NA World Services
PO Box 9999
Van Nuys, CA 91409 USA
Telephone (818) 773-9999
Fax (818) 700-0700

To: **Conference Participants**

From: **World Board**

Date: **April 2010**

Re: **Service System Models Including Seating for Discussion at WSC 2010**

Greetings to conference participants,

Following is a lengthy document that outlines some of our thinking about alternative models for service delivery as well as models for seating at the World Service Conference. We have tried to be as comprehensive as possible in our reporting here without being overwhelming. Hopefully we have managed to strike that balance reasonably well.

This document describes two main models offered as alternatives to our current service structure. It covers these topics:

- Background on the project and the ideas that led to the models
- The four foundational principles that the models have in common
- Descriptions of each of the components of the models, including a brief description of our thoughts on seating
- Descriptions of three alternative options for the models
- Diagrams of the models

These models represent the board's thoughts so far, and we are looking forward to discussing them with participants at the WSC. We understand that any significant and effective change will require extensive fellowshipwide discussion. Our hope is that we can discuss these ideas as partners at the conference and then move forward to discussing these ideas with the fellowship as a whole. We want to emphasize here that these are ideas to talk together about, not options to be voted on.

In addition to this report, we are including a listing of meetings per region, organized by zone. This list was among the background materials the board had at hand when discussing prospective models for the service system, and many of us found it helpful when we had questions related to composition of zones or population size of regions, for instance. These are the same numbers that are used to make our regional meeting map featured at the conference. They are taken from the figures provided to us in the regional reports and lacking a report, from our database. It is possible there may be errors; please inform us if you notice any.

Options for a Redesigned Service System

We have been talking about the challenges in our service system perhaps since our service system has existed. For years we have heard about the same problems with NA services: poor communication, insufficient resources, and a poor atmosphere of recovery in our service meetings. Attempts to address these problems have met with varying levels of success. We also know there are communities and service bodies that are trying new and innovative ways to deliver services, and we have been asking for them to share their best practices with us. The Service System Project, adopted at the 2008 World Service Conference, was proposed as a way to begin to move forward with strategizing about how to solve some of the ongoing struggles we have had across all levels of the service structure. The project plan describes it this way:

Purpose and scope:

We have been discussing the topics of *Infrastructure* and *Our Service System* for the last four years. We believe it is now time to take the results of those discussions, including the information gathered from the 2008 *Conference Agenda Report*, and move into framing recommendations for the fellowship to consider. Our existing service structure was developed for a fellowship with much different needs than we now have globally. Because of this, it is no surprise that we have volumes of information about ineffective services. However, we also have heard new and creative ideas that local NA communities have adopted, and we hope to build on these.

The project plan passed at the conference explains that the majority of the work this cycle is "to provide framed options and recommendations for discussion by the conference and the fellowship," and this report is laying the groundwork for that discussion. With this report, we hope to open a conversation with delegates to find out what you think about these ideas. The discussions we have at the conference will help to frame what the fellowship will discuss in the upcoming cycle. We want to emphasize, the information here is an expression of our discussions to this point in time, not a set of "finished" models.

Building a Foundation

The first task in this project was to "create a common vision for all NA services," in the words of our strategic plan. Because our world services vision statement is already embraced by many, it seemed wise to use that as a foundation. In our revision we tried to broaden the language to make the statement more applicable to all NA services. We also added a bullet point speaking to the gifts individual members experience from service. Motion One in the *CAR* offers the revised statement for approval. We hope that it will guide and inspire us all in our service efforts.

A Vision for NA Service

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

Our vision is that one day:

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

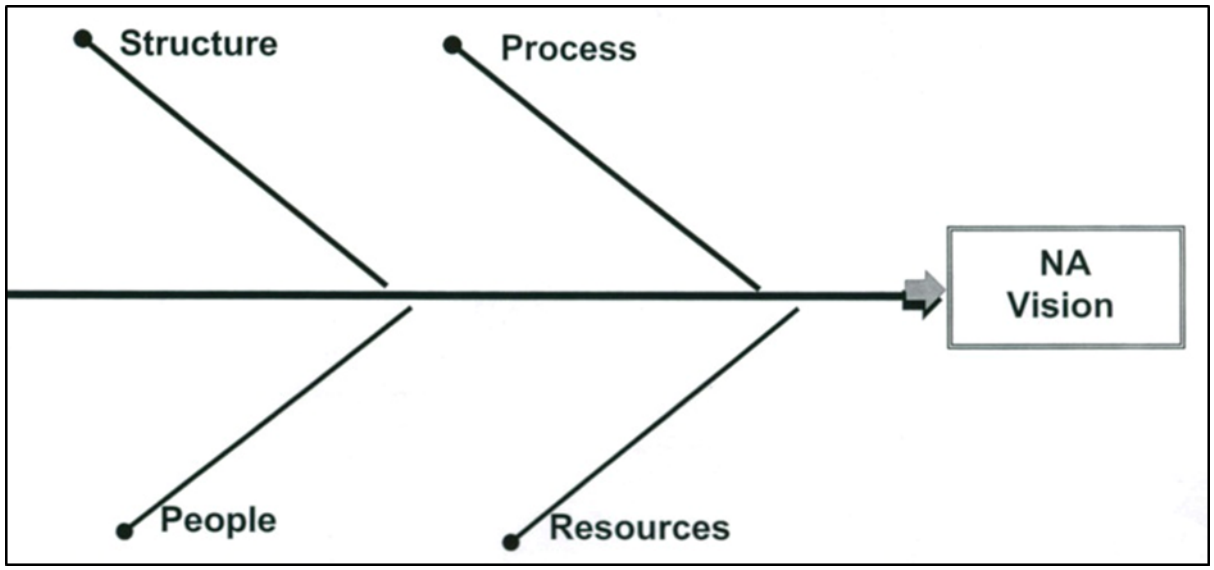
Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

Of course, the vision statement is only a small part of the work the project is designed to accomplish. The service system essay from the 2010 *CAR* explains that the project is "an effort to take a holistic look at how we can better provide services in a fellowship that has come so far and changed so much over the years." The *CAR* essay briefly traces much of this history. We don't want to review it all here, but we can say in summary that our system as a whole and our structure in particular were designed for a fellowship very different from the fellowship of today. The inventory and subsequent restructuring of world services that accomplished so much and has helped us become so much more effective on a world level has never taken place on a local level. The project was created to take that holistic look at the service system as a whole and to suggest changes that would improve our ability to carry the message.

