATURE	14,770	6,196	6,568	6,270	6,204	
MEDALLIONS: BRONZE	5,360	1,773	1,950	2,063	2,446	
MEDALLIONS: BI-PLATE	2,289	2,150	2,215	2,249	2,188	
MEDALLIONS: SILVER	635	300	309	212	105	
MEDALLIONS: GOLD PLATE	0	954	983	486	461	
KEY TAGS	7,047	8,288	8,537	10,803	12,682	
CHIPS	0	58	60	187	325	



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WSO - CANADA COST OF MERCHANDISE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	4
INFORMATION BOOKLETS	6,156	4,847	5,186	5,175	5,325	
NA WAY MAGAZINE	48	54	56	275	285	
MISCELLANEOUS	5,599	215	221	246	337	
AUDIO MATERIALS	146	676	696	476	396	
GROUP/AREA MATERIALS	80	1,107	1,184	1,138	1,194	
MINUTES/REPORTS	0	115	122	135	190	
PI PRODUCTS	0	68	68	505	896	
SPECIALTY ITEMS	113	546	562	586	555	
SHIPPING	12,290	5,274	5,432	6,363	6,030	
SHIPPING - IN	14,864	7,507	7,732	8,432	8,201	
SHIPPING SUPPLIES	265	287	296	609	646	
INVENTORY ADJUSTMENTS	0	0	0	0	0	
<b>TOTAL COST OF MERCHANDISE</b>	<b>93,877</b>	<b>54,283</b>	<b>56,817</b>	<b>63,723</b>	<b>65,794</b>	

WSO - CANADA GENERAL & ADMINISTRATIVE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	5
BAD DEBTS	607	0	0	0	500	
BANK SERVICE CHARGES	306	208	208	332	309	
BUSINESS TAX	1,049	475	475	1,596	1,596	
CURRENCY CONVERSION GAIN/LOSS	3,273	569	569	700	600	
DEPRECIATION	2,337	1,834	1,145	1,145	0	
DUES & FEES	0	11	11	0	50	
EQUIPMENT RENTAL	253	199	199	362	362	
GOODS & SERVICES TAX	1,201	0	0	568	511	
INSURANCE (General)	1,120	972	1,001	1,155	1,155	
MAINTENANCE & REPAIR	0	654	654	45	400	
OFFICE EXPENSE	973	289	298	1,038	1,038	
POSTAGE	1,270	918	946	415	375	
RENT	9,000	10,218	10,525	10,466	11,520	6
SERVICE CONTRACTS	201	0	0	42	42	
TELEPHONE	3,205	2,001	2,001	1,746	1,746	
TRAVEL	2,925	2,233	2,233	891	2,200	7
UTILITIES	1,046	970	970	737	800	6
<b>TOTAL GENERAL &amp; ADMINISTRATIVE</b>	<b>28,766</b>	<b>21,551</b>	<b>21,234</b>	<b>21,238</b>	<b>23,204</b>	

WSO - CANADA PERSONNEL EXPENSE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	8
ACCOUNTING & LEGAL	0	0	0	0	0	
SALARIES	2,658	1,588	1,636	2,855	3,055	
<b>TOTAL PERSONNEL</b>	<b>2,658</b>	<b>1,588</b>	<b>1,636</b>	<b>2,855</b>	<b>3,055</b>	

WSO - CANADA OTHER INCOME	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED
MISCELLANEOUS INCOME	84	(396)	0	0	0
<b>TOTAL OTHER INCOME</b>	<b>84</b>	<b>(396)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>WSO - CANADA NET PROFIT/(LOSS)</b>	<b>58,660</b>	<b>76,438</b>	<b>73,427</b>	<b>90,971</b>	<b>95,833</b>
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WSO - EUROPE SALES	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	1
BASIC TEXT: HARD COVER	519	2,983	3,132	4,514		
BASIC TEXT: SOFT COVER	0	132	139	255		
BASIC TEXT: COMMEMORATIVE	0	0	0	1,085		
BASIC TEXT-CASTILIAN	250	665	698	720		
BASIC TEXT-FRENCH	247	2,464	2,587	1,881		
BASIC TEXT-GERMAN	1,200	2,010	2,111	3,325		
BASIC TEXT-PORTUGUESE	505	3,490	3,665	4,995		
BASIC TEXT-BRAZILIAN	0	10	11	20		
JUST FOR TODAY	744	4,198	4,408	4,538		
JUST FOR TODAY (Gift Edition)	15	225	236	885		
HANDBOOKS	56	784	823	869		
IT WORKS: HOW & WHY	1,195	2,669	2,802	3,197		
IT WORKS: (Special Edition)	0	35	70	835		
LITERATURE	29,203	11,779	12,368	4,769		
MEDALLIONS: BRONZE	1,140	6,760	7,098	6,872		
MEDALLIONS: BI-PLATE	121	638	670	2,318		
MEDALLIONS: SILVER	0	55	58	275		
MEDALLIONS: GOLD PLATE	0	0	0	0		
KEY TAGS	1,630	7,148	7,505	11,967		
CHIPS	770	841	883	856		
INFORMATION BOOKLETS	66	2,309	2,424	2,356		
NA WAY MAGAZINE	372	1,290	1,355	883		
MISCELLANEOUS	1,087	313	329	227		
SPECIALTY ITEMS	250	748	785	1,756		
MINUTES REPORTS	0	3	3	0		
PI PRODUCTS	0	86	90	889		
AUDIO MATERIALS	12	339	356	1,274		
GROUP/AREA MATERIALS	222	416	437	652		
SHIPPING	958	4,443	4,665	6,640		
DISCOUNTS	(3,745)	(11,599)	(12,179)	(13,894)	(22,000)	
<b>TOTAL WSO - EUROPE SALES</b>	<b>36,817</b>	<b>45,234</b>	<b>47,529</b>	<b>54,959</b>	<b>76,458</b>	

