



The Southwest Area of Narcotics Anonymous.
A member of the California Inland Region of NA
P.O. Box 519 • Hemet, California 92546

Southwest Area of NA Suggested Guidelines

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1. THE SOUTHWEST AREA SERVICE COMMITTEE (ASC)

1.1 Suggested Guidelines

It is important to understand that these guidelines are not to be used as hard and fast rules or laws but rather as suggested guidelines, taken from our shared experiences. We recognize that the ultimate authority in the Southwest Area Service Committee is “A loving God as he may express himself in our group conscience.”

1.2 Definition

The Southwest Area Service Committee (ASC), a part of the California Inland Region (CIRNA), is a group of elected representatives of Narcotics Anonymous Groups, whose aim is to facilitate ways of “Carrying the message to the addict who still suffers.”

1.3 Purpose

The purpose of the Southwest Area Service Committee (ASC) shall be the administration and coordination of Narcotics Anonymous business and activities common to the various groups comprising its membership. Its aim is the furthering of the Narcotics Anonymous message in accordance with the Twelve Traditions and Twelve Concepts of Service of Narcotics Anonymous “That no addict seeking recovery need ever die...”

NOTE: Specifically excluded from the objectives of the ASC is the operation or promotion of any club, clubhouse, detox center, or related facilities; and the endorsement of any public or private projects on addiction or drug abuse as outlined in Tradition Six.

1.4 Boundaries

At this time, the geographical area serviced by this committee is bounded on the south by the San Diego County Line, in the west by the Orange County line, in the north by the Orange County line to Cajalco Road, east to Ramona Expressway East to Highway 79 North to I-10, east to Highway 243, and in the east by Highway 243 south to Highway 74 to Pine Meadow. (See Appendix 1 for a Map of Southwest Area Boundaries.)

1.5 Functions of the ASC

- A.** The communication of information to and from NA Groups through a Group Service Representative (GSR).
- B.** The distribution of NA literature.
- C.** The administration and maintenance of a 24-hour NA phone line and provision of a representative for quarterly California Inland Region (CIRNA) Phone Lines workshops.
- D.** To carry the message of NA through the Public Information subcommittee in accordance with the 11th Tradition and to provide a representative for quarterly CIRNA Public Information workshops.
- E.** To conduct a monthly business meeting.
- F.** To provide a Regional Committee Member (RCM) for active participation in the monthly CIRNA committee meetings.
- G.** To provide an Activities subcommittee for planning and implementation of social functions for the Southwest Area NA fellowship as a fundraising body, and to provide a representative to attend the CIRNA Activities subcommittee meetings.
- H.** To provide a post office box for the Southwest Area, to serve NA.
- I.** To plan and administer a Hospitals and Institutions (H&I) subcommittee and to provide a representative to attend CIRNA H&I quarterly workshops.
- J.** To Provide an Outreach Subcommittee to help new and struggling groups learn to help themselves and to provide assistance in questions of applications of the Traditions and Concepts.
- K.** To provide a Convention Committee Representative to attend CIRNA Convention Committee meetings.
- L.** Provide a location to host the once yearly CIRNA Regional Meeting.

2. ASC MEMBERS:

The ASC is comprised of GSR's from the Southwest Area Groups. ASC officers and trusted servants are elected by the GSR's. The ASC shall be limited to NA members only. **Election to the ASC should be as stated in the following sections.**

2.1 Group Service Representative (GSR)

In order to have a vote at ASC meetings a meeting must be in existence for sixty (60) days of weekly, continuous meetings. During those 60 days, its GSR attends two consecutive ASC meetings and becomes eligible to vote at the second ASC meeting.

It is suggested that each Group (meeting) hold elections for one GSR and one GSR Alternate on a yearly basis. The GSR Alternate shall fill in for the GSR if the GSR is absent or cannot complete their term in office. No GSR may represent more than one Group at a time in the Southwest Area.

The GSR speaks for their Group at ASC meetings and takes part in the planning and implementation of any functions which affect the members of their group. As a result of participation, the GSR will keep the group informed about what is happening in NA. A group member should always be able to go to the GSR and find out about activities, other groups, how the service structure of NA works, the Twelve Traditions and the Twelve Concepts of Service, and how an individual can become more involved.

It is suggested that a GSR serve for a period of two (2) years. The first year is spent as GSR Alternate, working closely with the existing GSR, learning the duties of office and taking over if the GSR is absent or cannot continue to serve. The second year, the GSR Alternate takes over the position of GSR, taking on the full responsibilities and functions of the position and, in turn, is assisted by a newly elected GSR Alternate.

This 'apprentice' system serves two purposes: first, it helps provide a continuity of service which never leaves the group unrepresented; and, secondly, the year spent as GSR Alternate provides the training necessary for a good GSR.

The election of a good GSR and GSR Alternate is probably the most important thing that an individual can do for the unity of NA.

The role of the GSR is not a simple one, nor is it to be taken lightly. In choosing a representative, it is important to remember that the GSR is the voice and ears of the Group at the Area level. To keep the Group well represented and well informed it is suggested that candidates for GSR have the following qualifications:

2.1.A. Suggested Qualifications for GSR

1. The willingness and desire to serve.
2. A minimum of one year of continuous recovery.
3. Active participation in the group they are to serve.
4. A good working knowledge of the 12 Steps, 12 Traditions, 12 Concepts of Service, and regular meeting attendance.
5. An understanding of the service structure of NA and the responsibilities of the GSR position.

2.1.B. GSR Attendance and Participation

1. Attend all Area Service Committee (ASC) meetings.
2. Attend Area and/or Regional forums, workshops and ad-hocs.
3. All GSR's are encouraged to participate on at least one area subcommittee.
4. Act as an advocate for the good of NA as a whole, not just the group.

The suggested requirements for GSR Alternate are the same as those for GSR, except for a minimum of six months of continuous recovery. The GSR Alternate should attend all ASC meetings with the GSR, and participate on subcommittees.

These qualifications are not hard and fast rules, but some of the things a Group should consider when selecting representatives.

The GSR, as described, is the Group's link to the rest of NA. It is suggested that when holding elections for GSR and GSR Alternate, that the description of the position and the suggested qualifications for nominees be read from the Guide to Local Service (GTLS).

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2.2 ASC Officers

Nominations for ASC officers shall be made at the November ASC meeting. Nominees must be present upon nomination and election. At the December meeting, the ASC shall elect a Chairperson, Vice Chairperson, Secretary, Treasurer, Vice Treasurer, Regional Committee Member (RCM), RCM Alternate, Literature Distribution Officer (LDO), LDO Alternate, and Newsletter Editor and Calendar Officer. Those elected will assume their duties in January. Outgoing officers will work in conjunction with incoming officers and make themselves available for training as needed to ensure a smooth transition and continuity of services.

