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2021 WORLD SERVICE OFFICE



Al-Anon Family Groups
Help and hope for families and friends of alcoholics

GREETINGS & THANKS



Lynette K., Chairperson of the Board of Trustees (Trustee)

Debbie G., Chairperson of the Executive Committee (At-Large Member)

Vali F., Executive Director

Each year, thanks to generous contributions from our members globally, the Staff and Volunteers at Al-Anon's World Service Office (WSO) are privileged to continue the work started by our co-founders Lois and Anne over seventy years ago. This year our work felt somewhat more similar to that of our cofounders, as WSO Staff diligently prepared to refine systems and processes to support the more than eight hundred meetings of Al-Anon members who gather together electronically and whose meetings were recognized by the 2021 World Service Conference (WSC) as Al-Anon Family Groups. Volunteer and Staff non-panel Area Task Force members offered their support to the trusted servants who are pioneering in their own right as they held elections for Group Representatives and a Temporary Chairperson charged with hosting the first Assembly for this new non-panel Area—no easy task when considering the non-panel Area has no Districts yet represents over six hundred groups. What an incredible moment in Al-Anon history. What an honor to serve the worldwide fellowship during this time.

Meanwhile, the Board of Trustees continued its own evolution, streamlining its agenda to allow the Trustees to concentrate on more strategic conversations and activities. In 2021, the Board recognized the opportunity to acknowledge the delegated authority provided its Committees when they were assigned specific responsibilities, eliminating Board conversations about accomplished tasks and focusing instead on broadly discussing critical and timely decisions. The Board spent many hours participating in generative conversations about current trends affecting the fellowship. The Board, Executive Committee members and Staff participated in thought provoking discussions related to refreshing the Strategic Plan Objectives and Strategies to address potential impacts.

Staff underwent several significant changes, bringing onboard a new Director of Programs and redefining the former Public Outreach Professionals position into Community Relations to increase our attractiveness to professionals not only in the medical field but across disciplines such as the recovery and education fields. How exciting to be embarking upon this new era of programs and public outreach activities and perspectives. We offer enormous gratitude to those Staff at the WSO who have provided the foundations upon which we are growing and expanding. We look forward to honoring them in 2022 and beyond.

WHO WE ARE: MISSION, ENVISIONED FUTURE, AND GOALS



MISSION STATEMENT

Al-Anon Family Group Headquarters, Inc. is a spiritually based organization that helps the families and friends of alcoholics connect and support each other through meetings, information, and shared experiences.



ENVISIONED FUTURE (2024-2029)

- AFG, Inc. is a global organization with technology-based operations that support the delivery of on-demand, barrier-free access to the program, information, meetings, and Sponsors.
- The research-validated effectiveness of the Al-Anon/Alateen program in addressing the family disease of alcoholism is recognized by professionals, schools, and religious leaders. Their recommendations to this program increase membership and expand its outreach.
- Society as a whole benefits from reduced health care costs, lower levels of incarceration, and increased graduation rates.
- Families and friends of alcoholics benefit from greater connectedness to support, no matter their location or language.



GOALS (2022-2024)

Goal: Members

AFG, Inc. provides universal access to tools for recovery from the family disease of alcoholism.

Goal: Public

Both the public and professionals recognize alcoholism as a family disease, and Al-Anon as the universally available, effective, and sustainable resource for those affected.

Goal: Organization

AFG, Inc. has one global structure, increasing access to knowledge, resources, and the program.



OUR INTENTIONS



Strategic Plan

A new Strategic Plan for AFG, Inc. was developed in 2018. WSO Volunteers and Staff committed to ensuring the Strategic Plan was more than a list of activities to complete, becoming instead the means to achieve the envisioned future of AFG, Inc. With it, the WSO established a long-term vision that could be realized over time by executing a series of relatively short-term actions. Strategic planning in 2018 led to Strategic Plan initiatives (Strategies) for Staff execution in 2019, 2020 and 2021.

2021 Strategies Update

Staff Strategic Leadership Team

In October 2020, the Board of Trustees approved the Staff Strategic Leadership Team (SLT) recommended Strategies for 2021—subject to Preliminary Budget approval. The 2021 Strategies, which included carryover Strategies from 2020, were:

Goal: Members

- Evaluate Alateen enthusiasm for, and the feasibility and safety of, hosting Alateen meetings electronically
- Upgrade and launch new WSO online store technology to improve member usability and provide trilingual access to CAL (see WSO Online Store Upgrade)
- Deliver ongoing *Mobile App* Premium Content reflecting subscribers' feedback and develop a process for sustained delivery
- Update and translate WSO Guidelines to ensure consistent access to current practices across all three languages supported by the WSC Structure