Guided by the maxim "form follows function," we started by looking at the needs the service system has to satisfy in order to succeed in its purpose of carrying our message. We used this list of "what" we have to do to guide our beginning discussions about "how" we are to fulfill these needs. From there we began to think about the roles in an effective service system—the "who" needed to make the "how" a reality. This process of defining what we need to do, how we can best do it, and who is going to do it helped us to thoroughly examine the whole range of NA services and how they can best lead us toward fulfillment of our vision. Because NA service must always be guided by spiritual principles, we also discussed extensively the essential elements that must be present and principles that must guide a healthy and effective service system, as well as the many variables of a global fellowship for which a system has to allow.

The Fishbone Diagram of the System

The thought of examining and suggesting improvements to an entire system can be a bit daunting. It helped us to think about the service system in terms of its components. As we've reported repeatedly by now and discussed at many workshops, any effective system has four main components: structure, process, resources, and people.



After our preliminary discussions about needs and roles and so on, we determined to address structure first, in part because any changes in structure might be among the most challenging for our fellowship. We knew that we needed to talk together with delegates about any ideas we might have for structural change so that we, delegates and the board, can talk together over the course of the upcoming cycle. That said, it should be emphasized that structure is only one element of a successful system. We will

also need to consider processes, resources, and people if we are to create a successful system that answers the needs of our fellowship.

Options for Change

With the foundational work to guide them, the Service System Workgroup developed a number of structural options for service delivery. After a couple of joint meetings between the workgroup and the board, these ideas were refined into two models, each of which has three additional options that can be applied if needed.

As we say in our cover memo, we are offering these models here to get a sense of what conference participants think of them and then, after the conference, to initiate a fellowshipwide discussion about these possibilities. We have discussed these ideas as a board throughout the 2008–2010 cycle and we need to know what you think. We present them to you not as options to be voted on, but as ideas to have a conversation about.

One idea we talked about that is not represented in the models here is a numerically based structure, where the composition of service bodies and the number of delegates to the conference are based on the number of groups. After discussion, we decided not to forward such a model because it doesn't seem to accord fully with our spiritual principle of group conscience. Further, there are so many other factors, such as language and culture, that are important to consider when determining composition of service bodies and delegation.

The models we are forwarding for discussion are, in some respects, structurally similar to what we have now: Groups send delegates to a service body, which in turn sends another delegate to the next service body, and so on until we reach the WSC. At first glance, because our existing system and the proposed models all utilize a delegate structure, the diagrams may not look that different. Nonetheless, there are some major changes in some aspects of the purpose and focus of the proposed service bodies and the way in which we define their boundaries.

As we worked on ideas for reenvisioning local services, we also discussed ideas for WSC seating. Whatever decisions we make regarding the service system will inevitably affect the composition of the conference. We have tried to ensure that the options for WSC seating and the options for the wider service system issue are in harmony with each other. The "Global" section later in this document offers further thoughts.

Foundational Principles

The principles that are common to each of the models and are foundational to our thinking can be summed up in the following four points. These may represent the most profound areas of change for some parts of our current service system.

1. Purpose-driven: Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.
2. Group-focused: The group support unit (GSU) in each model focuses on aiding the groups in their efforts to carry our message.
3. Defined by geopolitical boundaries: Following established geopolitical boundaries for at least some of our service bodies would allow us to better interface with professional and legislative bodies, making it easier for professionals and the general public to find and communicate with us.

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

Two Models with Three Options

As we said, we are presenting two models with three additional options for discussion at this conference. What follows are descriptions of each of the elements in the proposed models. The two models are identical on a local level, and differ in terms of the role of the zone and the way each envisions seating at the conference. After the text descriptions, we have included diagrams of each model and option.

Terminology

We know that introducing many new terms, as we do in this document, can be confusing. However, we could think of no better way to refer to reimagined service bodies in a new system than by using new language. We aren't attached to any of these terms; they are sort of "working titles" for the service bodies proposed here. We are including a short list of the terms that are defined and described below in case having them in one place helps as a reference.

- GSU: group support unit
- LSU: local service unit
- GPU: geopolitical unit
- Zone
- Global/WSC

Group Support Unit

One topic we kept returning to as we discussed our current system was the need to better support our groups. The Fifth Tradition in the Basic Text says, "The group is the most powerful vehicle we have for carrying the message." In the section on forming new area committees, *A Guide to Local Service in Narcotics Anonymous* offers this thought:

> Area committees are formed, first, to strengthen the groups that create them. Before an area committee can start serving the community, the groups, which make up that area, must be on solid footing. An area committee just beginning its service journey may exist primarily as an environment in which groups can share their strengths and solutions with one another.

The reality in many of our ASCs, however, is that this focus on the needs of our groups is often overwhelmed in the business of motions and decisions related to services such as phonelines or public relations or conventions. There is often little time to discuss the day-to-day problems that affect groups on a regular basis.

Accordingly, we are offering the idea of a new service body devoted exclusively to meeting the needs of the groups. The group support unit (GSU) would provide a forum for sharing group concerns and challenges. The stronger the groups, the better able they will be to fulfill their primary purpose of carrying the message to addicts. The GSU is proposed as a flexible, nonbureaucratic body with discussion-based processes. The GSU meeting would be simple and avoid extensive, or possibly any, discussions about policy and procedures.