In the case of Convention Representative and Convention Rep. Alternate, nominations shall be made at the June ASC meeting with elections to be held in July. The Convention Representative and Convention Rep. Alternate will assume their duties in August after elections with a 30 day grace period between nomination and election of all ASC nominees to give groups notification of its nominees.

2.2.A. Suggested Qualifications for all ASC Officers

1. Set an example of living recovery through the application of the 12 Steps, 12 Traditions and 12 Concepts of Service, and regular meeting attendance.
2. Willingness and means to give the time and resources necessary to get the job done.
3. Willingness to travel when necessary.
4. Is willing to sign the Statement of Financial Responsibility. (See Section 4.7 for procedures in the event of misappropriation of NA funds.)
5. FOR MONEY HANDLING POSITIONS: it is strongly suggested that any member handling funds have a regular source of income.

2.2.B. Chairperson

The ideal Chairperson is sensitive to the needs of the Area, Region, and NA as a whole, yet tolerant and objective with those who are unable to see beyond the needs of their Groups. The Chairperson shall set an agenda for the ASC, reviews the Secretary's minutes prior to distribution, keeps discussions focused on the topic and within a reasonable timeframe, and serves as an available resource for the GSR's between ASC meetings.

It is essential that the Chairperson attend all ASC meetings as well as other ASC subcommittee meetings or regional meetings when requested to do so. In addition, organizational skills are a plus for tasks such as locating an ASC meeting place, helping to preserve ASC archives, and assisting with the maintenance of the ASC guidelines.

B.1 Suggested Qualifications for Chairperson

1. At least five (5) years of continuous recovery.
2. At least two (2) years prior experience with NA service at an Area or Regional level.
3. Meets all qualifications stated in Section 2.2.A of these Guidelines.

B.2 Duties of the Chairperson

1. Preside at all ASC meetings, and at guidelines and other ad hoc committee meetings as directed by the ASC.
2. Set an agenda for the meetings stated above.
3. Enforce the Southwest ASC Guidelines.
4. Vote in case of a tie at the ASC meeting.
5. Be a cosigner on the ASC bank account.
6. Be a cosigner on the ASC Literature Distribution bank account.
7. Act as RCM at the RSC in the absence of the RCM and RCM Alternate.
8. Shall remain impartial and shall not voice their opinion unless requested by the body of the ASC.
9. Chairperson is responsible for the initiation of all annual ad-hoc meetings and financial audits.

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10. Shall have a discretionary budget of \$10 per month for copies for Ad Hoc's, Audits, Area Inventories, or materials that need to be presented to the ASC.
 11. If no other point of contact is available, shall be responsible for facility-related coordination for the ASC meeting.
 12. May fill in for any essential service position of the ASC should that position be unfilled, vacated, or the officer holding that position become incapacitated.

157 **2.2.C. Vice Chairperson**

158 **C.1 Suggested Qualifications for Vice Chairperson**

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1. At least four (4) years of continuous recovery.
 2. At least one (1) year prior experience with NA service at an Area or Regional level.
 3. Meets all qualifications stated in Section 2.2.A of these Guidelines.

163 **C.2 Duties of the Vice Chairperson**

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1. Perform the duties of the Chairperson in their absence.
 2. Work with all ASC subcommittees. (Suggested: attend at least one subcommittee meeting per month.)
 3. Be a cosigner on the ASC bank account.
 4. Be a cosigner on the ASC Literature Distribution bank account.
 5. Upon resignation of the Chairperson, may assume the Chairperson's position after a 30 day grace period as defined in Section 4.6 and receiving a vote of confidence from a quorum of voting GSR's present.
 6. Has no vote except when exercising the duties of Chairperson.
 7. Assist the Chairperson in their duties.
 8. Is responsible for notification to any subcommittee or officer of noncompliance of their duties.
 9. Must attend all guideline review ad hoc committee meetings.
 10. Shall remain impartial and shall not voice their opinion unless requested by the body of the ASC.
 11. In the event that a subcommittee does not have an elected Chairperson or Vice Chairperson, the Vice Chair may act as Chairperson of that subcommittee until one is elected.
 12. Shall have a discretionary budget of \$10 per month for copies for Ad Hoc's, Audits, Area Inventories, or materials that need to be presented to the ASC.
 13. May fill in for any essential service position of the ASC should that position be unfilled, vacated, or the officer holding that position become incapacitated.

186 **2.2.D. Secretary**

187 **D.1 Suggested Qualifications for Secretary**

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1. At least two (2) years continuous recovery.
 2. At least one (1) year prior experience with NA service at an Area or Regional level.
 3. General office or secretarial skills; access to a typewriter or word processor; prior service experience as Secretary of a Group or ASC subcommittee.
 4. Meets all qualifications stated in Section 2.2.A of these Guidelines.

194 **D.2 Duties of the Secretary**

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1. Record, type, and distribute Minutes of the ASC meetings to all ASC participants, with one copy sent to the ASC Chairperson 8 to 10 days following the ASC meeting. Minutes will include summary notations including but not limited to: (an attached copy of all motions, summary of reports given, both written and verbally, announcements and or discussions on the area floor.)

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2. Shall have a monthly budget of \$25.
 3. Take roll call at all ASC meetings and keep an accurate account of both active and inactive Groups. Be custodian of all office supplies belonging to the ASC.
 4. Take care of all Area level correspondence.
 5. Serve as custodian for the ASC files and archives.
 - a. Archives will be defined as all materials (i.e. literature reports, minutes and or anything) that come to the area floor within the last five (5) years.
 - b. All other previous items (5 years or older) will be defined as historical archives.
 - c. An ad-hoc committee shall review the historical archives and the items to be added to historical archives on a yearly basis.
 - d. All historical archive items which have not been previously reviewed by an ad-hoc committee will be reviewed and will be kept or discarded based on their historical significance to the Southwest Area.
 6. Keep the ASC confidential mailing list current and provide copies to other officers and needed.
 7. Maintain a record book in which the ASC bylaws, special rules of order, standing rules and minutes are entered, with any amendments to these documents properly recorded; and have the current record book on hand at every ASC meeting.
 8. Must attend all guideline review ad hoc committee meetings and any other special or emergency meetings called by the ASC.
 9. Keep copies of the approved ASC Guidelines on-hand for new GSR's.

2.2.E. Treasurer

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- ### E.1 *Suggested Qualifications for Treasurer*
1. At least five (5) years continuous recovery.
 2. At least one (1) year prior experience with NA service at an Area or Regional level.
 3. At least one (1) year prior experience as a Group or ASC Vice Treasurer.
 4. Bookkeeping or accounting experience.
 5. Meets all qualifications stated in Section 2.2.A of these Guidelines.