Goal: Public

- Develop targeted LinkedIn campaigns to raise professional awareness as to the availability of Al-Anon Family Groups (see LinkedIn Communications Strategy)
- Pilot a format for providing Public Outreach meetings on wheels to reach professionals and governmental agencies virtually

Goal: Organization

- Increase international representation within our global structure and Conference by identifying opportunities for the Board of Trustees to remove barriers for countries with national service structures to attend the World Service Conference
- Evaluate options for expanding international structures' ability to sell and purchase CAL between structures while continuing to protect AFG, Inc.'s copyright

Staff was grateful to have completed the Online Store carryover Strategy in 2021, while accomplishing large Operations projects, including hosting the (virtual) 70th Anniversary Dinner and finalizing updates to the *2022-2025 Al-Anon/Alateen Service Manual (P-24/27)*. 2021 Strategies' outcomes are detailed within the Our Work section of the Annual Report.

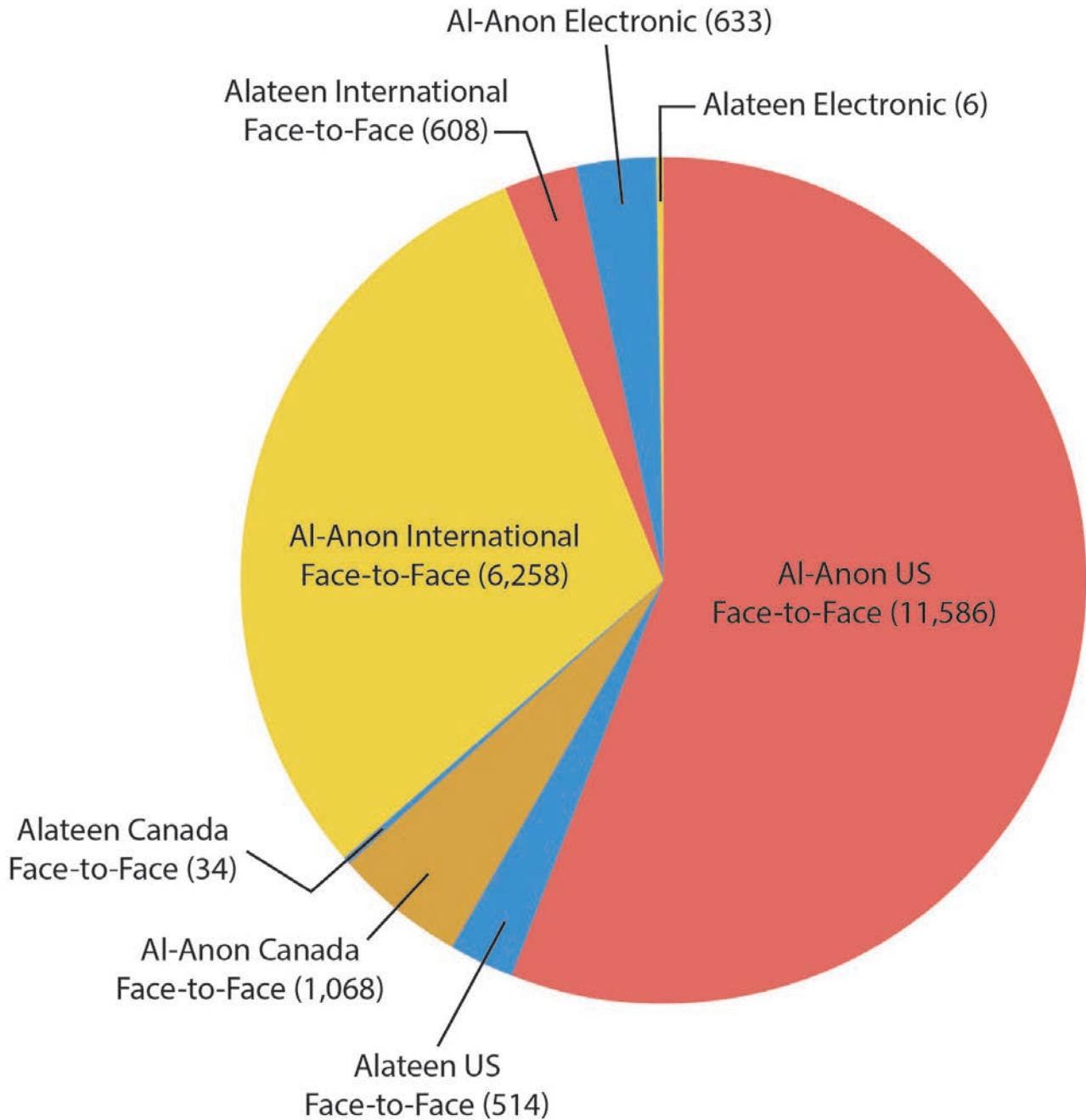
SLT met with the Executive Committee in its Board-delegated role of Strategic Plan execution oversight to review and gain approval for changes to the Strategies as well as to answer questions related to weekly status updates. One deferral was requested and approved—the Goal: Public Strategy related to Public Outreach meetings on wheels was deferred pending the onboarding of a fulltime Associate Director—Community Relations. The SLT members also meet quarterly with the Board of Trustees to provide updates on Strategies and progress the 2022 Strategies planning.

