

Clean and Free Area of
Narcotics Anonymous
Area Service Committee Guidelines

CAFANA



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1 Purpose

- This document serves as a guide for new and existing Group Service Representatives (GSR) and Area Trusted Servants. It also serves to collect experience that relates to the business and efforts for the Area Service Committee (ASC). This is a collection of GUIDELINES and is not designed or intended to serve as a set of unbreakable RULES.
- These guidelines may be waived or modified for 'one time use' by a group consensus of Group Representatives in attendance at the ASCM.

2 ASCM

Unfinished and New Service

- Unfinished Service
 - Proposals from the previous ASCM that need to be decided on
 - Any unresolved issues from previous ASCM
- New Service
 - Introduction of new proposals/issues
 - Regional Donation (when applicable)

Suggested ASC Format

1. Open with a moment of silence, followed by the serenity prayer.
2. Reading of the Twelve Traditions, Twelve Concepts, Service Motivator, NA Vision of Service
3. Roll Call & Reports
 - a) Trusted Servants
 - i. ASC Facilitator
 - ii. ASC Co-Facilitator
 - iii. ASC Recorder
 - iv. ASC Treasurer
 - v. ASC Regional Committee Member
 - vi. ASC Alternative Regional Committee Member
 - vii. Web Servant
 - vii. Literature
 - b) Subcommittees
 - i. Public Relations
 - ii. Any existing AD-HOC subcommittees
 - c) Groups (Ordered by day of week, Sunday-Saturday)
4. Old Business (New business for last ASCM)
5. New Business
6. Closing Treasurers Report & Regional Donation (if applicable)
7. Financial Requests
8. Close with prayer

3 Open Forum

- Prior to the start of each ASCM an Open Forum will be held.
- The Open Forum is open to participation by all members of the Fellowship, not just GSRs and ASC Trusted Servants.
- The Area Co-Facilitator is responsible to:
 - Preside over the Open Forum
 - Ensure that the Open Forum starts and ends on time
 - Organize topics for discussion at the beginning of Open Forum and add them to the agenda as they come up during discussion.
 - Ensure the discussion proceeds orderly and respectfully.
 - Ensure that all points of view be allowed their rightful expression.
 - Give a report to the ASC covering the topics covered during the Open Forum.
- The Open Forum is a good time for participants to express, as well as gain, a sense of the needs of the groups in the Clean and Free Area, as well as the Iowa Region and the NA Fellowship world-wide.
- No formal decision making.
- Agenda items (old and new business) of the ASC may be discussed at this time to allow for more thorough consideration. This may also serve to make the actual handling of an issue or proposal when it arrives on the floor during the ASC business meeting.
- Discussions during the Open Forum may provoke proposals or resolutions to be added to the agenda under new business or at a later date. Other topics may be committed for further discussion and resolution at a formally scheduled service forum, (see “A Guide to Local Services”) or at the next Open Forum.
- Should the need arise, the Open Forum provides participants an opportunity to exercise NA's Tenth Concept by petitioning “for the redress of a personal grievance, without fear of reprisal”. The Open Forum body will take great care to hear such grievances as well, responding swiftly and fairly, in its hope to continue operating smoothly.
- In the absence of the ASC Co-Facilitator, the ASC Facilitator is next to lead the Open Forum. The order following the ASC Facilitator is ASC Recorder and then the ASC Treasurer.

4 Group Suggestion

- Groups are required to have representation at each ASCM if they wish to participate in Area business.
- A new group coming to the ASC should be given the following items at ASC expense (if the group disbands these items should be returned to the ASC):
 - 1 Clean and Free Area Service Committee Guidelines
 - 1 Guide to Local Service
 - 1 Group Treasurer's Handbook
 - 1 Set of Readings
 - Other literature at the group's request and subject to ASC approval
- New meetings from established groups will be put on the Area meeting list after two months of existence. This will occur at the next printing of the meeting lists.