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- ### E.2 *Duties of the Treasurer*
1. Facilitate addition and removal of signers from all ASC bank accounts.
 2. Be responsible for all ASC/Area financial transactions.
 3. Be custodian of the ASC bank account.
 4. Keep the financial ledgers of the ASC.
 5. Make written and verbal reports of all contributions and expenditures at each ASC meeting (written report to be included in the Minutes).
 6. Serve as custodian for the Southwest Area Post Office box key and pick up mail prior to the ASC.
 7. Participate in annual audits of all ASC and subcommittee bank accounts.
 8. Be prepared for an emergency audit of the ASC financial ledger (this emergency audit would be requested by a 2/3 majority vote of the quorum of voting GSR's present or by a phone vote).
 9. Be a cosigner on the ASC bank account.
 10. Be a cosigner on the LDO bank account.
 11. Be a cosigner on any Southwest Area Subcommittee bank account.
 12. Shall act as Treasurer for any Southwest Area Subcommittee, with a bank account, that does not have a Treasurer.
 13. Provide input and past-year expenditures and income for the November ASC review of its Prudent and Operating Reserves.
 14. Make all deposits within 72 hours of ASC meeting.

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2.2.F. Vice Treasurer

F.1 Suggested Qualifications for Vice Treasurer

1. At least four (4) years continuous recovery.
2. At least one (1) year prior experience with NA service at an Area or Regional level.
3. At least one (1) year prior experience as a Group Treasurer.
4. Bookkeeping or accounting experience.
5. Meets all qualifications stated in Section 2.2.A of these Guidelines.

F.2 Duties of the Vice Treasurer

1. Assist the Treasurer in their duties.
2. Take the place of the Treasurer when they are unable to attend the ASC.
3. Be a cosigner on the ASC bank account.
4. Upon resignation of the Treasurer, may assume the Treasurer's position after a 30 day grace period as defined in Section 4.6 and receiving a vote of confidence from a quorum of voting GSR's present.
5. Attend and participate in all audits of ASC bank accounts.

2.2.G. Regional Committee Member (RCM)

G.1 Suggested Qualifications for RCM

1. At least three (3) years continuous recovery.
2. At least one (1) year prior experience with NA service at an Area or Regional level.
3. Willingness and ability to travel to the Regional Service Committee meeting on a monthly basis.
4. Meets all qualifications stated in Section 2.2.A of these Guidelines.

G.2 Duties of the RCM

1. Work for the good of NA as a whole by providing two-way communication between the Southwest Area and the rest of NA, specifically, the California Inland Region Service Committee.
2. Have input regarding the group conscience of the Southwest Area at the regular meeting of the ASC.
3. Work with the RCM Alternate.
4. Attend all Regional Service Committee meetings (*Note: meetings rotate throughout the region and can be 100 miles or more away*).
5. When the Conference Agenda Report (CAR) is available, inform all groups regarding all agenda items in workshop form.
6. Provide a legible, written report to the ASC detailing events and important information from the RSC meeting.
7. Be an available resource to the GSR's between ASC meetings.
8. In the absence of an Outreach subcommittee, be available to perform the duties of New GSR Orientation.
9. Shall have a yearly budget of \$150.00 to coordinate and provide food and refreshments for the once yearly hosting of the CIRNA Regional Meeting.

2.2.H. Regional Committee Member (RCM) Alternate

H.1 *Suggested Qualifications for RCM Alternate*

1. At least two (2) years continuous recovery.
2. At least six (6) months prior experience with NA service at an Area or Regional level.
3. Willingness and ability to travel to the Regional Service Committee meeting on a monthly basis.
4. Meets all qualifications stated in Section 2.2.A of these Guidelines.

H.2 *Duties of the RCM Alternate*

1. Perform all duties of the RCM in case of the RCM's absence.
2. Attend all Regional Service Committee and ASC meetings.
3. Upon resignation of the RCM, may assume the RCM's position after a 30 day grace period as defined in Section 4.6 and receiving a vote of confidence from a quorum of voting GSR's present.

2.2.I. Literature Distribution Officer (LDO)

I.1 *Suggested Qualifications for LDO*

1. At least four (4) years continuous recovery.
2. At least two (2) years prior experience with NA service at Area or Regional level.
3. At least one (1) year prior experience as a Group, ASC, or subcommittee Treasurer.
4. Bookkeeping or accounting experience.
5. Meets all qualifications stated in Section 2.2.A of these Guidelines.

I.2 *Duties of the LDO*

1. Be custodian of the ASC Literature Distribution bank account.
2. Be a cosigner on the ASC Literature Distribution bank account.
3. Keep the ASC Literature Distribution financial ledger.
4. Submit a monthly written report of all income, with copies of bank statements, and be accountable for expenditures and inventory at each ASC meeting.
5. Be prepared for an emergency audit of the Literature Distribution financial ledger (this emergency audit would be requested by a 2/3 majority vote of the voting participants of the ASC or by a phone vote).
6. Serve as custodian of the ASC LDO archives which are to be kept for a period of seven (7) years.
7. Function according to the Literature Distribution Operational Guidelines.
8. Participate in an annual audit of finances and inventory.
9. Make all deposits within 72 hours of the ASC meeting.

2.2.J. Literature Distribution Officer (LDO) Alternate

J.1 *Suggested Qualifications for LDO Alternate*

1. At least three (3) years continuous recovery.
2. At least one (1) year prior experience with NA service at an Area or Regional level.
3. At least one (1) year prior experience as a Group, ASC, or subcommittee Treasurer.
4. Bookkeeping or account experience.
5. Meets all qualifications stated in Section 2.2.A of these Guidelines.

J.2 *Duties of the LDO Alternate*

1. Assist the LDO with the distribution of NA literature at the ASC meeting.
2. Execute the duties of the LDO in the LDO's absence.
3. Be a cosigner on the ASC Literature Distribution bank account.
4. Upon resignation of the LDO, may assume the LDO's position after a 30 day grace period as defined in Section 4.6 and receiving a vote of confidence from a quorum of voting GSR's present.

