



The theme for this year's annual report, taken from WCNA 34, is In the Spirit of Unity. This theme encompasses the celebration of recovery that took place in San Diego shortly after the close of the 2010–2011 fiscal year, along with some of the recent work on the ongoing Service System Project and the drafting of new literature for the NA Fellowship. We are humbled by the challenge of designing a service system that will meet the needs of our worldwide fellowship now and for years to come. At an even more basic level, In the Spirit of Unity speaks to the spiritual connection NA members develop with themselves and with each other, some of which is captured in the approval form literature, "Living Clean: The Journey Continues." We are fortunate to be living in a time where some of the vision and dreams of those who blazed the trail for Narcotics Anonymous are becoming a reality. As the Basic Text says, we have grown in unity, in numbers, and in fellowship. We recognize the responsibility that comes with growth and unites us in our willingness to respond to the needs of the fellowship and members yet to come. We embrace the opportunity to exhibit our commitment from the Basic Text, "With faith in a Power greater than ourselves, hard work, and unity we will survive and continue to carry the message to the addict who still suffers."

In our collective efforts to pursue that reality, we often face great challenges. Both sales and contributions continue to be down compared to previous years and in relation to the 2010–2012 WSC-approved budget. Finding the most cost-effective and creative approaches for moving toward our vision is more important today than it ever was, because of the continuing challenges of reduced revenue. We spent this fiscal year still operating under our fiscal Emergency Action Plan. We were able to come out of that plan since the end of the fiscal year which means we are holding our own, but just barely. The cost-cutting and saving measures that we have undertaken over the last several years have allowed this to happen. Those measures include a reduction in staff, the cancellation of the March 2011 board meeting, and expense reductions in almost all areas of the NAWS budget. One of those many reductions was due to conference support to cease the automatic distribution of copies of *The NA Way Magazine* and we thank you for that decision.

Unlike many international businesses and nonprofit organizations, we do not have the liberty, or the desire, to cut many of the levels of service we provide. For instance, we continue to supply translations, and free or subsidized literature to new and struggling NA communities that would not otherwise have access to our printed message. We also continue to offer our literature to incarcerated addicts, free of charge. As the data from our environmental scan show below, rather than cutting this service, for the first time since 2003, we held its steady growth. For a service that had increased an average of 11.5% each year, we were able to accomplish this primarily by expanding our printing in a variety of new locations around the world.

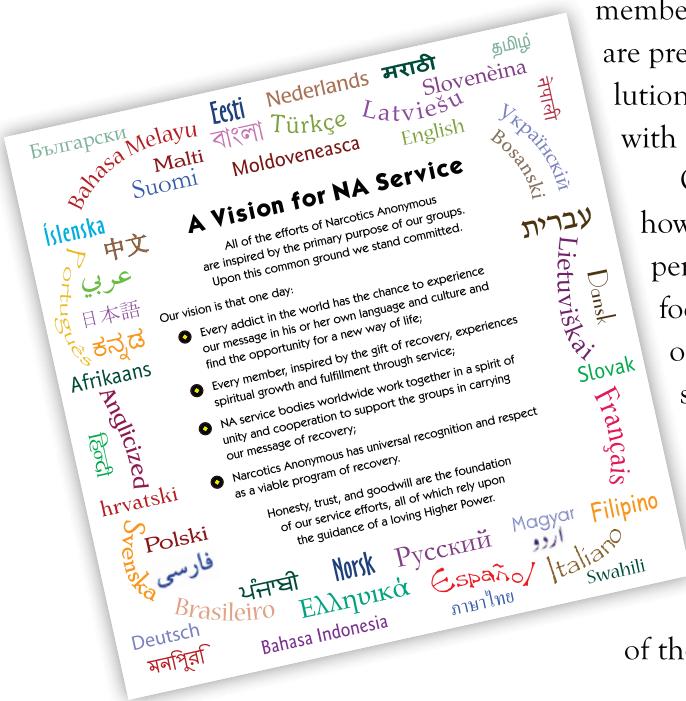
These sorts of services are essential to the ongoing health of NA as a whole and are integral parts of fulfilling our vision. As we've said before, NA is a worldwide fellowship with a mission close to all of our hearts. We believe the newly-adopted A Vision for NA Service guides us in our goal to make recovery available to every addict in every corner of the world, and your continued support is essential in making that possible.