5 Group Service Representatives (GSR)

- Each GSR should be familiar with CAFANA
- Service Committee Guidelines. Each GSR should possess a copy.
- Each GSR should be familiar with “A Guide To Local Service” especially the sections concerning the Group and the ASC.
 - GSRs should possess a working knowledge of the Twelve Steps, Twelve Traditions and the Twelve Concepts for Service of Narcotics Anonymous.
 - GSRs are responsible to communicate the needs and concerns of their Group to the ASC.
 - The Open Forum provides an excellent opportunity to address the challenges facing the GSR’s Groups.
 - The primary responsibility of a GSR is to work for the good of NA by providing two-way communication between the Group and the rest of Narcotics Anonymous. The GSRs are the link between their Groups and the rest of Narcotics Anonymous.
 - The GSRs are the representatives of their Group and should report on behalf of their group to the ASC. The report should be in writing and suggestions that could be included in report:
 - Any new group officers (treasurer, secretary, etc.) as they occur
 - Meeting(s) attendance (approximate; growing, shrinking, etc.)
 - General feeling of the meeting(s)
 - Any 'needs' their Group may have
- If the GSR and the Alternative GSR are unable to attend the ASCM, a duly appointed proxy may represent their Group. A letter stating and signed by the GSR or Alternative GSR should be presented Area Facilitator prior to the ASCM.

6 Subcommittee Office Suggested Qualifications

6.1 Public Relations Subcommittee Facilitator

- 3 Years clean time
- 2 year experience as a member of the PR subcommittee
- Maintains order and focus in subcommittee
- Prepares agenda for each subcommittee meeting
- Ensures the Traditions are upheld in all matters
- Maintains link of communication between PR Subcommittee and the ASC, including giving monthly reports at the ASCM
- Attends each meeting of the Regional PR Subcommittee
- Responsible for overseeing budgeted funds
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants
- Chair is selected by the subcommittee and approved by group consensus at ASCM
- Maintains current phone line list and phone line service
- Maintains qualified speaker list and 12 step call list
- Maintains accurate information with the media
- Maintains subcommittee internal guidelines

7 ASC Trusted Servant Positions

7.1 General

- Service is not a right. It is a privilege. After failing to adhere to these guidelines or being absent without explanation for two (2) consecutive ASCM, an ASC Trust Servant (not GSR) may be removed by group consensus
- ASC Trusted Servant positions will be held a minimum of 1 year and a maximum of 2 consecutive terms except for inter min positions
- Nominations for ASC Trusted Servant positions will open in new business in July and close at the end of old business in August. Elections will be held in new business in August. Terms will begin in January of the next year. The intent of this is to allow new Trusted Servants a period of time (August to January) to learn the responsibilities of their new positions
- All chair positions of subcommittees shall be approved by consensus
- **Area Trusted Servants may enter into discussion during the ASCM. They may not consent.**

7.2 ASC Facilitator

- 2 years clean time
- Term of ASC Facilitator is 1 year
- Expected to provide agenda to GSRs and subcommittees at beginning of each ASCM
- Gives report at each ASCM
- Co-signer on the Area bank account
- Keeps meetings in order
- Appoints AD-HOC chairs
- Responsibility of year-end audit
- Privilege or rule – Subject to group consensus. This means that the Facilitator is responsible for keeping order at the ASCM as well as ensuring that communication is complete but not over done. The Facilitator may take whatever actions they deem necessary to do this, including ending discussion on an issue or tabling the issue until a later time or date. The GSR may overrule any of these decisions by group consensus
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintain communication with all ASC Trusted Servants

7.3 ASC Co-Facilitator

- 2 year clean time
- Terms of ASC Co-Facilitator is 1 year
- Leads ASC Open Forum
- Gives report at each ASCM
- Communication with all subcommittees. Communication function as a liaison between Area subcommittees and the ASC. May attend all subcommittee meetings and exchange information between subcommittees and ASC.
- In absence of Facilitator acts as Facilitator
- Holds key to Storage Unit