2.2.K. Literature Distribution Operational Guidelines

1. The Literature Distribution Officer (LDO) shall keep a copy of each literature order and give a copy to the GSR or individual submitting the order.
2. Keep a monthly literature order file.
3. Keep and file monthly statements for the Literature Distribution bank account.
4. Perform physical audit of books, cash and literature every six months — one in January, to be done by the outgoing LDO, the incoming LDO, and at least one officer of the ASC; and one in July, to be done by a committee appointed by the ASC. Written reports must be submitted to the ASC after each audit.
5. The LDO should submit an accurate written count of literature and monies to the ASC on a monthly basis.
6. Under no circumstances is the LDO to purchase literature unless monies in the Literature Distribution bank account are assured.
7. All literature and pertinent information regarding literature is to be given to the LDO or mailed to the Area Post Office box.
8. Literature will be sold on COD or Money Order basis only.
9. Literature will only be available for pick-up immediately following the ASC meeting.

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3. AREA SUPPORT OFFICERS

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Area Support Officers play a vital role in the business and support of the ASC and the Groups of the Southwest Area. These positions are open to the fellowship, including GSR's, Executive Body Members, and Subcommittee Officers. These support positions are deemed to present little or no conflict of interest to an ASC member who might also wish to participate in the ASC by serving in one of these positions. Any GSR also in an Area Support position is strongly encouraged to abstain from votes directly relating to their position or duties.

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3.1.A. Suggested Qualifications for Area Support Officers

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1. Set an example of living recovery through the application of the 12 Steps, 12 Traditions and 12 Concepts of Service, and regular meeting attendance.
2. Willingness to give the time and resources necessary to get the job done.
3. Willingness to travel when necessary.
4. Is willing to sign the Statement of financial Responsibility.

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3.1.B. Meeting Directory Officer (MDO)

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B.1 Suggested Qualifications for MDO

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1. At least one (1) year continuous recovery.
2. At least six (6) months prior experience with NA service at an Area or Regional level.

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B.2 Duties of the MDO

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1. Attend all ASC Meetings.
2. Will be responsible for production and formatting of the Southwest Area Meeting Directory, and for maintaining alternate versions of the Directory for the fellowship and for PI & PL use.
3. Will be responsible for obtaining copies of the Southwest Area Meeting Directory within the budget allotted by the ASC.
4. Will distribute the Southwest Area Meeting Directories as directed by the ASC at each ASC meeting.
5. Shall have a monthly budget of \$65.
6. Responsible for reporting financial expenditures and handling money allotted for copies by the ASC.
7. Will submit a written report to the Secretary and expense receipts to the Treasurer at each ASC.
8. Will accept changes and additions to the Southwest Area Meeting Directory at each ASC meeting. If a meeting loses a location, does not open the door, or does not meet for two consecutive weeks it will be removed from the Southwest Area Meeting Directory.
9. Responsible for updating Southwest Area web-based meeting information on the regional web site.

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3.1.C. Convention Representative and Convention Rep. Alternate

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Because the Convention Committee starts its new year in August, the Convention Representative and Convention Rep. Alternate are the only members of the Southwest ASC who are not elected in December. Rather, the Convention Representative and Convention Rep. Alternate are elected in July, taking office and beginning to fulfill their duties in August.

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C.1 Suggested Qualifications for Convention Rep.

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1. At least one (1) year continuous recovery.
2. At least six (6) months prior experience with NA service at an Area or Regional level.

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C.2 Duties of the Convention Rep.

1. Attend all ASC Meetings. If the ASC and Convention Committee meeting fall on the same day, attendance at one meeting may be covered by the Convention Rep and the other meeting by the Alternate.
2. Attend the California Inland Region of NA Convention Committee (CIRNACC) meetings once a month, and as additionally required.
3. Serve as the liaison between the ASC and the CIRNACC.
4. Carry the group conscience of the ASC at the CIRNACC.
5. Coordinate the delivery of all flyers and sign-up materials for the CIRNACC and ensure that sign-up sheets are turned in on time.
6. Keep the ASC (and specifically the GSR's) informed of opportunities to be of service on the CIRNACC.

C.3 Suggested Qualifications for Convention Rep. Alternate

1. At least one (1) year continuous recovery.
2. At least six (6) months prior experience with NA service at an Area or Regional level.

C.4 Duties of the Convention Rep. Alternate

1. Attend all ASC Meetings. If the ASC and Convention Committee meeting fall on the same day, attendance at one meeting may be covered by the Convention Rep and the other meeting by the Alternate.
2. Attend the California Inland Region of NA Convention Committee (CIRNACC) meetings once a month, and as additionally required.
3. Assist the Convention Representative in all of their duties.
4. Perform all duties of the Convention Representative in case of the Convention Representative's absence.
5. Upon resignation of the Convention Representative, may assume the Convention Representative's position after a 30 day grace period as defined in Section 4.6 and receiving a vote of confidence from a quorum of voting GSR's present.

3.1.D. Newsletter Editor

The "Clean Times" Newsletter, printed by and for the Southwest Area, is a platform to which members of NA may express their experiences, strength, hopes, opinions and concerns as they relate to recovery and the program of Narcotics Anonymous.

D.1 Suggested Qualifications for Newsletter Editor

1. At least two (2) years continuous recovery.
2. At least six (6) months prior experience with NA service at an Area or Regional level.

D.2 Duties of the Newsletter Editor

1. Attend all ASC Meetings.
2. Will serve as Editor of the Newsletter and ensure that all materials printed in the Newsletter are non-offensive and of an acceptable nature.
3. Will be responsible for assembly and formatting of the Newsletter.
4. Will be responsible for obtaining copies of the Newsletter within the budget allotted by the ASC.
5. Will distribute the current month's Newsletter electronically and at each ASC.
6. Responsible for reporting financial expenditures and handling money allotted for copies by the ASC. Expenditures not to exceed \$60.00 per month.
7. Will submit a written report to the Secretary and expense receipts to the Treasurer at each ASC.
8. May enlist the aid of other NA members to solicit materials for the Newsletter.

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3.1.E. Calendar Officer

E.1 *Suggested Qualifications for Calendar Officer*

1. At least two (2) years continuous recovery.
2. At least six (6) months prior experience with NA service at an Area or Regional level.

E.2 *Duties of the Calendar Officer*

1. Attend all ASC Meetings.
2. Will operate within a monthly budget of \$10 for copies.
3. Responsible for reporting financial expenditures and handling money allotted for copies by the ASC.
4. Will submit expense receipts at each ASC.
5. Will actively communicate and seek the details needed to provide useful and timely information in the Area Calendar.
6. Will work with subcommittee chairs and other trusted servants who may have information for the Area Calendar to ensure that information is clear and concise.
7. Will be responsible for assembly and formatting of the Area Calendar.
8. Will be responsible for obtaining copies of the Area Calendar within the budget allotted by the ASC.
9. Will distribute the current month's Area Calendar at each ASC.