WSO - EUROPE COST OF MERCHANDISE	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	1
BASIC TEXT: HARD COVER	86	1,216	1,366	837		
BASIC TEXT: SOFT BOUND	0	13	15	29		
BASIC TEXT: COMMEMORATIVE	0	0	0	150		
BASIC TEXT-CASTILIAN	75	231	243	242		
BASIC TEXT-FRENCH	71	970	1,019	516		
BASIC TEXT-GERMAN	632	1,186	1,245	1,758		
BASIC TEXT-PORTUGUESE	161	0	0	1,592		
BASIC TEXT-BRAZILIAN	0	3	3	10		
JUST FOR TODAY	86	539	623	499		
JUST FOR TODAY (Gift Edition)	3	66	69	189		
HANDBOOKS	12	(612)	(688)	895		
IT WORKS: HOW & WHY	209	506	568	569		
IT WORKS: (Special Edition)	0	8	16	152		
LITERATURE	21,278	2,721	3,028	3,710		
MEDALLIONS: BRONZE	177	970	1,120	1,129		
MEDALLIONS: BI-PLATE	38	329	356	705		
MEDALLIONS: SILVER	0	13	27	35		

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WSO - EUROPE	1993	1994	1995	1995	1996	
COST OF MERCHANDISE	ACTUAL	ACTUAL	ADOPTED	ACTUAL	ADOPTED	1
MEDALLIONS: GOLD PLATE	0	0	0	0		
KEY TAGS	635	2,511	2,716	5,887		
CHIPS	245	234	253	261		
INFORMATION BOOKLETS	21	761	855	1,190		
NA WAY MAGAZINE	114	799	864	555		
MISCELLANEOUS	17	6	6	61		
SPECIALTY ITEMS	98	397	429	639		
MINUTES/REPORTS	0	13	14	116		
PI PRODUCTS	0	1,352	1,420	167		
AUDIO MATERIALS	8	139	150	411		
GROUP/AREA MATERIALS	89	424	477	207		
COST OF GOODS		0	0	401		
IMPORT/EXPORT DUTIES		0	0	331		
SHIPPING	7,433	10,074	10,376	5,121		
SHIPPING - IN	10,850	10,151	10,456	9,706		
SHIPPING SUPPLIES	0	423	436	526		
	<b>42,338</b>	<b>35,443</b>	<b>37,463</b>	<b>38,596</b>	<b>48,955</b>	

WSO - EUROPE	1993	1994	1995	1995	1996	
GENERAL & ADMINISTRATIVE	ACTUAL	ACTUAL	ADOPTED	ACTUAL	ADOPTED	1
ACCOUNTING & LEGAL	2,482	2,716	2,716	0		
BAD DEBTS			0	224		
BANK SERVICE CHARGES	509	316	316	418		
BUSINESS TAX	0	252	252	0		
COMPUTER SUPPLIES	0	64	66	338		
CONTRACT LABOR	21,142	11,448	4,000	0		
CONVERSION GAIN/LOSS	(511)	(216)	0	1,956		
COPYRIGHTS	0	0	0	0		
DEPRECIATION	2,371	2,371	2,371	2,371		
DUES AND FEES	0	77	77	810		
EMPLOYEE TRAINING			0	772		
EQUIPMENT LEASE	827	726	726	633		
INSURANCE (GENERAL)	0	366	366	236		
INTEREST	0	33	33	25		
MAINTENANCE & REPAIR	8,823	839	839	911		
OFFICE EXPENSE	1,615	6,227	2,500	3,463		
POSTAGE	392	3,387	3,387	5,069		
RENT	11,050	11,533	11,879	12,291		
SERVICE CONTRACTS	0	455	455	0		
STORAGE SPACE	0	1,117	1,117	1,940		
TELEPHONE	8,379	18,666	12,500	8,425		
TRANSPORT	379	1,379	1,379	134		
TRAVEL	21,678	24,477	18,000	10,111		
UTILITIES	367	597	609	475		
	<b>79,503</b>	<b>86,830</b>	<b>63,588</b>	<b>50,602</b>	<b>39,981</b>	