- Holder of PO Box key. Responsible for retrieving appropriate mail before each ASC meeting
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants

7.4 ASC Recorder

- 2 year clean time
- Term of ASC Secretary is 1 year
- Takes accurate minutes of each ASCM
- Have approval of minutes by Facilitator/Co-Facilitator one (1) week prior to distributing minutes. Type or write and disperse the Area minutes at the opening of the ASCM
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants

7.5 ASC Treasurer

- 2 year clean time
- Term is ASC is 1 year
- Shall make monthly written reports of expenditures and income and shall include a copy of the ASC bank account statement with monthly report
- An audit of the ASC treasury should be held in December prior to the installment of the new Treasurer. This audit shall be performed by the incoming Area Facilitator. Outgoing Area Facilitator and Recorder. A midyear audit shall be held by the Treasurer and Area Facilitator prior to the June ASCM
- Co-signer of Area bank account
- Maintain prudent reserve as designated by the ASC
 - The prudent reserve for Clean and Free Area ASC treasury shall be calculated by taking a total of all bills paid by the ASC in one month adding to this total 1/3 of each ASC subcommittee earmarked funds. This prudent reserve will be recalculated twice a year in January and June. The specific amount shall be approved by group consensus
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants
- Holder of PO Box key. Responsible for retrieving appropriate mail before each ASC meeting

7.6 Regional Committee Member (RCM)

- 3 year clean time
- Term of RCM is 2 years
- Two way communication between ASC, other ASCs and IRSC
- Voice of Area group conscience at IRSCM
- Attends ASC and IRSCM

- Bring reports and agendas of IRSCMs to ASCM prior to next IRSCM
- Oversees scheduling of Area CAR review (coordinated with Regional CAR review)
- Must have prior service experience, preferably at least GSR level
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants

7.7 Alternate Regional Committee Member (RCM-ALT)

- 2 year clean time
- Term of RCM-ALT is 2 years
- After 2 year term as RCM Alternate, said person shall move into the position of RCM with group consensus of the Area without need for an election. In the event the RCMALT chooses not to move into the RCM position, the Area will accept nominations for the election of new RCM in accordance with the election guidelines laid out in Area Policy.
- Two way communication between ASC, other ASCs and IRSC
- Voice of Area group conscience at IRSCM
- Attends ASC and IRSCM
- Bring reports and agendas of IRSCMs to ASC meeting prior to next IRSCM • Assist in scheduling of Area CAR review (coordinated with Regional CAR review)
- Must have prior service experience, preferably at least GSR level
- Represents RCM at ASC and IRSC in case of RCM's absence
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants

7.8 Literature Coordinator

- 2 year clean time
- Nominated and elected by consensus at ASCM
- The Literature Coordinator is only required to provide literature for sale to the Groups at each ASCM. Any other literature sales are at the discretion of the Literature Coordinator
- In cooperation with Area Treasurer, makes all bulk literature purchases
- Working knowledge of the Twelve Steps, Twelve Traditions and Twelve Concepts of Service
- Maintains communication with all ASC Trusted Servants
- Recommended prior service at Area level
- Maintains accurate list of available literature and provides monthly inventory at ASC
- Any monies generated by the sale of literature shall be given directly to the ASC Treasurer at the next ASCM for deposit into the ASC bank account. The Area Literature shall hold only enough cash to make changes for literature sales, not to exceed \$50.00.
- The Literature Coordinator is allocated up to \$150 per month for the purchase of literature. More maybe allocated by a consensus of the GSRs at each ASCM. The check used to order the additional literature shall be written directly from the ASC bank account for the approved order amount.