E.3 *Calendar Guidelines*

1. The Area Calendar will showcase dates and information from one ASC meeting to the next. (e.g. the Area Calendar for June's ASC will show the weeks in June following the June ASC meeting, up to the July ASC.)
2. The Area Calendar will contain the following information for each area subcommittee:
 - a. Subcommittee purpose
 - b. Meeting time, date and location
 - c. Contact person
 - d. Requirements for participation
3. The Area Calendar will allow space for concise announcements from each subcommittee
4. The Area Calendar will provide a list of upcoming events and special meetings (such as ad-hoc's, etc.) within the Southwest Area, and will provide information about upcoming events within the California Inland Region (CIRNA) as space permits.
5. The Area Calendar will provide space for notes from the ASC meeting.

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4. SOUTHWEST ASC GUIDELINES

4.1 Term Limits, Attendance and Removal

- 1.** For purposes of this section of Guidelines, the term “Officers” shall refer to Committee Officers, Area Support Officers and Subcommittee Chairpersons.
- 2.** Officers shall serve for a term of one year. All Officers may succeed themselves in office, but none may serve more than two consecutive terms in a particular office.
- 3.** No Officer shall serve in the same position for more than 2 years within a 5 year period.
- 4.** Any Officer may be removed during their term of office for missing 3 or more meetings. The absent Officer shall be notified by the Vice Chairperson after missing their second ASC meeting that they are subject to removal from office should they miss a third meeting. They may be removed at the third meeting they are absent from by a 2/3 majority vote of the quorum of voting GSR’s present. This action requires a motion and a second, and may be readdressed at each additional absence of the Officer.
- 5.** Any Officer may be removed during their term of office for noncompliance of duties. The non-complying Officer may be removed by a 2/3 majority vote of the quorum of voting GSR’s present. This action requires a motion and a second, and, whenever possible, the Officer facing removal should be given the opportunity to address the ASC prior to the vote being taken.

4.2 Area Service Committee (ASC) Meetings

- 1.** The ASC shall hold regular monthly meetings. Special meetings may be called by (1) a quorum of the ASC; or (2) the ASC Chairperson upon being apprised of a matter of special and major determination, such as major guideline changes or large and unusual expenditures. Written or verbal notice must be given by the Chairperson, or their delegate, to all committee members seven (7) days prior to all special meetings, unless the issue is of an extreme nature (i.e. loss of services, meeting facility, etc.).
- 2.** All ASC meetings shall be open to any NA member who wishes to attend as an observer, but shall be closed to the general public. Interested members may speak at the discretion of the Chairperson.
- 3.** Children will not be allowed at the ASC meeting (children are considered any non-addict under the age of 14).
- 4.** The meeting will start promptly at 1:00pm on the second (2nd) Saturday of every month and will adjourn ideally at 3:00pm with the last order of business being the confirmation of the next ASC meeting.
- 5.** Should the regular ASC meeting fall on a holiday, the ASC meeting will be held on the following Sunday.
- 6.** The moving of the location and/or date of the monthly ASC meeting requires a 2/3 majority vote of quorum present.

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4.3 Procedural Guidelines

1. Any guideline may be waived by a 2/3's majority vote of the quorum of voting GSR's present.
2. These guidelines may be amended by the ASC at any time by a 2/3 majority vote of the quorum of voting GSR's present.
3. It is the Chairperson's responsibility to set the agenda for each ASC meeting.
4. Southwest ASC Guidelines will be used as the foundation for facilitating the ASC meeting, and all discussion on topics and motions will use those guidelines as a format for issues at hand. Refer to the Guide to Local Service and Parliamentary Procedures (Robert's Rules of Order) for additional information or guidance.
5. The ASC shall conduct an annual ASC Inventory in August to review the ASC and its subcommittees performance during the past year and establish goals for the next year. An ad-hoc committee may be formed to review the inventory input and make suggestions to the ASC.
6. Use of the ASC letterhead for correspondence shall be ASC sanctioned and approved. A copy of all correspondence shall be submitted to the ASC Secretary to be placed in the ASC archives.
7. Upon being apprised of a group's meeting which is no longer being held, or other special circumstances, the GSR's may vote to remove that meeting from the directory, roll-call, and any other references, requiring a seconded motion and 2/3 vote of Quorum.
8. Any executive body member may, at the discretion of the ASC, execute a contract on behalf of the ASC and/or Southwest Area of NA.

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4.4 Motion Procedures

1. A motion may be made by any ASC participant except for the Chairperson. There will be no further discussion until the motion is seconded. Only GSR's may second motions. Excluding the Chairperson and Vice Chairperson, unless either opinion is requested by the ASC, any ASC participant shall be allowed to participate in the discussion of any motion.
2. The motion is introduced by the Chairperson via a motion card submitted by an ASC participant. Any clarification of the motion or its intent shall be directed to the maker of the motion.
3. Motions and other procedure may be called out-of-order at the discretion of the Chairperson. The Chairperson may be overruled by a majority vote of the quorum present (51%).
4. All motions must be seconded before discussion begins. Motions pertaining to procedure must obtain a 51% majority from quorum present in order to pass. Motions pertaining to monies and/or amending the ASC guidelines must obtain a 2/3 majority vote from quorum present in order to pass.
5. Once a motion has been seconded, discussion may begin. Discussion will be limited to 2 pros, 2 cons, and 2 points of interest. Discussion may be extended at the discretion of the Chairperson, or by a majority vote of the quorum present (51%), adding 2 more of each: pros, cons, and points of interest.
6. Discussion will be limited to the motion at hand and should be limited to 3 minutes per person (or a reasonable time limit as set by the Chairperson).
7. Amendments to a motion will follow the same procedures as motions.
8. Amendments to the motions must be accepted by the participant who made the original motion and the GSR who seconded the motion.
9. A motion to table supersedes all other motions and/or discussion and must be addressed immediately after it has been made and seconded. The motion to table requires a majority vote (51%) of quorum present.
10. A motion may be rescinded by the original maker and seconder of that motion prior to voting on the motion. Both the maker and seconder must agree to rescind the motion, otherwise the motion stands and must be voted on.