The GSU could consist of experienced members as well as those new to service; all would be welcome to attend. A small group of experienced members could take responsibility for the organization of the GSU meeting itself, with assistance from the local service unit if required. GSUs could either meet on a regular basis or be an occasional event, depending on the needs of the NA community they serve.

There are a couple of different possible ways we conceptualized the delegation link between the groups and the GSU and LSU. In one configuration, the group could send a delegate to the GSU, which would in turn send a delegate to the LSU on behalf of the groups. Alternatively, the groups could send a delegate to both the GSU and the LSU, possibly the same person or perhaps different people.

The size of the GSU would depend on local conditions. A densely populated urban area may contain several GSUs grouped along neighborhood lines, while a more dispersed rural area could have a GSU composed of neighboring towns. Avoiding the burden of having to travel long distances and the expense that this entails is a key factor in making the GSUs attractive and plausible to groups.

In our discussions, we had differing ideas about whether the GSU would have a focus beyond immediate group needs. Some of us did like the idea that the GSU could provide some basic services but they would be simpler than those provided by our current ASCs and serve as an introduction to service. These services might consist of activities like picnics and poster drives that both complement the services provided by other levels and help members to acquire the knowledge and skills necessary to serve effectively.

The GSU may need at least some capability to handle money if small-scale "entry-level" services are provided, though it could be organized so that the local service unit minimizes the need for the GSU to handle finances. One area yet to be defined is how fund flow from the groups to the new service bodies would work.

<u>Functions/Focus of the GSU</u>

The GSU may do some or all of the following:

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

Local Service Unit

Of course, the existence of a body that concentrates on group issues doesn't eliminate the need for a body that is focused on delivering services on a local level. The local service unit (LSU) is offered as the primary service provision unit within the NA service system. We had extensive conversations about the difficulties many of our existing ASCs face when they try to discuss complex issues within a body that is composed largely of members new to service. Our hope is that by separating group concerns from service provision we will better answer both needs.

The LSU is intended to be a leaner administrative body consisting of members serving as coordinators for specific areas of service, along with an administrative body to facilitate the LSU meeting. Service

delivery could be accomplished by a mix of ongoing work, such as holding regular H&I meetings, and limited-term projects designed to answer specific local needs. These projects could be decided on at the LSU meeting or at some form of local service assembly through a planning process (see Option Three on page 12). In either case, projects would utilize resource pools of qualified, experienced, and available members.

A project-based system, rather than standing subcommittees, may be more attractive to some members and enable a wider participation in service delivery. Currently in many places, members have to commit to joining a subcommittee if they want to become involved in service. Projects represent a shorter commitment and a more efficient use of our precious human resources.

The LSU could be composed of GSU delegates, other LSU trusted servants, and any interested members, with participation being determined locally. It is suggested that LSU meetings occur regularly. The LSU would send a delegate to the next level of service to maintain the delegation and communication link.

As much as is possible and practical, the LSU will have a logical geopolitical boundary. This will make it relatively easy to perform services such as mailing information to an entire school district, and will ensure that public relations and outreach activities are covered more uniformly and not just in areas where there is a concentration of groups. The boundaries of the LSU could consist of one or more rural counties, part of a large city, or an entire town, depending on population density and what constitutes the most effective way to deliver services. Generally it is expected that an LSU would encompass several GSUs, depending on local circumstances.

The LSU may also be responsible for some form of local service office if local needs require one. As with the GSU, there has as yet been limited discussion of funding and fund flow.

Functions/Focus of the LSU

The LSU may do some or all of the following:

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

Geopolitical Unit

In most cases, this service body would consist of a country, state, or province. Our discussions here centered on the need for more clearly defined boundaries than many of our current regions have. While most service delivery would take place at the LSU level, to the degree that services need to take place on a wider scale it will be easier to coordinate them across the state or country or province as a whole. Having boundaries that resemble those used by governmental and social agencies may make it much easier to cooperate with those entities. Having a statewide service body, for instance, will make public relations work much easier and make it easier to find people or refer people to our meetings.

As far as service provision itself, as with the LSU, the geopolitical unit (GPU) would coordinate and plan service provision through projects that address prioritized needs, working in partnership with the LSUs, rather than having a strict committee structure. A GPU would focus on services that answer national or statewide needs such as interacting with government or professional bodies, and could hold an assembly to plan those service projects. GPUs could also provide centralized resources, such as websites and service offices, for their constituent LSUs.

The GPU would consist of its administrative body, trusted servants such as service and project coordinators, representatives from the LSUs, and any interested members. This unit would send a delegate to the global body, although variables such as population density may mean multiple delegates come from a single GPU, or a single delegate may represent several adjoining states, provinces, or countries. One of the issues that has come up repeatedly in our discussions is the need for a system that takes into account relative density and size to at least some degree. It may, for instance, make sense for small states to form one GPU among them, while a large state such as California or a country such as Brazil may need to make some other adjustment for their large size and number of meetings, whether that means utilizing intermediate bodies as detailed in Option Two below or, as mentioned above, having a provision for more than one delegate.

<u>Functions/Focus of the GPU</u>

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

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

- Coordinating human resources, such as a human resource pool
- Overseeing financial resources
- Coordinating translations
- Electing a delegate to the global body

Zone

As mentioned earlier, the roles and purposes of the zones vary between the two models. This, together with the difference in conference seating, represents the major difference between the models.

Whatever their position within the service system, zones can help to connect GPUs, fulfill an assembly role, and connect with regional professional or legislative bodies in the case of a zone that fills a national boundary such as Canada or an area like the European Union. Again, clearly defining these roles as part of a needs-based process would be a key factor.

Zones Model One

In Model One, zones function as our current zones. They are not part of the delegation track and largely serve as opportunities for GPUs to share experience and information with each other, hold workshops, and have some limited interaction with the local fellowship.