OUR IMPACT

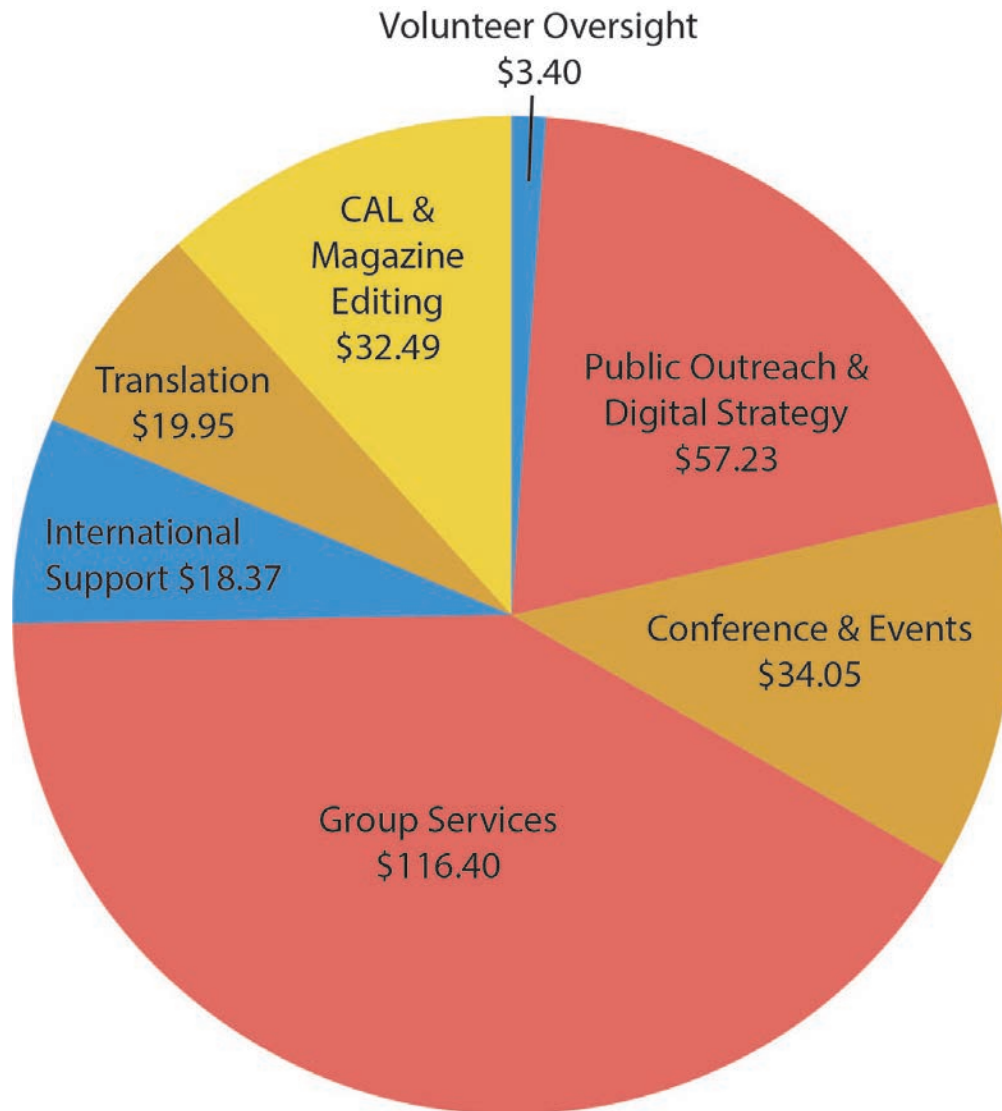


2021 Global Al-Anon Family Groups' Statistics

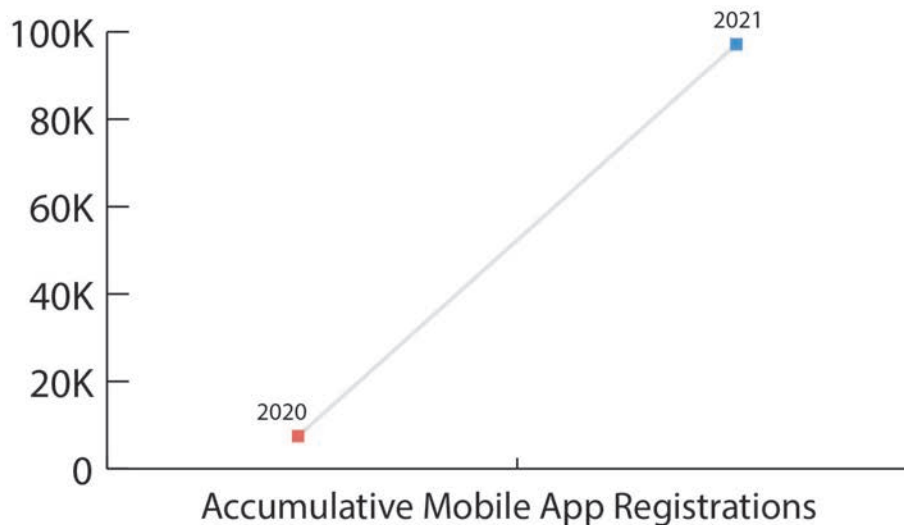