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4.5 Voting Procedures

1. GSR's and GSR Alternates representing new Groups must be present at two (2) consecutive ASC meetings and are eligible to vote at the second. At the second consecutive ASC meeting, a note shall be entered into the minutes stating that the new Group is now an active ASC member.
2. If a Group remains unrepresented at three (3) consecutive ASC meetings, they are considered an inactive group and lose their vote. To become reinstated, the Group's GSR or GSR Alternate must attend the next two (2) scheduled ASC meetings.
3. A quorum at all ASC meetings shall consist of a simple majority of all Groups active (voting) within the Southwest Area, but not less than 50%. All votes involving matters, unless otherwise defined, shall be by a simple majority of quorum present (51%). Disbursement of funds requires a 2/3 majority vote of quorum.
4. A quorum of at least 50% of the active (voting) groups must be present in order to conduct fiduciary business.
5. After all motion procedures have ended, the motion will go to the floor for a vote. This vote will be taken by voice vote, hand count, or roll call vote at the discretion of the Chairperson. Upon request by a GSR or GSR Alternate, the type of vote taken may be determined by a majority vote (51%) of quorum present.
6. In ASC business meetings, only GSR's or their Alternates may vote. In case of a tie, the Chairperson must break the tie. In matters of special determination, (e.g. matters directly affecting the entire Southwest Area) the Chairperson may refer the matter back to the Groups for further discussion and direction. Each group has only one vote.
7. A phone vote may be taken outside the confines of the regular ASC meeting upon the Chairperson or Vice Chairperson being apprised of a matter which requires immediate attention. Quorum shall be calculated from all voting meetings. A record of the date, the motion, each GSR contacted, the vote and the outcome of the vote must be kept and entered into the minutes of the next regular ASC meeting.

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4.6 Election Procedures

1. Nominations for ASC officers and area resource officers, with exception of the convention representative, shall be made at the November ASC meeting. Nominees must be present upon nomination and election with a 30-day grace period between nomination and election to provide groups ample time to review nominees. At the December meeting, with exception of the convention representative, the ASC shall elect area officers and resource officers.
2. Nominations and elections for the convention representatives shall be made in July and August respectfully.
3. Voting in elections is restricted to the GSR's or GSR alternates.
4. Nominations for all officers shall remain open until nominations for that position have been filled and grace period has been met.
5. Elections are decided by simple majority vote of quorum present either by hand vote or paper ballot. No abstentions are allowed in an election.
6. Each subcommittee's Chairperson and the Activities subcommittee's Treasurer shall be elected by the established subcommittee, but must be ratified by a majority of the voting GSR's present at the ASC.
7. No member elected as an Area Officer or Subcommittee Chairperson may serve simultaneously as a GSR. If elected to a RCM, RCM Alternate or Regional Executive Body (for these purposes: Chair, Vice Chair, Treasurer, Regional Delegate, Regional Delegate Alternate) at CIRNA or any other region, the GSR commitment shall be relinquished.

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4.7 Financial Procedures

1. The ASC shall maintain funds in a Prudent Reserve and conduct its financial business from funds held in an Operating Reserve. These monies shall be maintained in a single checking account, but reported separately by the area Treasurer.
2. The Prudent Reserve is an amount held in reserve for emergencies or occasions when the ASC exhausts the funds within its Operating Reserve. The amount of the prudent reserve shall be \$600. The Treasurer will inform the ASC immediately when it is necessary to use funds from the Prudent Reserve, and all ASC and ASC-funded subcommittee operating budgets will be suspended until the ASC reaches its prudent reserve. All expenditures, outside of outstanding bills and prior expenditures requiring reimbursement, will require a 2/3 vote of Quorum.
3. No funds will be added to the Operating Reserve until the Prudent Reserve is fully restored to its cap.
4. The Operating Reserve is a capped, or limited, amount of funds which serves as the ASC's operating capital. The Operating Reserve shall be \$1,500, which includes the \$600 Prudent Reserve. The Operating Reserve serves to provide a mark beyond which funds should be prudently donated to the California Inland Region of NA (CIRNA) and NA World Services (NAWS).
5. On a quarterly basis, the ASC shall donate funds above its Operating Reserve to CIRNA and NAWS using the following schedule:

NOTE: All quarterly donations shall be divided shall be divided between CIRNA and NAWS, with 75% of the funds flowing to CIRNA, and 25% to NAWS.

January – 100% of the funds above the ASC's Operating Reserve
April – 50% of the funds above the ASC's Operating Reserve
July – 50% of the funds above the ASC's Operating Reserve
October – 50% of the funds above the ASC's Operating Reserve

6. A donation to CIRNA and/or NAWS may be made at any ASC meeting throughout the year, requiring a seconded motion and a 2/3 vote of Quorum.
7. On a yearly basis, at its November meeting, the ASC shall review its Prudent Reserve and Operating Reserve, and adjust these caps as needed. Changing the Prudent Reserve and/or Operating Reserve requires a 2/3 vote of quorum.
8. If two (2) ASC Officers live at the same residence, then only one may have signing authority on any ASC or subcommittee bank account.
9. Two (2) signatures shall be required on all checks written on ASC and subcommittee accounts.
10. No personal checks will be accepted by the Treasurer at the ASC.
11. In December and June, audits shall be conducted of the ASC, LDO, and subcommittee checking accounts and inventories. The December audit shall be conducted after elections are held, and include outgoing and incoming officers. The ASC Chair or Vice Chair, and ASC Treasurer or Vice Treasurer should participate in all audits.

4.8 Procedure For Dealing with Misappropriation of NA Funds

1. Misuse or Misappropriation of NA funds will not be tolerated. The following is an outline of the process that will be followed if a misappropriation is suspected and or reported.
2. An immediate and thorough review of all books and financial records shall be conducted to make sure the funds were actually misappropriated.
3. What was the amount misappropriated?
4. Who misappropriated the money?
5. What failing in the accounting procedures and safeguards allowed this to happen?
6. A special meeting of the ASC shall be convened within seven days of the confirmation of the misappropriation. The format of the special meeting shall allow sufficient time for everyone involved to express his or her concerns. Everyone is encouraged to focus on spiritual principles, while deciding on the best course of action.
7. The individual(s) accused of the misappropriation of funds shall be informed of the meeting and given the opportunity to present his or her point of view.
8. If the individual(s) does not appear at the special meeting, the ASC shall ensure that every effort to contact the person(s) has been made.
9. The committee shall use certified mail and send a letter explaining that an audit of financial records has been performed, that facts show the individual(s) is responsible for the missing money, that repayment is expected, and what the consequences will be if the individual(s) does not respond to the letter.
10. Copies of the letter shall be deposited in a safe place for further reference.
11. If the individual(s) admits to the misappropriation and agrees to pay back the missing funds, a legally binding restitution agreement shall be developed, utilizing legal advice if necessary.
12. Such an agreement can include regular payments at any interval acceptable to all involved until the full amount is repaid, though it is best to not drag out the process.
13. The individual(s) shall be informed that, if the restitution agreement is not adhered to, the committee may take legal action based on the signed and witnessed restitution agreement.
14. Regular reports on the status of the restitutions agreement shall be reported to the ASC until the agreement is satisfied.
15. Copies of the restitution agreement shall be deposited in a safe place for further reference.
16. If the individual(s) refuses to repay the money, or agrees to a plan but does not follow it, or if the person(s) has disappeared, it may be appropriate to take legal action.
17. The decision to take legal action is an option that does not compromise traditions or spiritual principles, but should be a last resort, opted for only when everything else has been tried.
18. The decision to prosecute shall be thoroughly explored before going ahead, using area/and or regional service committees, the WSB, and the WSO as resources.
19. Should the Area decide to take legal action, requiring 2/3 majority vote of quorum present, the ASC Chairperson is to be the single point of accountability, named as plaintiff on behalf of SASCNA (Southwest Area Service Committee of Narcotics Anonymous)
20. Balancing spirituality with responsibility, the individual(s) shall be removed from his or her service position, and shall not be considered for another position until he or she has dealt with the issue.
21. A printed report about the situation shall be provided to all ASC participants, and regular reports on the status of the situation shall be maintained until this matter has been resolved. Protecting the identity of the person(s) involved is secondary to being accountable to the fellowship for its funds.