Conference Projects

Our strategic planning process is organized around the two-year cycle from one World Service Conference to the next. The environmental scanning component of our planning factors more heavily into the second half of each cycle, as we begin to identify needs and frame goals and approaches to be presented at the conference for the coming cycle. The conference-related work for this fiscal year involved the continuation of projects decided at the 2010 World Service Conference, including the multi-cycle **Service System** and Living Clean Projects, along with some looking ahead to what may be needed in the coming cycle.

Service System

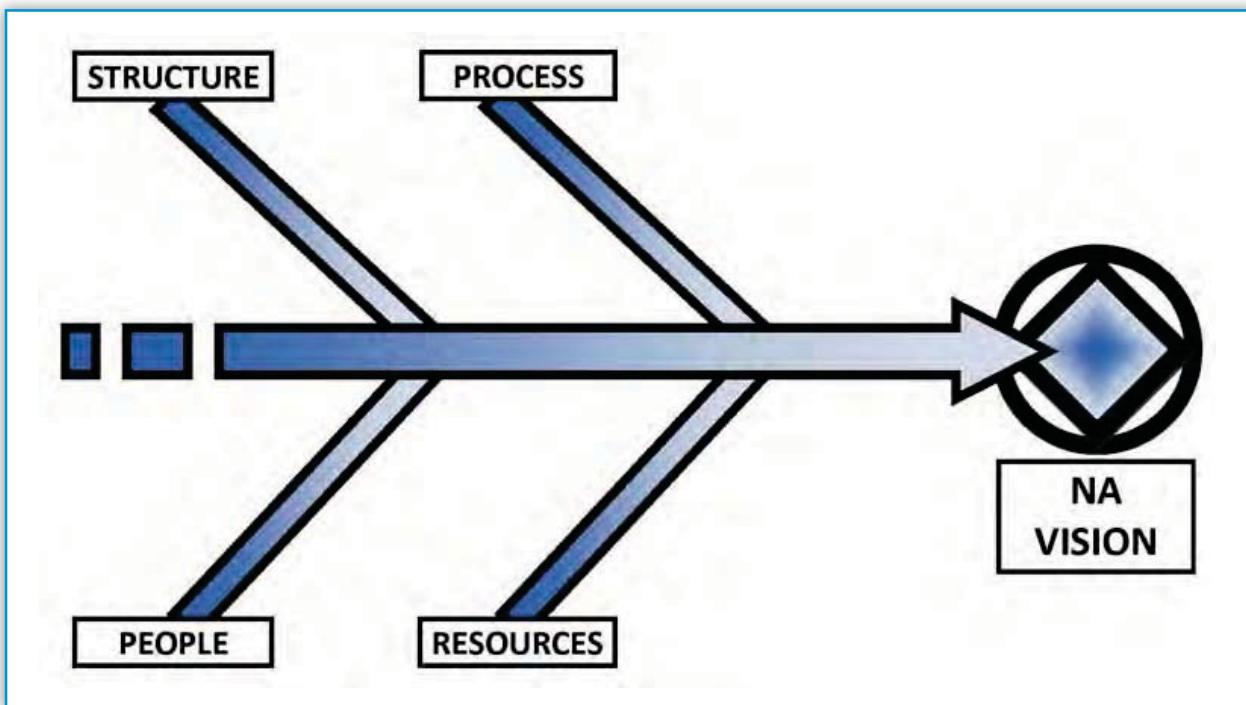
The four-year **Service System** Project was unanimously approved at the 2008 WSC, and affirmed to continue for the upcoming conference cycle at the 2010 WSC, with the intent of offering ideas to address our ongoing challenges in delivering services. The **Service System** Project Workgroup was formed after the 2008 conference and met four times between July 2010 and June 2011. At three of these meetings the workgroup met jointly with the World Board for a portion of their time. The June 2011 meeting was the twelfth and final gathering of the **Service System** Workgroup, although its members continued to participate in the project by email. We are presenting a new project plan to WSC 2012, as well as resolutions and straw polls in the 2012 *Conference Agenda Report*, with the intention of moving the project into its next phase.