Some of our current zones are involved with limited service delivery, including translations, fellowship development workshops, and funding attendance at zonal meetings. The current zonal bodies also have the option to supply candidates for consideration in the HRP nomination process.

Zones Model Two

The proposal in Model Two asks zonal forums to take on a very different focus than they currently do. In addition to the above tasks they would select delegates to the conference, leading to a downsizing of the conference due to a reduction in delegate numbers. In this instance the zone would function, at least to some degree, as an additional level of service.

If zones have a participatory role at the WSC, it may be that their composition would be defined by the conference rather than having their constitution determined entirely by the GPUs. Both environmental scanning and planning may play a part in the formation process for zonal bodies. In any case, they could consist of contiguous geographical groupings to maximize the efficiency of the zonal meeting's logistics.

Global/Conference Seating

We have been talking about challenges related to conference seating for several cycles now. We don't expect that the brief description here of the global component of the service structure will touch on all the issues, but we believe the two models we are proposing begin to bring some order to our system of seating communities at the WSC, while ensuring our ability to seat emerging communities, as appropriate.

In our sessions about seating during the board meeting, we had extensive discussions about the purpose of the conference. As outlined in *A Guide to World Services in NA,* the conference serves many, many purposes—decision making, inspiration, information, consensus building, and so on. We all agreed that each of these purposes is important, and we think part of the reason why making decisions about seating at the conference is so difficult is because these different purposes have different implications for the size and composition of the WSC. If the sole purpose is to make strategic decisions about NA as a whole, for instance, we may be best served by a smaller conference body selected to be representative of NA as a whole. If, on the other hand, the purpose is to inspire delegates and their local NA communities in turn, a larger delegation is preferable.

Certainly there is an economic element as well as a question of feasible size, but these are perhaps not as central as the question of purpose. What are we trying to accomplish at the conference? In the end, we came up with the two possible options outlined below. As we mentioned in the previous sections, in one of the proposed models seating is based on geopolitical units (countries, states, or provinces), while in the other it is based on zonal bodies.

Clearly, there are many other details that would need to be worked out with either of the ideas for representation outlined below. Some of the issues touched on in the seating recommendation report that is part of the Conference Approval Track material, for instance, are not addressed here at all. We hope to make progress on those details in the cycle ahead. First, we really need to get a sense of what kinds of change in conference composition the delegates and the fellowship might support. In the meantime, we hope the conference will support the extension of the moratorium we are asking for. See the Conference Approval Track seating cover memo for more details. As we say there, "We believe that it is too difficult and emotional to combine the two discussions—what to do about seating in general and whether or not to seat specific regions—at the same conference."

Global Model One

In Model One, delegates are elected by the GPUs (geopolitical units) described above. This model could include alternates and delegates or simply delegates, depending on conference decision. Basing the boundaries of the bodies that send these delegates on established geopolitical boundaries will make the seating criteria more logical than our current situation, where regions form as they wish and then the conference must determine whether they are ready for seating. Utilizing recognizable criteria like geopolitical boundaries not only removes some of the subjective nature of the seating process, but also encourages local NA groups to come together into service bodies that may be better equipped to provide certain services. As we mentioned above, if our service bodies utilize boundaries that conform to those of government and social agencies, it may be easier to do public relations work, for instance.

Several states, provinces, and countries are already grouped together into single regions, and many regions already represent entire geopolitical units, so we are not expecting Model One to constitute a big change for the majority of our current regions. In any case, we do recognize that there are several regions that represent parts of geopolitical units, and we know this model would represent a large change for them. We are hoping to talk together at the WSC about whether such a change seems logical and feasible.

Global Model Two

Model Two perhaps represents a more fundamental change in conference composition. This model proposes delegates who come from or are apportioned through zones. This model would mean a scaling down of the size of the conference as well as a change in the focus of the zones, to at least some degree.

We have not worked out the details of how zonal delegation would work, and we discussed a lot of different possibilities. If the conference determined to move toward some sort of zonal representation model, this is clearly a topic for future discussion. We could retain something like our current zonal bodies, with some possible adjustments, or zonal bodies could be reconfigured to represent specific parts of the world determined by the WSC. We discussed the possibility that zones could select a predetermined number of delegates, but we did not discuss the details of how that selection process might work.

Another significant departure in Model Two is that there would be no alternates attending the conference in this model. While in Model One the question of whether or not alternates would

attend WSC is open, Model Two is definitive in that it would eliminate the purpose of alternate delegate attendance at the WSC. If more than one delegate is coming from a zone and those delegates are selected by the zones, then this alleviates the need for, or the benefit from having, alternates per se. Again, we realize this represents a significant change, and we are hoping conference participants will let us know what they think about such a possibility.

Alternates and Delegates

We have talked quite a bit in our board meetings about the wider issue of alternates attending the conference, regardless of what service system model, if any, the conference decides on. Our discussions were quite spirited, and it's fair to say we are nowhere near consensus as a board on this matter. Eliminating alternates at the conference would have the obvious and immediate effect of reducing the size of the conference and reducing expenses. This could also create a more level playing field for all the communities attending the WSC, separating it from their financial ability to fund an alternate. Statistically, there is always a higher proportion of US alternates in attendance at the conference. Alternate delegates could have a more locally based role if they did not attend the conference with delegates retaining the WSC-focused role. On the other hand, we also noted how having an alternate at the conference can help decrease the delegate's workload and increase the perspective available to regions. The support an alternate provides can be particularly crucial for non-English-speaking delegates; in some cases an alternate can be the only person they have to talk to who speaks their native language. For any delegate at his or her first conference, walking through the week can be very overwhelming. Some of us felt that the presence of an alternate delegate was practically a necessity. In short, our views are diverse and not always in agreement. We look forward to hearing your thoughts and experience on the question of alternates' attendance at the conference.