7.9 Web Servant

- 2 years clean time
- Term of Web Servant is 1 year
- Working knowledge of the 12 Steps, 12 Traditions, & 12 Concepts of NA
- Working knowledge of Internet protocols
- Maintain and update a listing of all NA meetings
- Post all Area flyers and ASC minutes
- Adheres to the 12 Traditions of NA in all postings to www.cafana.iowa-na.org
- Maintains communication with all ASC Trusted Servants

8 Decision Making

8.1 General Description:

As a spiritual body, we try to reach all decisions by consensus; we believe that a loving God's will is expressed through our group conscience (2nd Tradition). One of the reasons we try to achieve consensus is that it insures that we follow our 9th Concept: "All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision making process." By carefully discussing and respectfully listening to all points of view, we try to make sure this happens at the ASCM. All proposals and decisions will be considered using consensus-based decision making. In the consensus-based decision-making process, we utilize five color cards (white, green, yellow, orange, red) to signify questions or additions to the discussion, as well as to show your consent or objection to a proposal. 8.3 details the definition of each color card and 8.4 illustrates the flow of the decision-making process.

8.2 Decision Making Process

1. Presentation - A proposal is presented to the Facilitator
 - a. This may be submitted to the Facilitator prior to the meeting to be placed on the agenda; or
 - b. It may come during Open Forum, an Area Trusted Servant, or a GSR and be placed on the agenda.
2. Clarification - the Maker of the Proposal presents the proposal to the ASC body and answers questions about the proposal. Only questions and/or clarification will be allowed during this step of the process.
3. Straw Poll.
 - a. The five color cards will be utilized.
 - b. 100% Agree, the proposal goes directly to the consensus phase.
 - c. 100% Block, the proposal goes directly to the consensus phase.
 - d. Anything less than 100%, the proposal moves to discussion.
4. Discussion Phase.
 - a. The Facilitator shall guide discussion utilizing the five color cards.
 - b. Changes to the proposal can be made during this time.
 - c. The facilitation of discussion should be to offer solutions to create compromise.

- d. All objections should be heard out or compromise made.
5. Consensus.
 - a. The five color cards will be utilized.
 - b. If 80% of cards are: Accept, Accept with Reservations, Stand Aside, or Surrender, the consensus is that the proposal is accepted.
 - c. If not all cards are “Accept,” the Facilitator may ask for further explanation from those members.
 - d. If 80% Consensus is not reached, the Facilitator will review what cards are held up to determine the next step. Those steps are:
 - i. Place on the agenda for the next meeting and ASC members may take the proposal back to discuss with their groups.
 - ii. Return to the discussion phase.
 - iii. Declare that the proposal is rejected.
6. Non-consensus based decisions are as follows:
 - a. Elections with more than one nominee will be performed by closed ballot voting.
 - i. The Facilitator or Acting Facilitator shall cast their ballot before the vote is collected. This vote shall be used only in the event of a tie.

8.3 CBDM COLOR CARDS

- **WHITE CARD:**

For Discussion

“I’ve heard enough, let’s have a consensus or straw poll.”

For Consensus

“I go with the group conscience.”

Raise this white card when you have no opinion or to SURRENDER.

- **GREEN CARD:**

For Discussion

“I have something to say”

Raise this green card to make a comment or give your opinion.

For Consensus

“I agree with the decision at hand, all things considered.”

Raise this green card to AGREE if you are generally in support of the proposal. Agree does not mean that you agree with every aspect of a proposal, but that you have heard the discussion, have had a chance to participate in the process of finalizing the proposal, and are prepared to support the decision.

- **YELLOW CARD:**

For Discussion

“I have a question” or “I need clarification on what was just said.”

Raise this yellow card for clarification.

For Consensus

“I have concerns, but I can live with it.”

Raise this yellow card to AGREE with RESERVATIONS if you are willing to let a proposal pass but want to register your concerns.

- ORANGE CARD:

For Discussion

“I can clarify on what was just said.”

Raise this orange card if you can help answer or clarify on the topic.

For Consensus

“I personally can’t do this, but I won’t stop others from doing it.”

Raise this orange card to STAND ASIDE if you have a serious personal disagreement with a proposal, but are willing to let the proposal pass.