WSO - EUROPE	1993	1994	1995	1995	1996	
PERSONNEL EXPENSE	ACTUAL	ACTUAL	ADOPTED	ACTUAL	ADOPTED	1
INSURANCE (HEALTH)	2,300	0	3,000	41		
PAYROLL TAXES	9,277	15,430	15,893	34,601		
SALARIES	25,733	52,847	54,432	48,324		
<b>TOTAL PERSONNEL EXPENSE</b>	<b>37,310</b>	<b>68,277</b>	<b>73,325</b>	<b>82,966</b>	<b>72,000</b>	

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WSO - EUROPE OTHER INCOME	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED	1
MISCELLANEOUS	0	250	0	(10)	0	
TOTAL OTHER INCOME	0	250	0	(10)	0	
	(122,334)	(145,566)	(126,847)	(117,195)	(84,478)	

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	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED
TOTAL CHATSWORTH INCOME	3,997,128	4,103,565	4,207,525	4,284,802	4,546,262
TOTAL CANADA INCOME	184,045	153,464	153,114	178,787	187,886
TOTAL EUROPE INCOME	36,817	45,234	47,529	54,959	76,458
<b>TOTAL WSO INCOME</b>	<b>4,217,990</b>	<b>4,302,263</b>	<b>4,408,168</b>	<b>4,518,548</b>	<b>4,810,606</b>

TOTAL CHATSWORTH EXPENSE	3,643,803	3,878,965	4,052,807	4,202,449	4,498,711
TOTAL CANADA EXPENSE	125,385	77,026	79,687	87,816	92,053
TOTAL EUROPE EXPENSE	159,151	190,800	174,376	172,154	160,936
<b>TOTAL WSO EXPENSE</b>	<b>3,928,339</b>	<b>4,146,791</b>	<b>4,306,870</b>	<b>4,462,419</b>	<b>4,751,700</b>

CHATSWORTH NET INCOME/(LOS	353,325	224,600	154,718	82,353	47,551
CANADA NET INCOME/(LOSS)	58,660	76,438	73,427	90,971	95,833
EUROPE NET INCOME/(LOSS)	(122,334)	(145,566)	(126,847)	(117,195)	(84,478)
<b>WSO NET INCOME/(LOSS)</b>	<b>289,651</b>	<b>155,472</b>	<b>101,298</b>	<b>56,129</b>	<b>58,906</b>

**WORLD SERVICE OFFICE, INC.**  
**Budget 1996**

	1993 ACTUAL	1994 ACTUAL	1995 ADOPTED	1995 ACTUAL	1996 ADOPTED
<b>TAKE OUT NON-CASH ITEMS</b>					
AMORTIZATION	(9,027)	(13,278)	(17,670)	(16,553)	(17,436)
DEPRECIATION	(79,872)	(68,388)	(56,533)	(96,434)	(139,626)
<b>ADD IN CASH ITEMS - CAPITALIZED</b>					
SAVINGS INCREASE	26,726	117,750	0	0	55,062
COMPUTER EQUIPMENT	53,492	27,319	17,500	23,477	20,000
TYPESETTING EQUIPMENT	5,025	0	0	0	0
OFFICE EQUIPMENT	5,834	10,341	9,000	3,633	9,000
SHIPPING EQUIPMENT	0	0	0	0	6,000
FURNITURE	0	4,542	5,000	6,764	6,000
LEASEHOLD IMPROVEMENTS	0	0	350,000	469,813	23,000
TRADEMARKS & COPYRIGHTS	27,182	44,140	28,000	7,669	8,000
CAPITAL LOAN REPAYMENT	0	0	(125,000)	(130,000)	30,000
	<b>29,361</b>	<b>122,426</b>	<b>210,297</b>	<b>268,369</b>	<b>0</b>
<b>CASH BASIS NET PROFIT/(LOSS)</b>	<b>\$260,291</b>	<b>\$33,046</b>	<b>(\$108,999)</b>	<b>(\$212,240)</b>	<b>\$58,906</b>