Options

In addition to the two main models described above, we talked about three alternatives or "options" that add some flexibility to the models. These variations on the basic model are described below.

Option One – "Two-Track" Local Services

This option repositions the group support unit so that it is outside the stream of delegation. In this option, the GSU only assists groups with issues they may be facing by providing a forum to share experience and pass on information; it does not provide services or send a delegate to the LSU. The advantage of this option is that the GSU would be focused solely on the group support role. The disadvantage or challenge is that groups utilizing this option would send representatives to both the GSU and the LSU. The LSU could take a more active role in organizing and facilitating the GSU meetings in this option, including handling any funds necessary for the running of the GSU meeting.

Option Two – Intermediate Body

The second option we discussed was the ability to add "intermediate" service bodies to the structure as needed (perhaps because of density or distance, for instance). This option adds adaptability and flexibility to the service structure. Optional intermediate service bodies make either Model One or Model Two scalable to local needs.

Intermediate bodies could coordinate or provide services, and could serve as a forum for communication in certain situations. Depending on the role that the intermediate body adopts, it may have a conference-like structure; but exactly how it could be organized or administrated is yet to be determined. The focus of an intermediate body would depend on the reasons for which it was created. One possible example could be that two or more LSUs group together to better answer a specific service need such as H&I within the boundaries of a city. Another example would be an intermediate body that is formed to help meet language needs of members.

Perhaps the two main factors influencing the need for an intermediate body would be population density and geographic distance. A densely populated location may need to have several LSUs in order for these bodies to be manageably sized, but may also need an intermediate body to provide services that cover the entire area. For example, a large city could consist of an LSU in each borough or district, with the city itself coming together as an intermediate body that is better suited to planning and providing citywide PR services.

In other instances, an intermediate body may form to mitigate travel needs. In less dense communities spread out over large distances, it may be impractical to travel these large distances for service meetings on a frequent basis. Adjacent LSUs could meet on a more frequent basis than the GPU to tend to their common needs.

An intermediate body may have a delegation role and may provide some service, although it is hoped that it won't become overly bureaucratic.