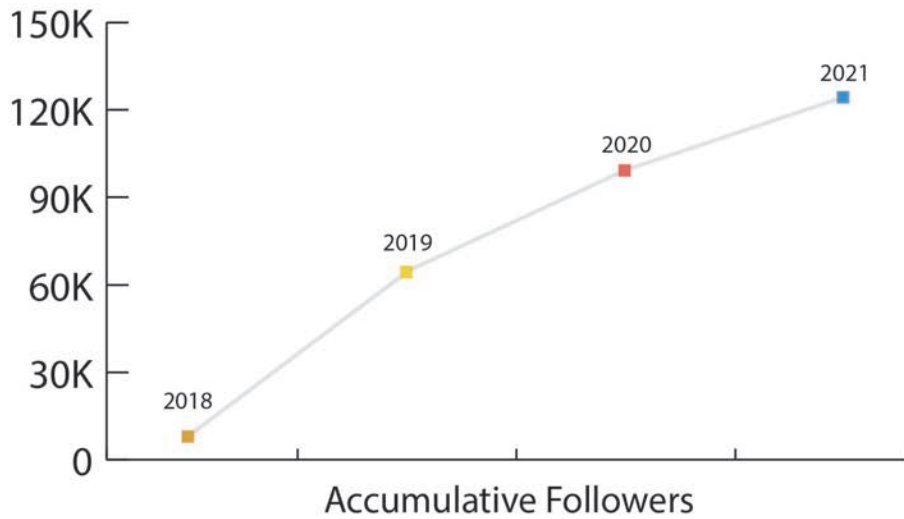
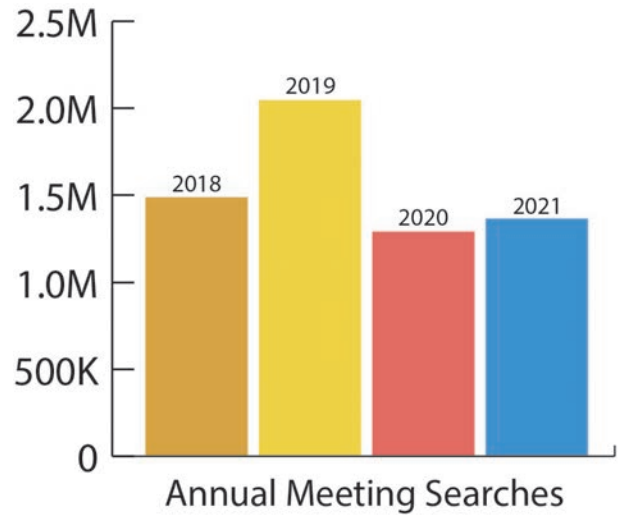
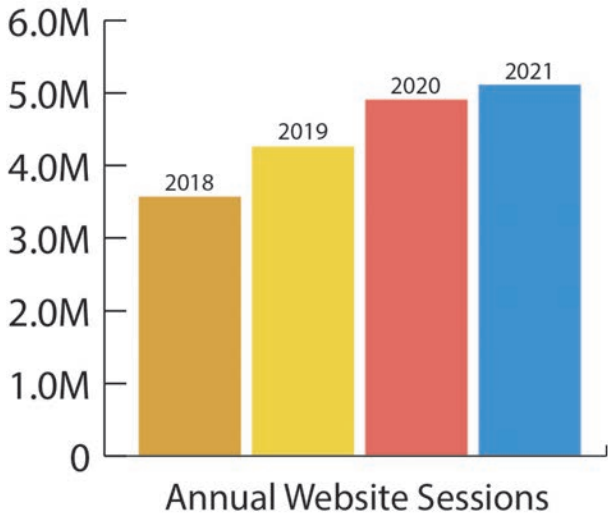
Total Al-Anon and Alateen Groups Worldwide (20,707)