One of the first things we realized when thinking about how to improve service delivery and overcome some of our perennial challenges (apathy, duplication of services, a focus on administrative details rather than actions, and so on) was that fine-tuning our existing system would not be sufficient. Instead, it would be necessary to take a holistic view of the **service system** and offer ideas for systemic change, not piecemeal modifications. We realized that an endeavor of this scope—of reimagining our services from such a “big picture” point of view—would require beginning at the level of principle. Accordingly, one of the initial tasks of the project was the creation of A Vision



for NA Service, which was adopted unanimously at the 2010 WSC. Our hope is that it will inspire all NA members and service bodies and provide a focus for their work to carry the NA message. We also discussed extensively some of the foundational aspects of an effective **service system**, such as the needs it is intended to meet, and how these can be achieved. In addition, we reviewed how other similar organizations work, along with relevant material gathered at fellowship workshops over the last ten years. Once we had organized and reviewed all these elements, we were able to begin forming specific approaches to address them. These efforts have been reported each step of the way in *NAWS News*, and also in the previous two editions of the *NAWS Annual Report*. A summary of all of that reporting is available at www.na.org/servicesystem.



Any successful service delivery system consists of four elements: structure, process, people, and resources. Each of these is connected to the others and forms an essential part of the complete system. The **Service System** Project addressed the structural component of the system first. WSC 2008 also charged the World Board with the task of offering options for revising the process of seating communities at the WSC, and it quickly became clear that ideas for WSC seating would have to work with any structural proposals offered by the **Service System**.

Trend
 (from the NAWS Environmental Scan)
Because the Service System Project necessitates local involvement to be implemented, we have an unprecedented need for effective communication.



Project. Accordingly, the workgroup also participated in the discussion of ideas for WSC seating, and a range of structural options, including ideas regarding WSC seating, were offered for discussion at WSC 2010.

Following discussion at WSC 2010 and the July 2010 meeting of the World Board, a report was released in August 2010 that detailed the board's proposals for possible changes to the service system. Following the release of that report, a rather unprecedented series of workshops were held in the United States. During September and October 2010, we held five Service System Workshops at the following locations: Dearborn, Michigan; Dallas (Grapevine), Texas; Oakland, California; Baltimore, Maryland; and Orlando, Florida. This is the first time since the inception of the World Board we have devoted so many workshops to one project but we knew that, given the nature of this project, we needed to make an extraordinary effort to communicate.

These workshops gave us a forum where we could explain the proposals, answer questions, and get input. The workshops were also designed to help attendees better understand the proposals in order to have informed discussions and workshops in their local communities. To this end, we made the session outlines, PowerPoint presentations, and other workshop materials available for use locally. Although it wasn't economically feasible to try to include international locations as part of this series of workshops, we were able to have some shorter sessions at the European Delegates Meeting in Israel, the Canadian Assembly in Ontario, the Latin American Zonal forum in Guatemala, regional conventions in Guadalajara and Honduras, and at regional service events in India, Sweden, and New Zealand. In addition to the events we were able to organize or attend, we also received input from workshops, groups, and members in ten countries outside the US.

Input submitted by the fellowship helped us to revise and rerelease the proposals in March 2011. In addition to the structural ideas, we added ideas about some of the most significant processes to the March 2011 version of the proposals report. We also provided some detailed examples of how implementing the proposals might look in different types of communities in different parts of the world. The concept of planning—which has been so useful for NA World Services over the past decade—has been consistently on our radar as an integral

Foundational principles of a revitalized service system

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

- Purpose-driven
- Group-focused
- ↗ Defined by geographic boundaries
- ↔ Flexible
- △ Collaborative



part of how a successful service system will function at each level. These thoughts on planning are supported by other material we have produced during the current and previous conference cycles, such as the Area Planning Tool and *Planning Basics*.

We have also been able to produce some additional material on the roles of zones, as well as some ideas about how the literature distribution and fund flow processes could work in a revised system.

The project webpage at <http://www.na.org/servicesystem> continues to offer a complete range of material relevant to the project, most of which is also available in Spanish. If you haven't yet visited the service system webpage, we hope you will. In addition to the proposals report, the page also contains:

- A session outline and PowerPoint for workshops about the proposals
- A formatted version of A Vision for NA Service, adopted at WSC 2010, and a "healthy service system" handout
- A compilation of articles on the project from NAWS News and *The NA Way Magazine*
- A two-page essay giving the background of the project
- Previous proposal drafts, workshop material, and conference material

Despite our best efforts, our challenge continues to be how to engage and hear from our membership about the ideas in this project. It has been a slow process over the last four years getting the word out but we seem to have made some progress. Admittedly, some of the attention to the project has come from controversy, but that is not surprising given the broad nature of the changes being proposed and the passion of NA members about service.