- RED CARD:

For Discussion

“Stop!”

Raise your red card to indicate problems with the process such as when...

- our agreed upon procedures are not being followed
- the discussion has gone off topic & needs to refocus
- a member is dominating the discussion or being otherwise inconsiderate
- you’d like to suggest a break

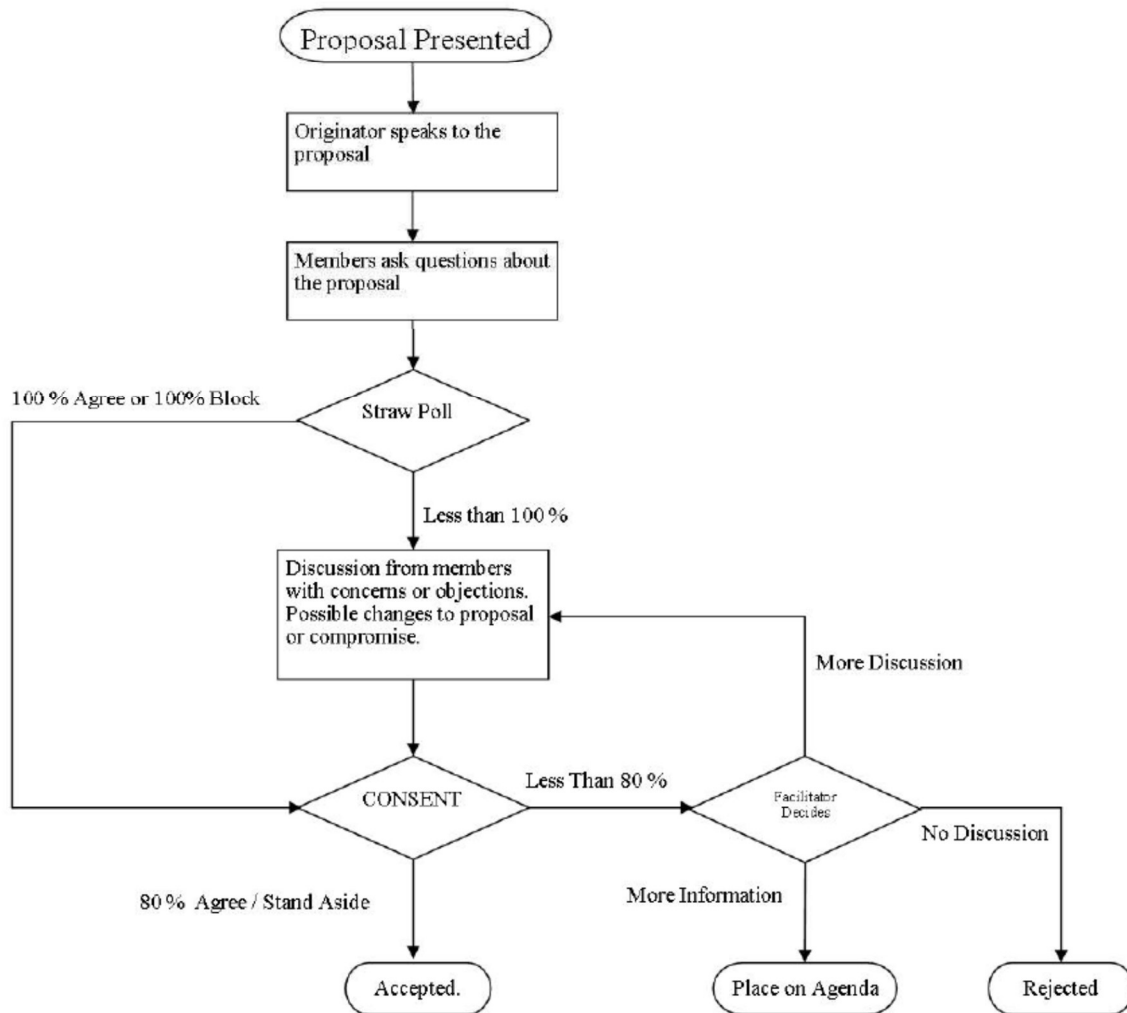
For Consensus

“I cannot support this or allow the group to support this. It is against our principles.”