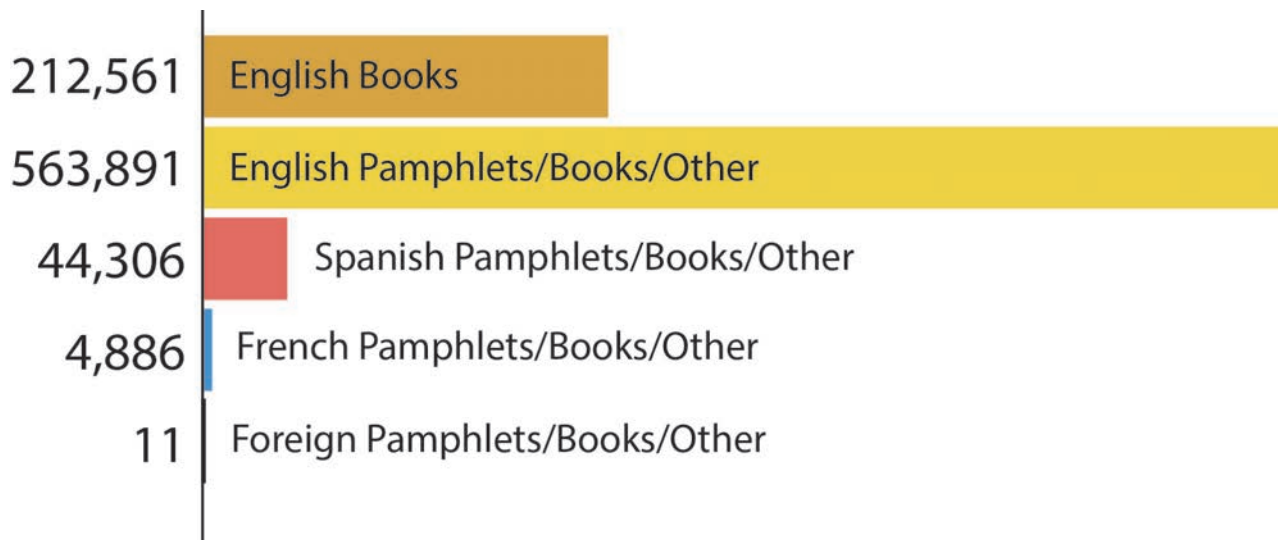
Cost of Services Per Group \$281.88



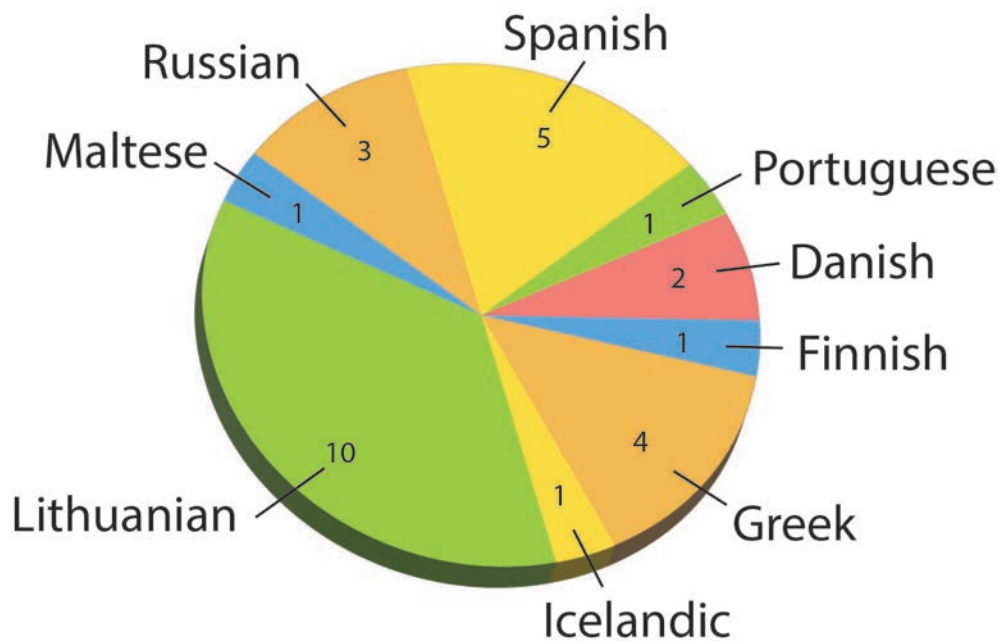
Digital Communications Connections



Conference Approved Literature Volume



Translation & Reprint Requests for Al-Anon Internationally



Translation Overview

Routine publications and Board of Trustees communications

- *Le lien*, a French-language magazine compiled from *Forum* articles (six issues a year with an average of 7,500 translated words per issue)