Ultimately, no change is possible in Narcotics Anonymous without the support of NA members. And no structural change or ideas can be successful without addressing some age-old dilemmas in NA service such as member apathy, planning, trusted servant engagement and development, decision making (consensus), and delegation and accountability. We encourage you to look at the work that has already been done and to join us in creating something that will better help our members provide services, and to ultimately help us all to better serve our primary purpose.

"Living Clean: The Journey Continues"

One of the objectives of our strategic plan is to "make the NA message available and relevant to a widely diverse membership and potential membership." The Living Clean Project was designed as part of our continued effort to address this objective. The idea for a book about life in recovery was on the WSC Literature Committee's work list for many years prior to the restructuring of NAWS in 1998. The results of fellowship scanning, through literature surveys in 1999 and 2002, made it clear the time had come for this book.

The Living Clean Project, more than any we've taken on, called for the experience, strength, and hope of members from around the world. In our global fellowship it would be impossible for us all to meet in workshops, but technology is helping us come together to collect our experience. We began this project with an e-blasted survey, asking members a few simple questions about "turning



Fellowship Issue Discussions

Issue discussion topics (IDTs) offer an opportunity for a broad-based fellowship discussion on current recovery topics that affect our entire fellowship. These discussions help to make our communications more relevant and form an integral part of working toward achieving some of the objectives from our strategic plan.

In past conference cycles we have selected IDTs as a way to get members talking about particular issues and concerns, and as a vehicle for us to gather ideas and input from members about those topics. We have used some of this input to help in the development of new tools, such as the Building Strong Home Groups worksheet and some of the service pamphlets. The IDTs we chose for this cycle were a bit different from those of past cycles in that each was designed to introduce members to new resources approved at the 2010 World Service Conference, rather than simply offer discussion on broader topics. These new materials are: *A Vision for NA Service*; *In Times of Illness, Revised*; IP #24, *Money Matters: Self-Support in NA*; and IP #28, *Funding NA Services*.

The decision to create a new piece of literature is part of a broader strategic planning process. To use *In Times of Illness* as an example, we had been hearing for many years at workshops and in fellowship communications about the challenges many members faced with medication. Along with the membership survey data indicating that we are growing older as a fellowship and are therefore more likely to encounter illness and the use of medication, it became apparent that there was a need for an updated piece of literature on the topic of illness and recovery.

The approach that suggested the revision of *In Times of Illness* was part of the 2008–2010 NAWS Strategic Plan. The project to go ahead with the revision was approved at the 2008 WSC. What we have done differently this cycle is to add a new phase to the process of literature creation by using the IDTs to introduce these new resources to the fellowship. Our hope is that the IDT material will raise awareness of these new resources, and help members to discuss them. Accordingly, we have created session profiles and PowerPoint presentations for each piece of material. They are posted online at <http://www.na.org/?ID=IDT-IDT>, published in *The NA Way Magazine*, and have been mailed to all conference participants.

New Approaches for 2008–2010

- 6c. Update *In Times of Illness* with current feedback available.

Issue:

Relevance of Communication

OBJECTIVE 1: Update and deliver more contemporary key messages in NAWS communications to inspire action around current issues and to help members and other components of the service system apply NA principles locally.

Outcomes: By 2012

- 1.1. Through use of the IDT's, NA communities have events to increase awareness of key messages.

New Approaches for 2010-2012

- (A) Link IDTs more closely to key messages for the cycle.

Existing Approaches to be carried over into 2010-2012

- Publish *In Times of Illness* adopted by the conference and create a session profile to frame discussions for introduction to the fellowship.



The IDT materials were released late in this fiscal year, so we currently have received only minimal feedback about them. Comments, input, and ideas are all welcome and can be sent to world-board@na.org.

A Vision for NA Service

The creation of A Vision for NA Service came about as part of the [Service System Project](#). It was unanimously approved at WSC 2010 and is intended to provide a touchstone and an inspiration for all NA service. The Vision IDT session gives members an opportunity to look closely at the various parts of the vision statement. By discussing how each of the bullet points in the vision applies to our own personal roles, and the roles of our groups and service bodies, we hope that we can focus on new ways of working to achieve the aims set out in the vision.