Raise the red card to BLOCK -- it means you strongly disagree. Blocking members will be asked to explain their objections.

8.4 CBDM FLOW CHART

Consensus Based Decision Making



9 Nominations and Elections

- Nominations
 - Nominations for the ASC trusted servant positions of Facilitator, Co-Facilitator, Recorder, Treasurer, RCM (*See Area Policy under 7.7 Alternate RCM if RCM term is up*) and Literature Coordinator will open in new business in June and close at the end of old business in July.
 - Group Representative and any ASC trusted servant can make nominations
 - Qualification of each nominee should be presented at the time of nomination and be recorded in the ASCM minutes
- Elections and Terms
 - Elections will be held in old business in August with terms for these positions to begin in January of the next year
 - The intent of this to allow the new trusted servant a period of time (August to January) to learn the responsibilities of their new positions
- Subcommittee Facilitators
 - Public Relations subcommittees shall be approved by group consensus
 - If this approval fails the subcommittee will need to discuss and correct the issues that cause the approval to fail. Another approval will take place the next ASC. At this time the subcommittee may also present another person for approval
 - This approval takes place in December of each of year with the facilitator's term to begin in January of the next year

10 ASC Business Meeting Guidelines

- Bidding by groups to host the monthly ASCM will be held quarterly beginning in January of each year. Groups should present the cost of renting their facilities as part of their bid
 - All ASC trusted servants (Co-Facilitator, Recorder, Treasurer, RCM, RCM-ALT, all subcommittee chairs and GSRs) except for the ASC Facilitator will use non-consensus decision making for the bids.
 - The ASC Facilitator will place their sealed vote before voting takes place and their vote will only be revealed and used in the case of tie vote
- Rent for the ASCM place should be taken from the ASC general fund and the basket (7th Tradition) should not be passed at the ASCM.

11 ASC Finances

- It is suggested that the ASC Treasurer follow the guidelines and information provided in the NA publication Treasurer's Handbook Revised
- ASC Financial Audits
 - There shall be two yearly audits of the ASC Finance
 - December – Audit shall be performed by the current ASC Facilitator, the incoming ASC Treasurer and outgoing ASC Treasurer. If the ASC Treasurer is not changing then the ASC Co-Facilitator shall also help perform the audit
 - June – Audit shall be performed by the ASC Facilitator and ASC Treasurer

◦ Audits should investigate if all payments made by the ASC were justified and if all monies donated to the ASC (by groups or other service bodies) were deposited into the ASC bank account. For more information please refer to the NA publication Treasurer's Handbook Revised

◦ Complete written audit results shall be provided to the ASC following the audit and shall be recorded in the ASCM minutes

• Two authorized signatures are required on the ASC bank account. Approved signers are the ASC Facilitator and Treasurer

• The Area Treasurer is required to submit an itemized report showing line items expenses, assets, and balances and accompanying each form with the most current ASC bank account statement.

This report should be submitted to the ASC Recorder each ASCM

• Rent for ASCM place should be taken from the ASC general fund and a donation basket should not be passed at ASC meeting

• All funds donated to the ASC at the ASCM should be deposited into the ASC bank account within one week of the ASCM

• The prudent reserve for Clean and Free Area ASC treasury shall be calculated by taking a total of all bills paid by the ASC in one month adding to this total 1/3 of each ASC subcommittee earmarked funds. This prudent reserve will be recalculated twice a year in January and June. The specific amount shall be approved by group consensus

• List of common ASC operating expenses

◦ Phone line answering service

◦ phone line telephone line

◦ ASO rent

◦ ASC meeting rent

◦ subcommittee(s) meeting rent

◦ Literature purchasing allocation (\$100/month)

◦ Meeting lists (approximate every 3-4 months)