- *Al-Anon y Alateen en acción*, a Spanish-language magazine compiled from *Forum* articles (six issues a year with an average of 7,500 translated words per issue)
- *Le Messenger* and *En Contacto* (one or twice monthly)
- Chairperson of the Board letter and Policy, Finance and CLT Committee updates (quarterly)
- 2021 Highlights from the WSC (once yearly)
- 2020 Annual Report (once yearly; over 20,000 translated words)
- Appeal letter to members (quarterly)

Special projects

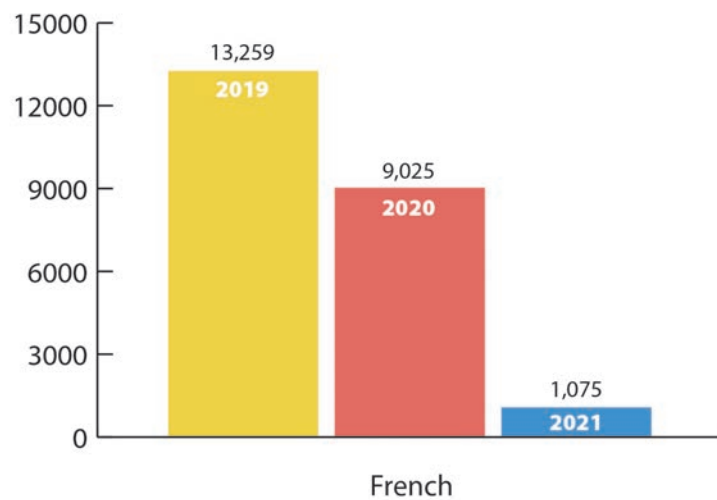
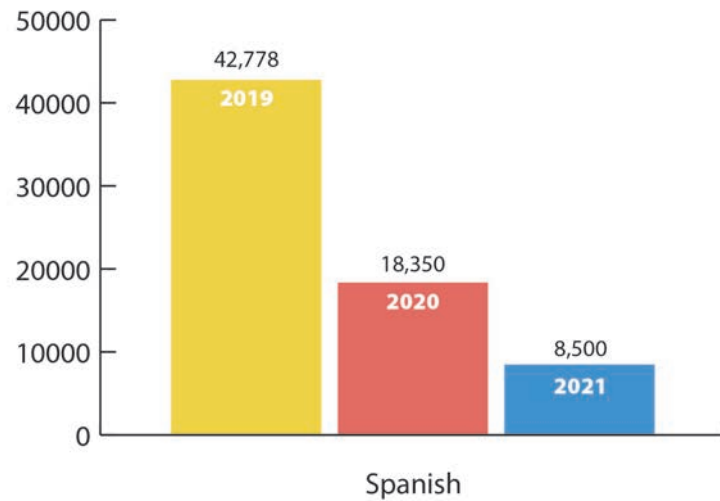
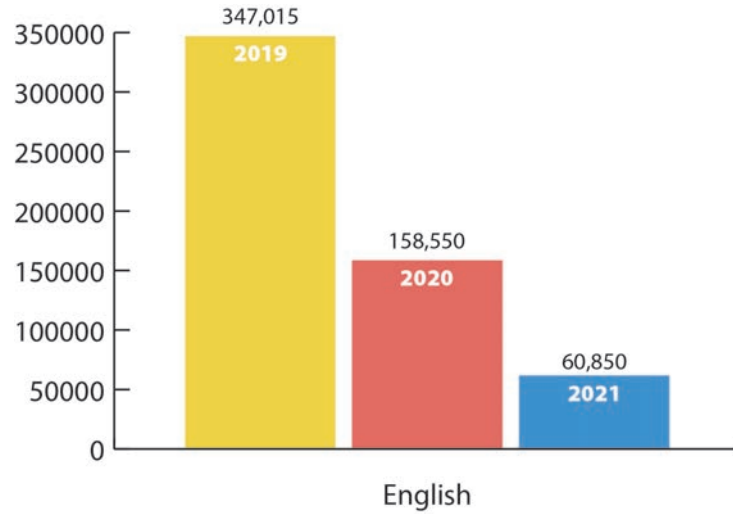
- 2021 Membership Survey
- Online Store – Framing, content update, FAQs, return policy, phrases and commands for users, rotating banner page content (front-page carousel)
- Member Blog – Web page content, framing text, monthly discussion theme
- Al-Anon’s 70th Anniversary Celebration – Letter to registrants, website landing page, announcements, scripts of sharings from invited speakers
- 2022-2025 *Al-Anon/Alateen Service Manual* updates
- Albuquerque 2023 Al-Anon International Convention trailer script
- Al-Anon Guidelines – Several outdated guidelines have been updated in French and Spanish