In Times of Illness, Revised

Also carried by unanimous consent at WSC 2010 was the motion to approve the revised *In Times of Illness*. The revised booklet was drafted using the original as a framework. Nothing was removed; things were only shifted and updated. Like the original, the revised *In Times of Illness* is divided into sections to assist the member who has a specific challenge. New sections in the booklet specifically address mental health issues, chronic illness, chronic pain, terminal illness, and supporting members with an illness.

The booklet also has updated and expanded material in the sections devoted to members informing healthcare professionals of their addiction, medication in recovery, and emergency care. All these are areas that we have received input about during fellowship discussions and communications in previous conference cycles.

The *In Times of Illness* IDT session provides members with an opportunity to look at each of the different sections of the revised booklet and discuss scenarios related to some of those sections. The discussion questions encourage members to draw on the source material and their own personal experience to discuss ways to approach illness, injury, medication, and supporting other members through the same challenges.

Self-Support

IP #24, *Money Matters: SelfSupport in NA*, and IP #28, *Funding NA Services*, replace our previous IPs *SelfSupport: Principle and Practice* and “Hey, What’s the Basket For?” Our hope is that this new material will continue to raise awareness throughout the fellowship about the importance of self-support. As we have discussed elsewhere in this report and in several other publications, we face challenges

Trend

(from the NAWS Environmental Scan)

Drug use is increasing in both youth and the aging population.

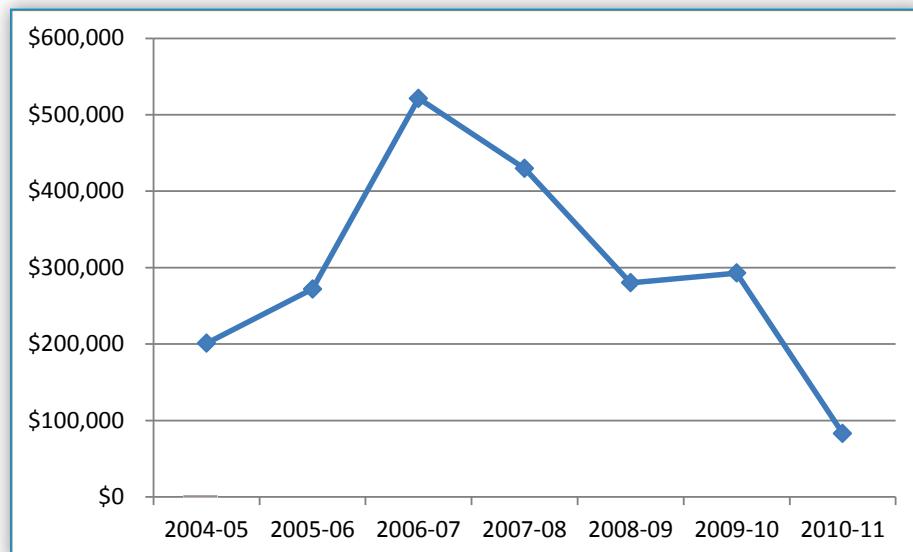
Fellowship Development

The work we do at NA World Services is simply an extension of our fellowshipwide efforts to further our primary purpose and bring A Vision for NA Service closer to becoming a reality. This section of the annual report describes some of the travel we do to provide direct support to NA communities in assisting them to reach addicts seeking recovery. These efforts can range from a large-scale workshop in an established community focused on a range of service topics, to helping to establish the basic building blocks of recovery and service in an emerging NA community.

The 2010 NAWS Strategic Plan contains a number of objectives that directly affect the task of fellowship development. A few of these include: presenting and discussing ideas for a more effective **service system**, helping to build and sustain all NA communities, and providing guidance and support on philosophical issues that challenge NA communities.

NAWS Workshops around the World

NAWS Workshop Expenses 2004-2011



Although financial realities continue to affect the amount of travel we're able to do in support of these fellowship development efforts, we remain committed to working with as many communities as possible, while also trying to use our resources as effec-

tively and as equitably as possible. As illustrated by environmental scan data, expenditures this fiscal year for direct fellowship interaction were lower than they've been in the past decade. At the same time, some of the most relevant trends identified in the scan were the growth of our membership, particularly outside of the US.



Trend

(from the NAWS Environmental Scan)

We are currently in a global economic crisis, and the world's economies are increasingly interconnected.