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5. SOUTHWEST ASC SUBCOMMITTEES

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Subcommittees are created to perform a specific task or tasks which cannot be effectively completed within the context of the ASC meeting. While Subcommittees are granted the authority to carry out their assigned tasks, they are ultimately accountable to and under the direction of the Southwest Area Service Committee.

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5.1 General Guidelines for all Subcommittees

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1. Each Subcommittee shall maintain their own guidelines, adhering to all guidelines for Subcommittees established by the ASC.

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2. Every subcommittee shall keep a copy of their current guidelines on file with the ASC Secretary and the ASC Chairperson. When subcommittee guidelines are revised, new copies shall be provided to the ASC Secretary and the ASC Chairperson in a timely manner.

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5.1.B. Subcommittee Elections

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1. Subcommittees shall elect their own officers with subcommittee Chairpersons and the Activities subcommittee Treasurer requiring ratification by the ASC after their election by their subcommittee.

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2. Each Subcommittee shall set a month for their yearly elections and will hold elections in the month specified.

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3. If no elections are held, all subcommittee positions are to be considered “vacant” and the committee will be considered “dormant”. The outgoing subcommittee officers will turn over all financial accounts, checkbooks, ledgers, records, keys and subcommittee assets to the ASC or ASC Chairperson.

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4. If a Subcommittee has gone dormant (no active members and no Chairperson), the ASC will take nominations for and elect the subcommittee Chairperson.

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5. If a Subcommittee is not dormant but is unable to elect a Chairperson or Vice Chairperson, the ASC Vice Chairperson shall act as Chairperson of that Subcommittee until a Subcommittee Chairperson can be elected. (See 2.2.C.2 Duties of the Vice Chairperson).

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5.1.C. Subcommittee Chairpersons

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1. Subcommittee Chairpersons are required to attend all ASC meetings for the full duration of the ASC meeting.

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2. Subcommittee Chairpersons must give a verbal report at each ASC meeting and present a written copy of their report to the Secretary.

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3. Subcommittee Chairpersons must coordinate with the Calendar Officer, providing information for upcoming meetings, events, etc.

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4. Subcommittee Chairpersons are subject to the same term limits, attendance and removal guidelines as Area Officers and Area Support Officers (see Section 4.1 Term Limits, Attendance and Removal).

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5.1.D. Subcommittees with Financial Accounts

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1. Must deposit all funds within 72 hours of receipt.

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2. Must present a copy of their current financial report to the Executive Body at each ASC.

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3. Must include the ASC Treasurer as a cosigner on their account.

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4. Must be prepared and available for an audit with the ASC Executive Body every 6 months (Dec. and June per 4.8.11 Financial Procedures)

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5.2 Activities

5.2.A. Purpose

To provide activities and raise funds for the Southwest Area fellowship.

5.2.B. Qualifications for Chairperson

1. Minimum of two (2) years continuous clean time.
2. Set an example of recovery through the application of the 12 Steps, 12 Traditions and 12 Concepts of Service, and regular meeting attendance.
3. Willingness and available time to serve as well as travel.
4. Nine (9) months prior experience on an Area Activities level.
5. Submit written reports at all ASC meetings.
6. Submit a current financial report to the Executive Body at each ASC.

5.3 Hospitals and Institutions (H&I)

5.3.A. Definition and Purpose

The H&I subcommittee of the Southwest Area Service Committee is a group of men and women, members of NA, who believe in the concept: **To assure that no addict in a hospital or institution seeking recovery need die without having had a chance to find a better way of life. From this day forward may we provide the necessary services?**

This concept should always be our primary concern. This will ensure that when an addict is housed in a correctional facility, hospital, and/or is institutionalized and desires recovery, Narcotics Anonymous will be there.

This committee is a subcommittee of the Southwest Area Service Committee and is directly responsible to the Committee.

5.3.B. Budget

The ASC shall provide up to a \$100 monthly allocation for H&I.

5.3.C. Qualifications and Duties of Chairperson

1. Minimum of two (2) years of continuous clean time, plus a minimum of six (6) months involvement in H&I work.
2. Set an example of recovery through the application of the 12 Steps, 12 Traditions and 12 Concepts of Service, and regular meeting attendance.
3. Willingness and available time to serve and travel.
4. Prepares the monthly subcommittee agenda, bringing before the general meeting of the subcommittee matters they should act upon.
5. Carries out policies and orders for the subcommittee.
6. Appoints special subcommittee members when required.
7. Represents the H&I subcommittee at the Area level and submits a written report.
8. Attends the regional H&I quarterly workshops.

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5.4 Outreach

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5.4.A. Purpose

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The purpose of this subcommittee is to reach out to the isolated or struggling Groups or subcommittees within the Southwest Area and to act as a communication link between that Group and the Area Service Committee (ASC). The goals of these efforts are intended to provide support and assist Groups to learn to help themselves.

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5.4.B. Qualifications for Chairperson

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1. One-year continuous abstinence from all drugs.
2. Willingness to commit to the position for a minimum of one (1) year.
3. Set an example of recovery through the application of the 12 Steps, 12 Traditions and 12 Concepts of Service, and regular meeting attendance.

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5.4.C. Duties of the Chairperson

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1. Mediates and provides an agenda for all meetings of the subcommittee with a general understanding of parliamentary procedure.
2. Prepares a written report for each ASC meeting and makes all motions on behalf of and is the voice of the Outreach subcommittee.
3. Coordinates and is responsible for all work done by the subcommittee.
4. Is available to answer questions from the Area's Groups.
5. Attends or sends a representative to Regional Outreach Quarterly Workshop.