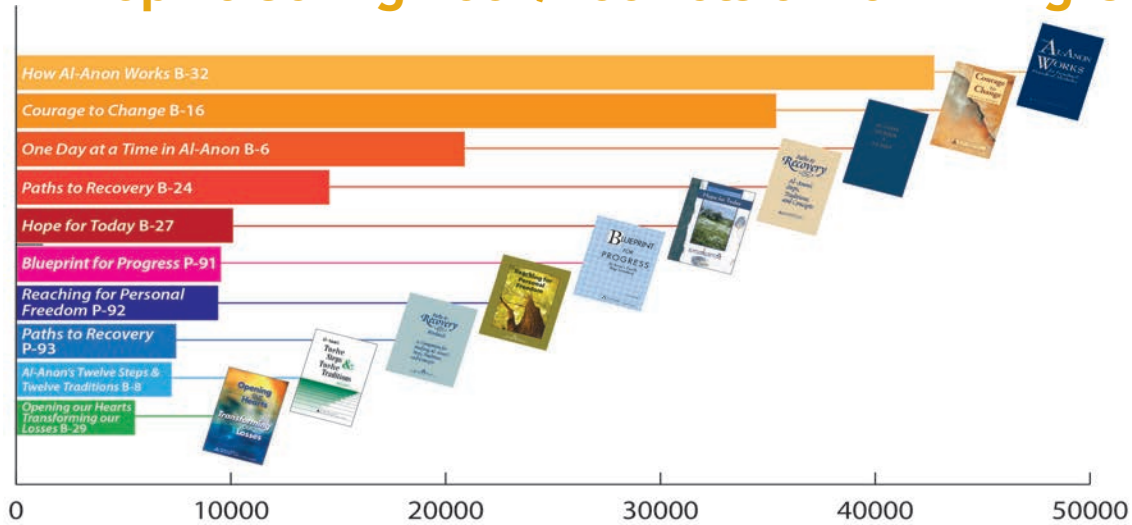
Other items

- Group Services – Welcome email for new face-to-face Al-Anon groups; new Al-Anon groups with physical location (registration form and instructions); Annual Update flyer; CMA welcome letter for Al-Anon Family Groups meeting electronically; Al-Anon and Alateen meetings web page content
- Website and Digital Communications – Content update of various website pages; *Al-Anon Family Groups Mobile App* chat feature; Alateen chat migration to the *Mobile App* web page
- *Welcome, Newcomer!* (eSK-10/eFK-10)