During the 2010–2011 fiscal year, we participated in six zonal forums, fifteen area or regional conventions and workshops, and two meetings of the California Twelve Step Advisory Board. We worked with NA communities in Central America, India, Europe, the Middle East, the Asia Pacific geographic region, and across North America. Due to our financial reality and taking into account the Service System Workshops, we attended fewer US zonal meetings than usual. We expect to see this number increase in the 2011–2012 fiscal year as we take the opportunity

to interact with large groups of US regional delegates at zonal CAR workshops. We also remain committed to attending meetings of each of the four zonal forums outside the US, as we believe they present an invaluable opportunity to interact with numbers of delegates from communities that we might otherwise never meet.

Wherever possible we continue to try to consolidate multiple events into single trips. One example of this was our attendance at the International Society of Addiction Medicine in Rome, which we combined with holding a planning and PR workshop for the Italian NA community. Another example is our work to keep the literature distribution center in Bangalore stable, which requires periodic site visits that we try to plan to coincide with local fellowship events in an effort to further the development of NA in India. We are working to increase the amount of literature we produce locally to reduce costs and improve availability. The Bangalore center is an increasingly efficient center from which to deliver literature into the hands of addicts in India and throughout South Asia.

In place of the worldwide workshops budgeted for the 2010–2012 cycle, we held five weekend-long workshops across the US over the course of six weeks. In addition to these US-based events, we also devoted part of many of our non-US trips to sessions on the project. The segment on the Service System Project in the Conference Projects section of this report offers more detail.

The Meeting Growth Trend graph that follows is also part of our environmental scan data and is one many members involved in service have seen before. We collect reliable meeting number information through regional reports before each WSC and only update this information every two years. The information in our database is grossly inaccurate. We use this type of regional report information to see where NA is growing, where it is not, and to discuss underlying reasons and how NAWS might help. This data looks great with an overall climb in the number of NA meetings. And indeed, we have come a long, long way.

Trend

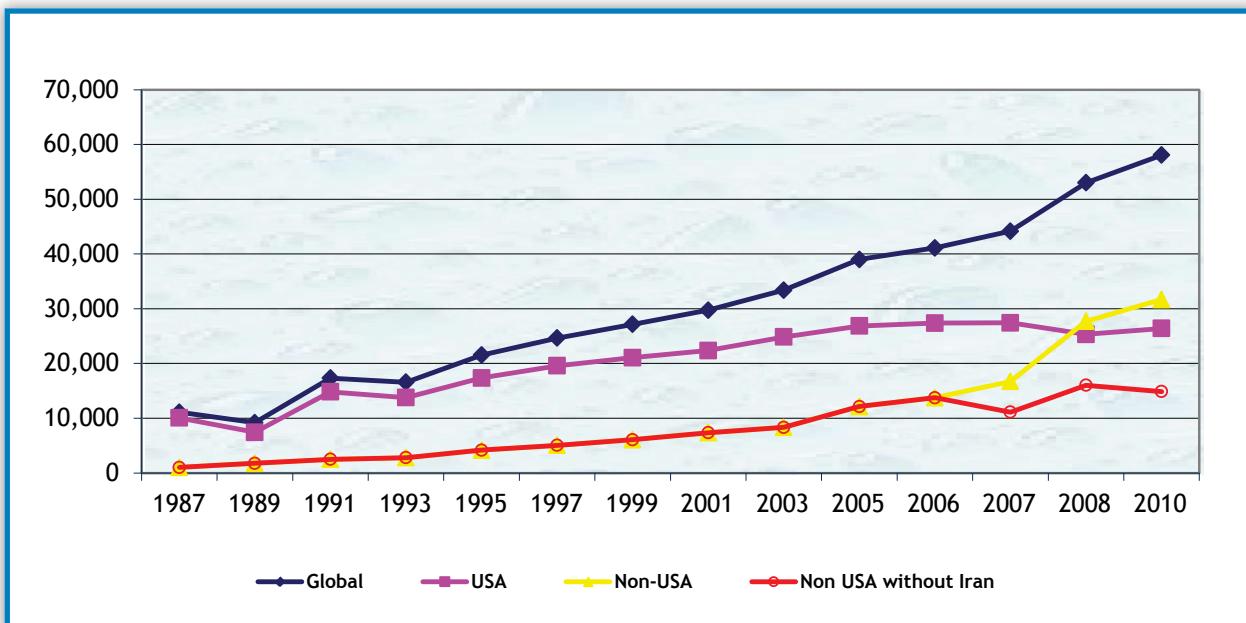
(from the NAWS Environmental Scan)

There is a growing demand for NA in countries where there is no established recovering population to speak of.