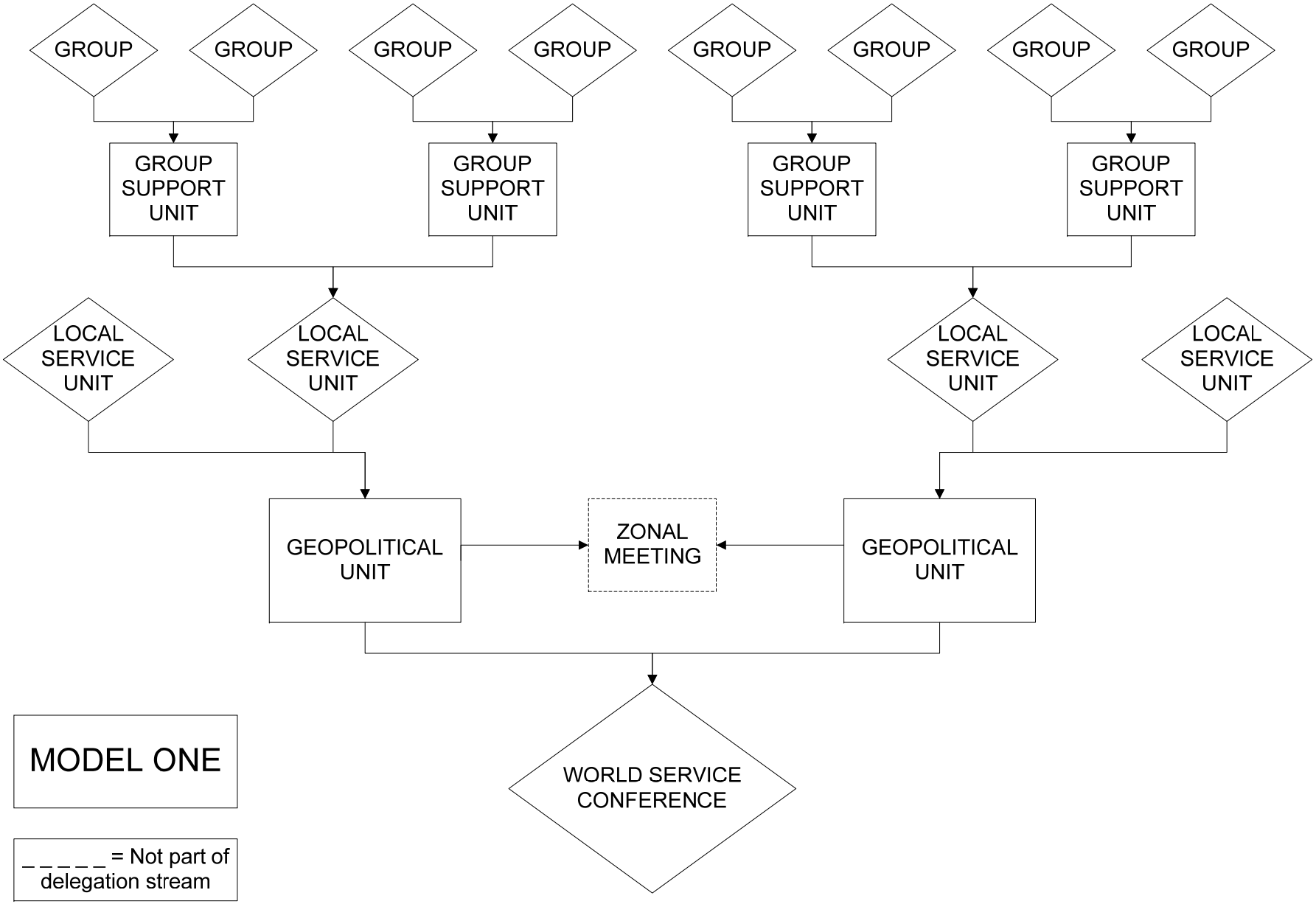
Option Three – Local Service Assembly

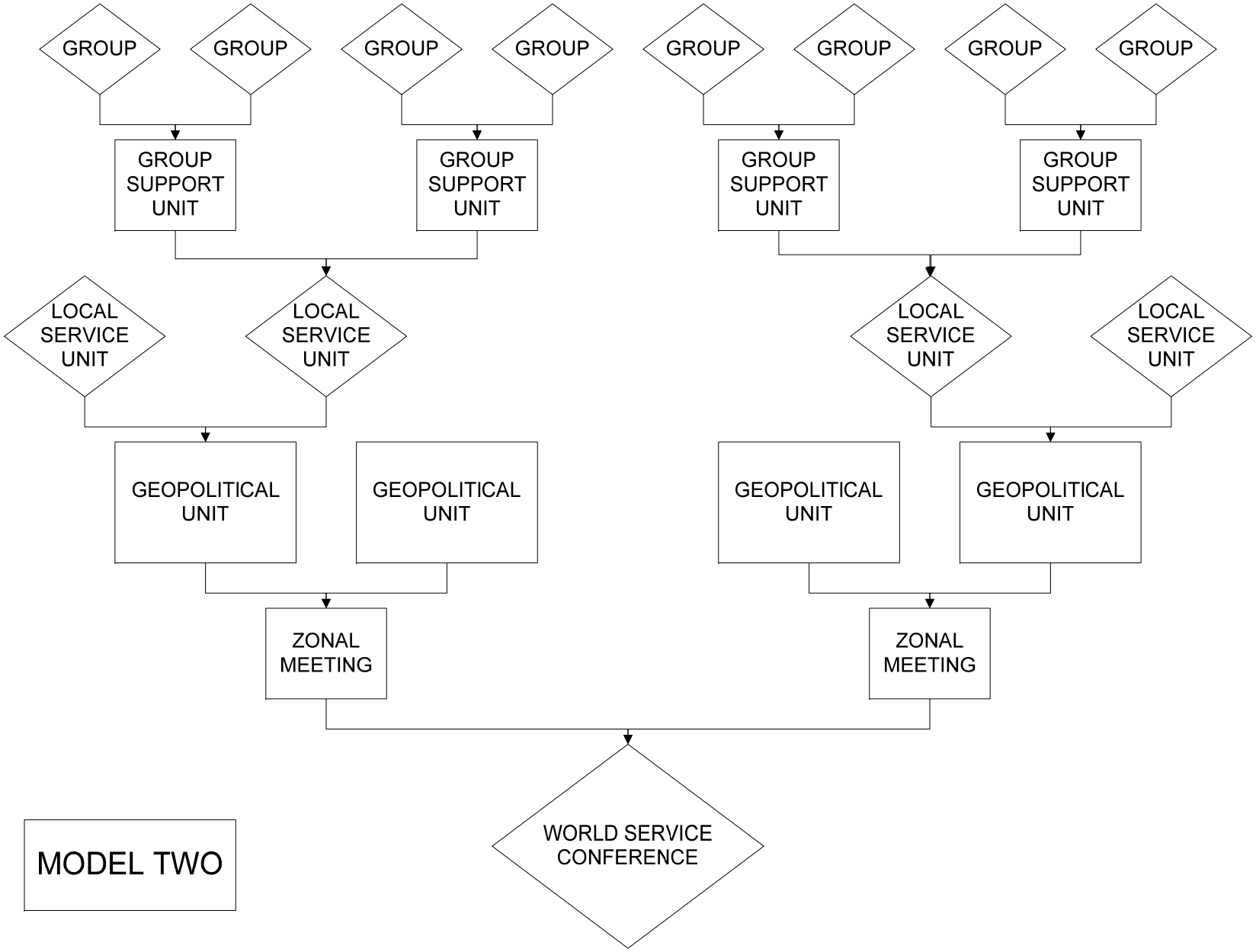
The third option has been mentioned already in this report, and that is the idea of having a local assembly focused on planning service delivery. The service assembly could be held on an annual or possibly biannual basis, depending on the needs of the local community, and might include representatives from groups and the GSU as well as trusted servants from the LSU. The assembly would give groups a way to be aware of and responsible for activities at the LSU even if they send a representative not to the LSU meeting but to the GSU meeting instead.