◦ Regional donation (quarterly)

◦ Secretarial expenses

◦ Other ASC operating expenses

◦ PR/H&I Budgets

◦ Other miscellaneous expenses such as copies

Addendum A - PR Subcommittee Guidelines – *To be added at a later date*

Addendum B – Readings (at ASC meeting)

- Twelve Traditions
- Twelve Concepts
- Vision Statement
- Service Motivation

Twelve Traditions

1. Our common welfare should come first; personal recovery depends on NA unity.
2. For our group purpose there is but one ultimate authority—a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.
3. The only requirement for membership is a desire to stop using.
4. Each group should be autonomous except in matters affecting other groups or NA as a whole.
5. Each group has but one primary purpose—to carry the message to the addict who still suffers.
6. An NA group ought never endorse, finance, or lend the NA name to any related facility or outside enterprise, lest problems of money, property, or prestige divert us from our primary purpose.
7. Every NA group ought to be fully self-supporting, declining outside contributions.
8. Narcotics Anonymous should remain forever nonprofessional, but our service centers may employ special workers.
9. NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.
10. Narcotics Anonymous has no opinion on outside issues; hence the NA name ought never be drawn into public controversy.
11. Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, and films.
12. Anonymity is the spiritual foundation of all our Traditions, ever reminding us to place principles before personalities.

Twelve Concepts

1. To fulfill our fellowship's primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.
2. The final responsibility and authority for NA services rests with the NA groups.
3. The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.
4. Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants.
5. For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.
6. Group conscience is the spiritual means by which we invite a loving God to influence our decisions.
7. All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision-making processes.

8. Our service structure depends on the integrity and effectiveness of our communications.
9. All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes.
10. Any member of a service body can petition that body for the redress of a personal grievance, without fear of reprisal.
11. NA funds are to be used to further our primary purpose, and must be managed responsibly.
12. In keeping with the spiritual nature of Narcotics Anonymous, our structure should always be one of service, never of government.

A Vision for NA Service

Our vision is that one day:

Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life; Every member, inspired by the gift of recovery, experiences spiritual growth and fulfillment through service; NA service bodies worldwide work together in a spirit of unity and cooperation to support the groups in carrying our message of recovery; Narcotics Anonymous has universal recognition and respect as a viable program of recovery. Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

Service Motivator – Basic Text 6th Edition p. xxvi

Everything that occurs in the course of NA service must be motivated by the desire to more successfully carry the message of recovery to the addict who still suffers. It was for this reason that we began this work. We must always remember that as individual members, groups and service committees, we are not and should never be in competition with each other. We work separately and together to help the newcomer and for our common good. We have learned, painfully, that internal strife cripples our Fellowship; it prevents us from providing the services necessary for growth.

Addendum C - Abbreviations /ACRONYMS

For Clean and Free Area:

CAFANA Clean and Free Area of Narcotics Anonymous

ASC Area Service Committee

ASCM Area Service Committee Meeting

GSR Group Service Representative

H&I Hospitals & Institutions

PR Public Relations

RCM Regional Committee Member

RSC Regional Service Committee

WSO World Service Organization

For Iowa Region of Narcotics Anonymous: (taken from IRNA Guidelines 08/14)