If you consider the trends for the US and non-US without Iran, particularly from 2005 to 2010, the picture looks much different. While meeting counts alone do not give a total picture of NA, these two lines show that most of the world outside of Iran still has a lot to do to reach the still-suffering addict. We believe fellowship development is directly related to the availability of NA literature in the local language as well as public relation efforts. We have also approached the **Service System Project** as being directly related to fellowship development, particularly in more developed NA communities like the US. Having a common vision for all of our service efforts is a great first step in working collectively towards a common goal.

Meeting Growth Trend





Narcotics Anonymous World Services Consolidated Statement of Activities

Income Statement – For the Twelve Months Ending 30 June 2011

	<i>YTD ACTUAL</i>	<i>YTD BUDGET</i>	<i>VARIANCE</i>
EXPENSE			
<i>LITERATURE PRODUCTION & DISTRIBUTION</i>			
FIXED OPERATIONAL EXPENSES			
MARKETING	\$1,933	\$69,972	(\$68,039)
IN HOUSE PRODUCTION (not included in Cost of Goods)	\$62,307	\$58,140	\$4,167
TRANSLATIONS (not included in Cost of Goods)	\$25,836	\$68,700	(\$42,864)
LITERATURE DISTRIBUTION (IRAN)	\$33,846	\$36,648	(\$2,802)
SHIPPING	\$519,863	\$510,996	\$8,867
BUSINESS PLAN WORK GROUP	\$18,397	\$18,684	(\$287)
LEGAL	\$4,204	\$18,828	(\$14,624)
LITERATURE PRODUCTION & DISTRIBUTION TRAVEL	\$1,241	\$7,908	(\$6,667)
ACCOUNTING	\$13,321	\$12,672	\$649
PERSONNEL (Includes amount budgeted to variable projects)	\$1,191,912	\$1,162,332	\$29,580
OVERHEAD	\$460,621	\$574,320	(\$113,699)
TECHNOLOGY	\$89,079	\$44,580	\$44,499
Total Literature Production & Distribution	\$2,422,560	\$2,583,792	(\$161,232)
Total Literature Production & Distribution without IRAN	\$2,388,714	\$2,547,132	(\$158,418)
<i>WORLD SERVICE CONFERENCE SUPPORT</i>			
FIXED OPERATIONAL EXPENSES			
PUBLICATIONS	\$15,013	\$46,440	(\$31,427)
WORLD SERVICE CONFERENCE BI-ANNUAL MEETING	(\$5,991)	\$33,000	(\$38,991)
WORLD BOARD	\$170,834	\$243,300	(\$72,466)
HUMAN RESOURCE PANEL	\$13,816	\$13,956	(\$140)
WSC CO-FACILITATOR	\$275	\$996	(\$721)
ACCOUNTING	\$8,183	\$8,196	(\$13)
PERSONNEL (Includes amount budgeted to variable projects)	\$732,174	\$752,100	(\$19,926)
OVERHEAD	\$283,590	\$371,616	(\$88,026)
TECHNOLOGY	\$56,835	\$28,848	\$27,987
Subtotal	\$1,274,729	\$1,498,464	(\$223,735)
VARIABLE OPERATIONAL EXPENSES			
LEADERSHIP ORIENTATION MATERIAL	\$0	\$9,996	(\$9,996)
FELLOWSHIP ISSUE DISCUSSIONS	\$2	\$12,504	(\$12,502)
SERVICE SYSTEM	\$149,474	\$75,000	\$74,474
BOOK LENGTH PIECE LIVING CLEAN	\$67,740	\$120,000	(\$52,260)
MEMBER EXPERIENCE PROJECT	\$0	\$2,004	(\$2,004)
FINISHED WSC PROJECTS	\$587	\$9,432	(\$8,845)
Subtotal	\$217,803	\$228,936	(\$11,133)
Total World Service Conference Support	\$1,492,532	\$1,727,388	(\$234,856)