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5.5 Public Information and Phone Lines (PI & PL)

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5.5.A. Phone Lines Purpose

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Our primary purpose is to carry the message of recovery to the addict who still suffers by establishing, maintaining and coordinating an effective 24 hour, 7 days-a-week Help Line. Through this Help Line, we form a link between Narcotics Anonymous and the general public seeking help and/or information.

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5.5.B. Public Information Purpose

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The purpose of the Public Information (PI) Subcommittee is to inform the public that Narcotics Anonymous exists and that NA offers recovery from addiction. Also, PI is responsible for informing the fellowship about any public information regarding NA as a whole or any of its subsequent parts. Finally, PI activities will be conducted in full accordance with the 12 Steps and 12 Traditions of NA.

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5.5.C. Budget

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The ASC shall provide up to a \$50 monthly allocation for P.I. (Note: this does not include the cost of maintaining the phone line).

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5.5.D. Qualifications for Chairperson

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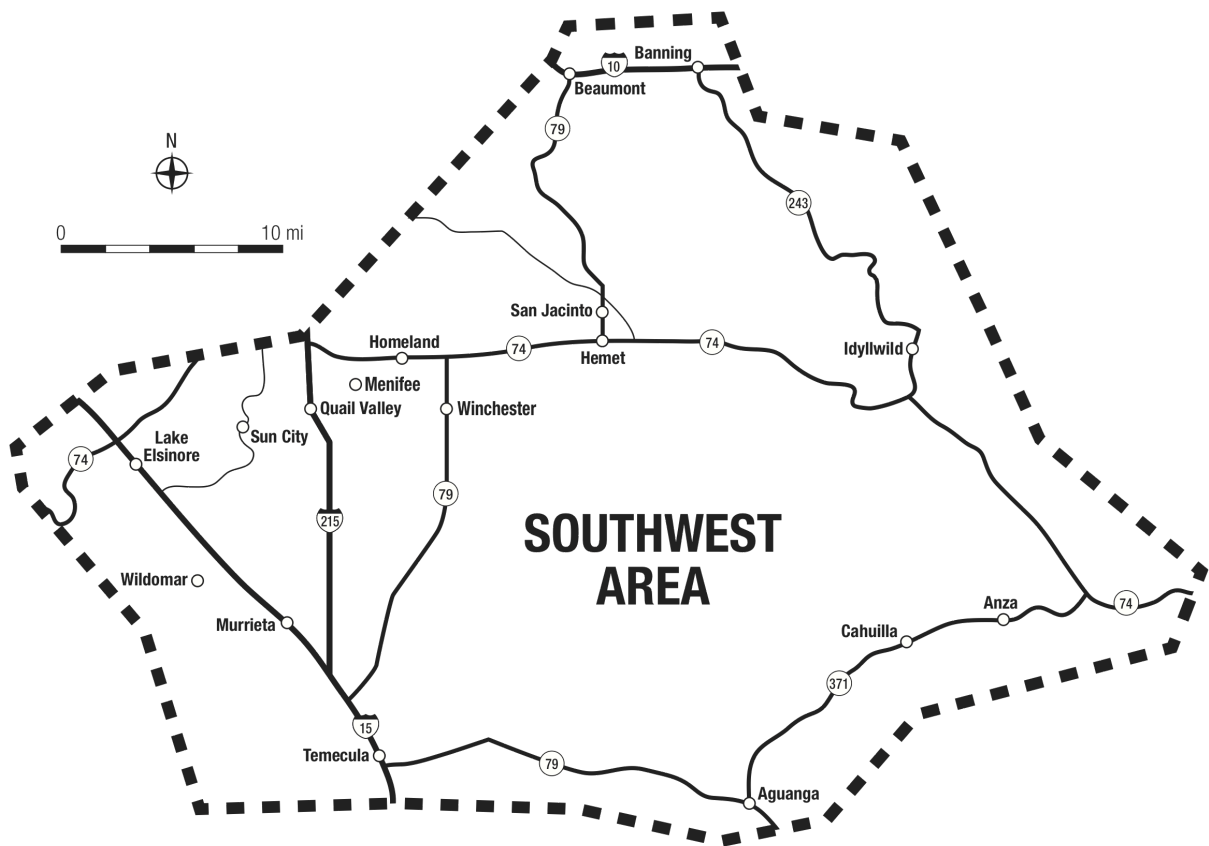
1. Minimum of two (2) years of continuous clean time.
2. Set an example of recovery through the application of the 12 Steps, 12 Traditions and 12 Concepts of Service, and regular meeting attendance.
3. Willingness and available time to serve and travel.
4. One (1) year prior service on the PI Subcommittee and six (6) months prior involvement on the PL Subcommittee.
5. Must have a working telephone
6. Must attend regularly scheduled Regional Phone Line Quarterly Workshops.
7. Submits a written report to the ASC.

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5.5.E. Duties of the Chairperson

1. Arrange time and agendas for PI & PL meetings.
2. Initiate all correspondence, including communication between groups, areas, regions and NAWS.
3. Keep the ASC informed of all ongoing PI activities.
4. Report to the ASC any plans for major PI projects or expenditures.
5. Take responsibility for all files, records, and overall functioning of the subcommittee.
6. Attend all ASC meetings or designate an alternate to represent the Subcommittee at the Area level.

6. APPENDIX 1: Southwest Area Boundaries



7. THE TWELVE TRADITIONS OF NARCOTICS ANONYMOUS

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

8. THE TWELVE CONCEPTS FOR NA SERVICE

- 901 1. To fulfill our fellowship's primary purpose, the NA groups have joined together to create a
- 902 structure which develops, coordinates, and maintains services on behalf of NA as a whole.
- 903 2. The final responsibility and authority for NA services rests with the NA groups.
- 904 3. The NA groups delegate to the service structure the authority necessary to fulfill the
- 905 responsibilities assigned to it.
- 906 4. Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be
- 907 carefully considered when selecting trusted servants.
- 908 5. For each responsibility assigned to the service structure, a single point of decision and
- 909 accountability should be clearly defined.
- 910 6. Group conscience is the spiritual means by which we invite a loving God to influence our
- 911 decisions.
- 912 7. All members of a service body bear substantial responsibility for that body's decisions and
- 913 should be allowed to fully participate in its decision-making processes.
- 914 8. Our service structure depends on the integrity and effectiveness of our communications.
- 915 9. All elements of our service structure have the responsibility to carefully consider all
- 916 viewpoints in their decision-making processes.
- 917 10. Any member of a service body can petition that body for the redress of a personal grievance,
- 918 without fear of reprisal.
- 919 11. NA funds are to be used to further our primary purpose, and must be managed responsibly.
- 920 12. In keeping with the spiritual nature of Narcotics Anonymous, our structure should always be
- 921 one of service, never of government.