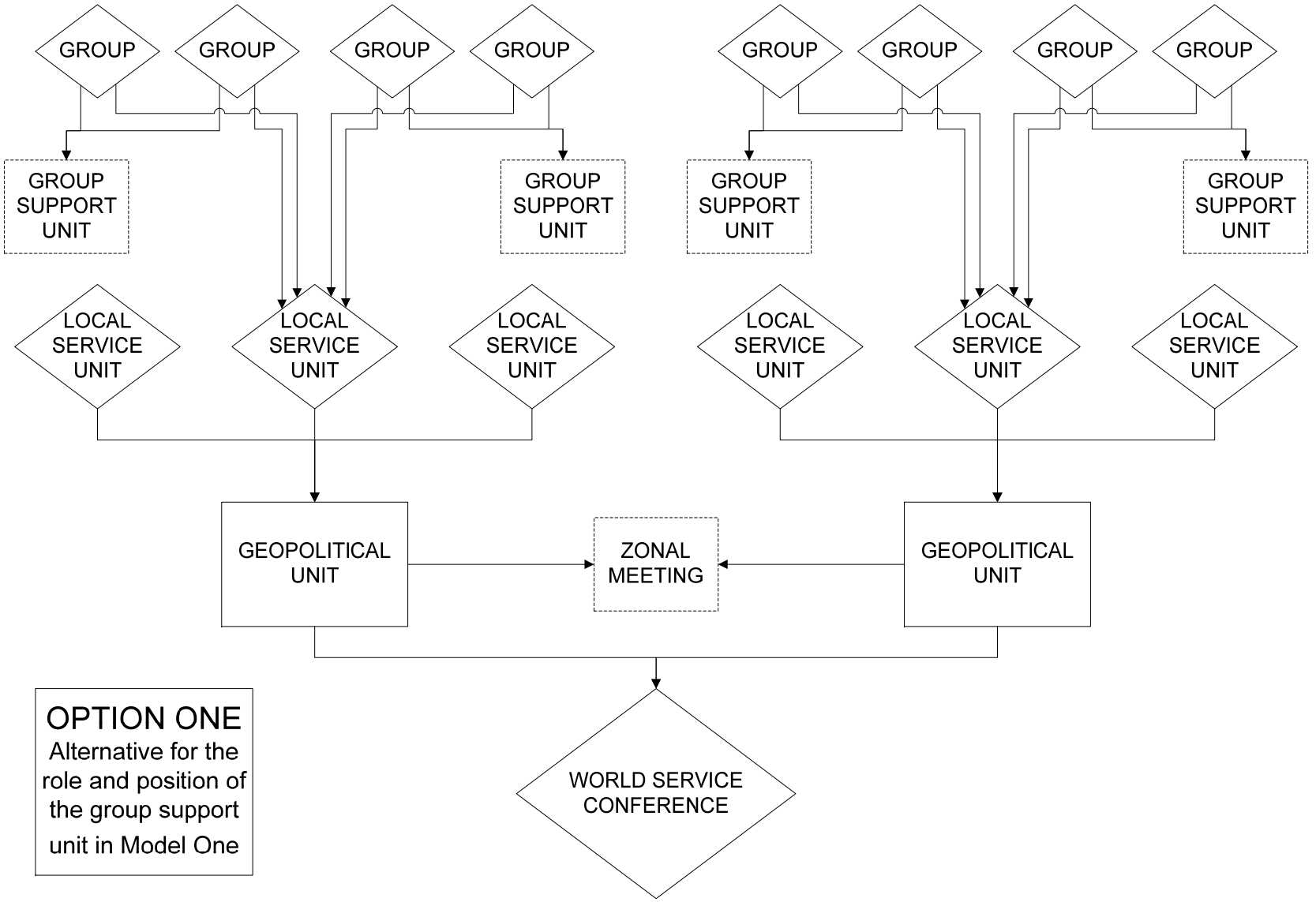
An assembly of some kind could be included within any of the proposed models and could serve as a opportunity to gather an entire community together to both plan and share experience.