		Jul 2010/Jun 2011 Number of Contributions	Jul 2010/Jun 2011 Contributions	Jul 2009/Jun 2010 Contributions
<i>Other Forums, Areas, Groups continued</i>				
3991411	GIBRALTAR GROUP	0	0.00	549.09
	INDIVIDUAL MEMBERS	4	452.00	211.89
3991223	JOURNEY CONTINUES GROUP	1	95.76	104.97
3991230	KARLSRUHE SATURDAY GROUP	1	191.52	0.00
3997008	LATIN AMERICA ZONAL FORUM	0	0.00	500.00
3991412	LITHUANIA AREA	1	254.17	0.00
3991237	LIVING FOR TODAY GR. STOCKHOLM	1	197.29	0.00
3993008	MACCNA INC (MEX,AZ,CA CONV NA)	1	543.00	0.00
3997006	MIDWEST ZONAL FORUM	5	551.31	188.75
3993007	MIRACLE OF WOMEN CONFERENCE	0	0.00	400.00
3991240	MONTAGSMEETING BOCHUM	1	103.87	0.00
3991241	NA FARSI GROUP ANTWERP	1	70.61	0.00
3991233	NA FARSI GROUP BRUSSEL	1	129.30	0.00
3991235	NA FREDRIKSTAD GROUP	1	90.35	0.00
3991234	NA RAINBOW GROUP STOCKHOLM	1	34.88	0.00
3991232	NA SARPSBORG GROUP	2	1,186.97	0.00
3991236	NA UUSI ALKU GROUP	1	51.63	0.00
3991607	OCCIDENTE REGION MEXICO	0	0.00	650.00
3993001	PACIFIC NORTHWEST CONVENTION	0	0.00	2,764.12
3991405	PATTAYA AREA THAILAND	1	185.00	0.00
3997004	PLAINS STATES ZONAL FORUM	2	1,056.21	0.00
3992004	SERVICE SYSTEM WORKGROUP	4	858.51	0.00
3997001	SOUTHERN ZONAL FORUM	2	591.86	1,520.54
3991238	SUNDAY DEUTSCH-ENGLISCHES GR.	1	70.46	0.00
3993002	TEXAS STATE CONVENTION OF NA	1	556.36	543.82
3991608	THAILAND REGION	1	1,986.60	0.00
3991242	THURSDAY ENGLISH GROUP	1	72.21	0.00
3991419	UAE ASC DUBAI	1	519.00	0.00
3992002	WORLD CONVENTION UNITY DAY	0	0.00	24,372.24
3993005	WORLDWIDE WORKSHOPS	0	0.00	511.79
3991211	ZANDAGE NOW GROUP (BAHRAIN)	0	0.00	105.72
<i>Other Forums, Areas, Groups Total:</i>		42	39,212.88	63,067.65

Pacific Cascade Region

3511230	12 TO LIFE (OR)	3	102.00	0.00
3511235	BASIC NA MEETING (OR)	2	61.00	0.00
3511406	CENTRAL OREGON HIGH DESERT ASC	5	333.00	200.00
3511228	CLEAN & FREE GROUP (OR)	4	70.00	0.00
3511234	COURAGE TO CHANGE (OR)	1	30.00	0.00
3513001	EUGENE AREA ACTIVITIES	1	290.00	0.00
3511203	FIRESIDE MEN'S STEP STUDY	2	650.00	0.00
3511222	FREEDOM IN THE FLATS	1	50.00	0.00
3511216	HAROLD STREET BLUES	5	325.00	255.00
3511202	HOLE IN THE WALL GROUP (OR)	0	0.00	100.00
	INDIVIDUAL MEMBERS	11	544.01	100.00
3511217	LA GRANDE NA BURNING DESIRES	1	74.79	117.66
3511407	LINN-BENTON-LINCOLN AREA (OR)	3	421.02	833.89
3511225	LONA	4	114.67	99.80
3511231	NA OUTLAWS MENS GROUP	1	433.00	0.00
3511227	NO MATTER WHAT/WOODLAND	0	0.00	62.00
3511409	NW PORTLAND AREA	1	50.00	0.00
3511229	OLD SCHOOL MEETING	2	81.12	0.00
3511233	ONE STEP AT A TIME (OR)	1	28.00	0.00
3511601	PACIFIC CASCADE RSC	7	6,288.12	11,172.02
3511402	SISKIYOU AREA (CA)	1	105.90	0.00
3511232	SUNDAY NT SOLUTIONS FOR LIVING	1	12.00	0.00