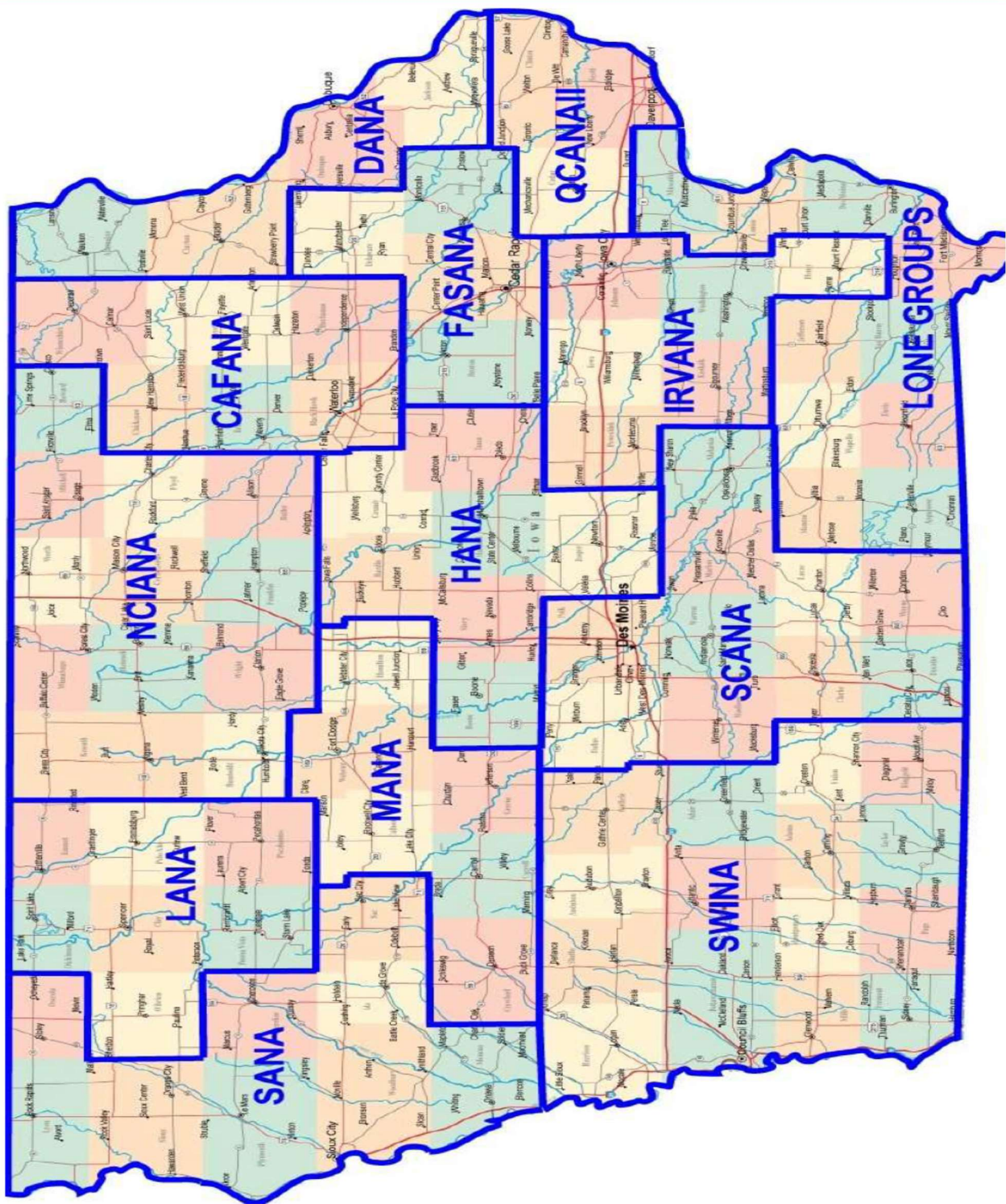
Narcotics Anonymous NA

Iowa Region of Narcotics Anonymous IRNA

Revised March 2015

Iowa Narcotics Anonymous Service Conference IRSC
Iowa Narcotics Anonymous Service Meeting IRSM
Iowa Regional Service Board IRSB
Narcotics Anonymous World Services NAWS
World Service Conference WSC
Regional Committee Member RCM
Conference Agenda Report CAR
Conference Agenda Track CAT
Iowa Regional Convention of Narcotics Anonymous IRCNA
Regional Delegate RD
Alternate Delegate AD
Area Service Committee ASC

Addendum D – Regional/Area Map
MAP OF IOWA (taken from IRNA Guidelines 08/14)



Addendum E – Offer of Help Letter to Group
See Letter