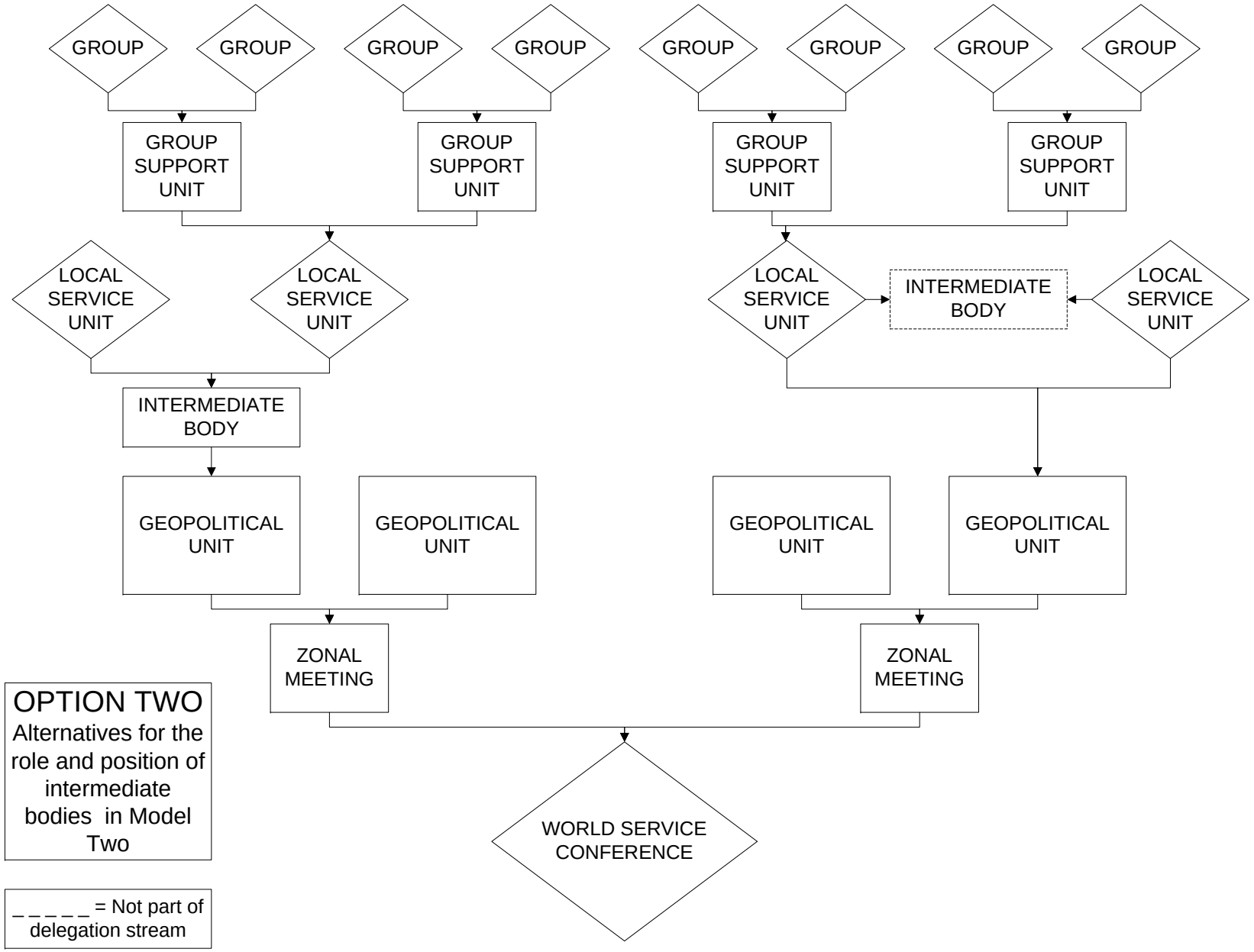
Diagrams

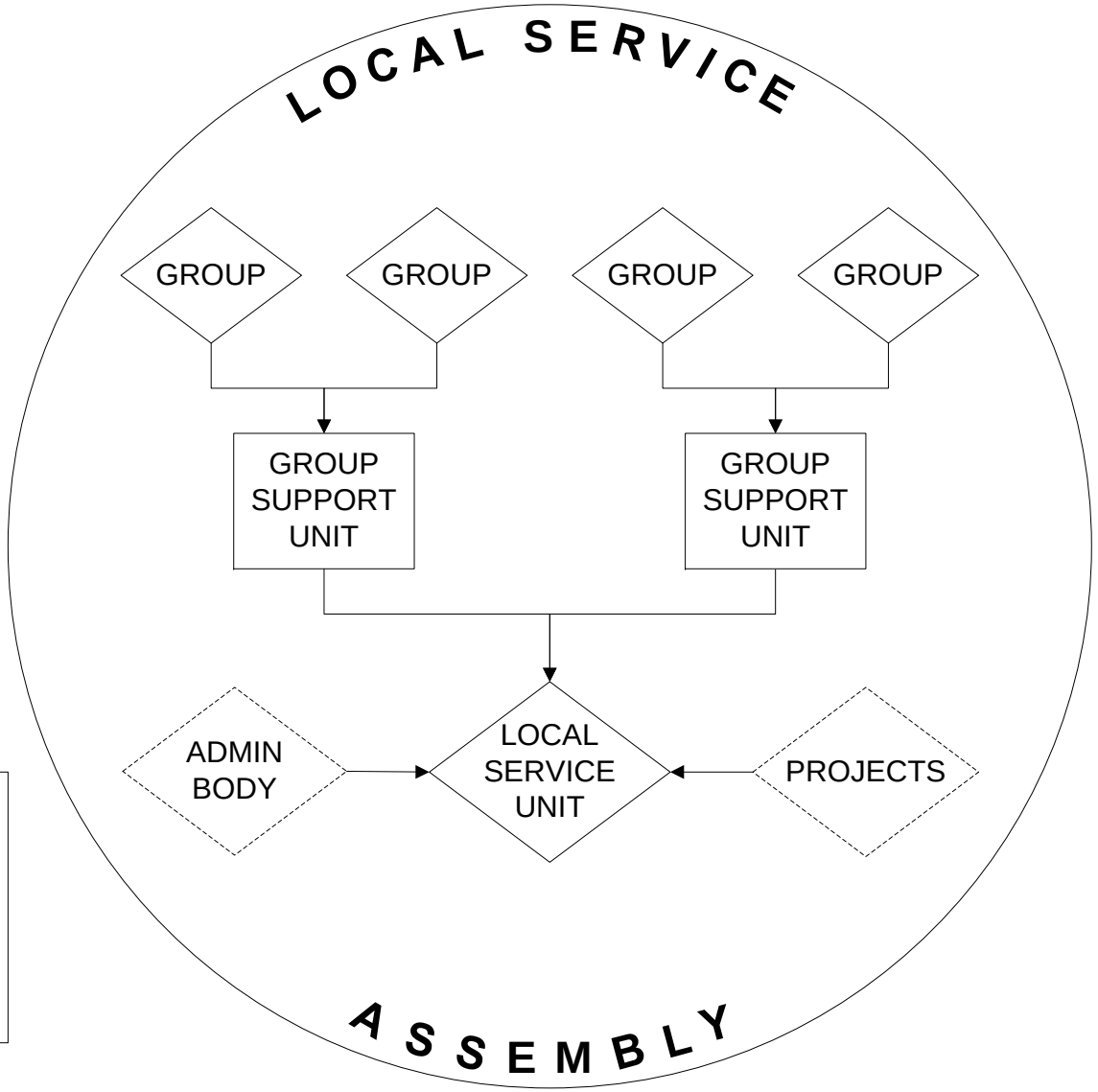
Following are diagrams of each of the two models as well as each of the three options.


GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
GEOPOLITICAL UNIT
ZONAL MEETING
GEOPOLITICAL UNIT
WORLD SERVICE CONFERENCE
MODEL ONE
_ _ _ _ _ = Not part of delegation stream


GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
GEOPOLITICAL UNIT
GEOPOLITICAL UNIT
GEOPOLITICAL UNIT
GEOPOLITICAL UNIT
ZONAL MEETING
ZONAL MEETING
WORLD SERVICE CONFERENCE
MODEL TWO


GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
GEOPOLITICAL UNIT
ZONAL MEETING
GEOPOLITICAL UNIT
WORLD SERVICE CONFERENCE
OPTION ONE
Alternative for the role and position of the group support unit in Model One
_ _ _ _ _ = Not part of delegation stream


GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
GROUP SUPPORT UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
LOCAL SERVICE UNIT
INTERMEDIATE BODY
LOCAL SERVICE UNIT
INTERMEDIATE BODY
GEOPOLITICAL UNIT
GEOPOLITICAL UNIT
GEOPOLITICAL UNIT
GEOPOLITICAL UNIT
ZONAL MEETING
ZONAL MEETING
WORLD SERVICE CONFERENCE
OPTION TWO
Alternatives for the role and position of intermediate bodies in Model Two
_ _ _ _ _ = Not part of delegation stream



OPTION THREE
LOCAL SERVICE ASSEMBLY
Showing the component elements

_ _ _ _ _ = Not part of delegation stream