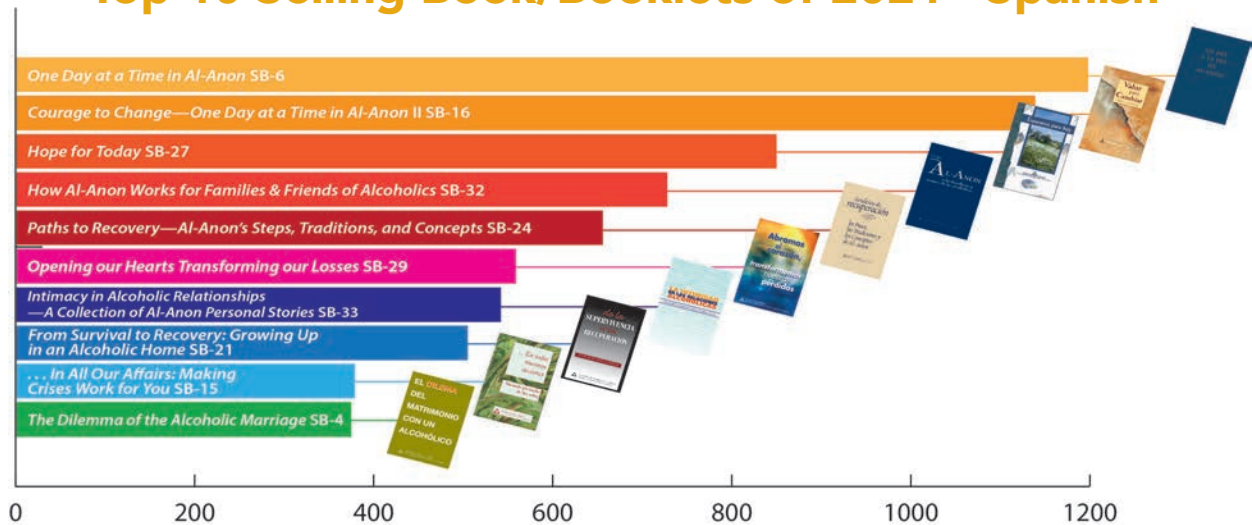
Al-Anon Faces Alcoholism



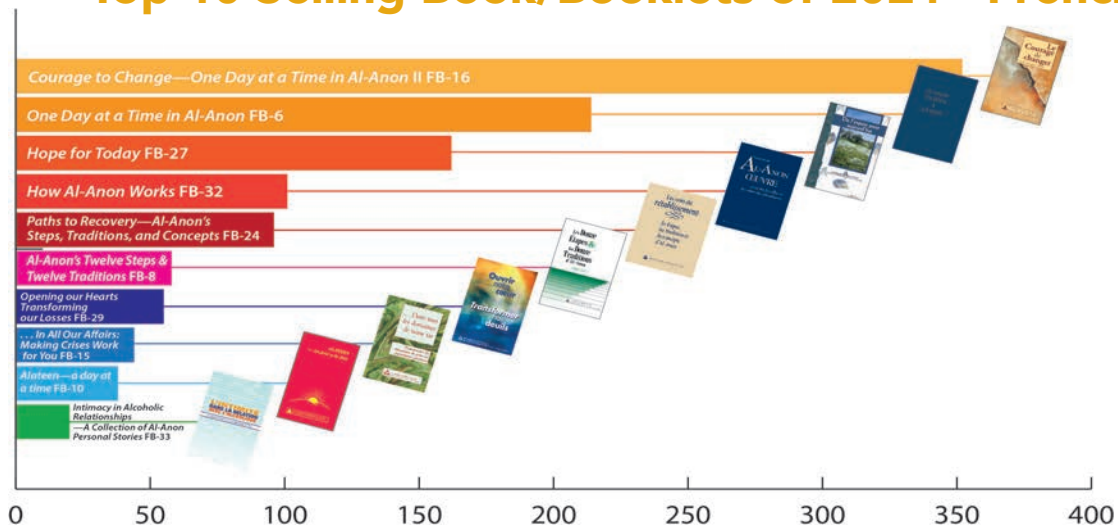
Top 10 Selling Book/Booklets of 2021 - English



Top 10 Selling Book/Booklets of 2021 - Spanish



Top 10 Selling Book/Booklets of 2021 - French



OUR WORK



Goal: Members

AFG, Inc. provides universal access to tools for recovery from the family disease of alcoholism.

From its origin in 1951, the purpose of the Clearing House has been to achieve greater unity across the growing and evolving fellowship, which periodically requires talking to each other and reasoning things out together through inevitable disagreements. 2021 saw the Board of Trustees, Executive Committee, and WSO Staff continue this tradition as they found new ways to support trusted servants within the WSC Structure as they shared experience, strength, and hope, navigated challenges related to Alateen which surfaced during the recertification process, and supported the newly recognized electronic groups in their historic undertaking of creating a new Area to represent the 600-plus groups. Each activity served to support the fellowship as it strives to provide safe, universal access to tools for recovery from the family disease of alcoholism across the globe.

Serve Members, Meetings, and Groups

Sarah S., Director of Programs

Marsha W., Director of Programs Emeritus

Sue P., Associate Director—Group Services

Scot P., Associate Director—Brand Communications

Valerie Stump, AFG Records Coordinator (Non-member)

Christa A., Senior Group Services Specialist

Bob H., Webmaster

Al-Anon Members and Group Communication

Group Services communications with the fellowship continued to center on providing guidance to groups in the following ways:

- As parts of the World Service Conference (WSC) Structure were re-opening, groups were challenged in their group conscience discussions regarding how to continue meeting. Group Services Staff shared the experiences of other groups with members in meetings that had temporarily migrated to online platforms and were considering hybrid options. Many groups were not able to meet successfully in a hybrid manner. Members were encouraged to engage in broader discussions at the District and Area level and consistently apply the Al-Anon principles when attempting to resume face-to-face meetings. Members whose groups made the decision to continue meeting electronically were encouraged to register as an Al-Anon Family Group that meets electronically, so newcomers would know where to find help in active, supported electronic groups.
- As a result of the 2021 WSC decision to recognize Al-Anon meetings using electronic platforms as Al-Anon Family Groups, World Service Office (WSO) Staff shared resources and references in the *2018-2021 Al-Anon/Alateen Service Manual (P-24/27)* version two (2) related to group roles and responsibilities via the Electronic Meetings AFG Connects community. The number of registered electronic groups grows daily. As of year-end, there are 639 registered electronic groups supporting 1,009 meetings on 16 different platforms.

- Members and trusted servants submitted many questions seeking clarity on how an electronic group could become connected to a geographic Area within the WSC Structure. Answers await decisions of geographically based Areas within the WSC Structure which are holding group conscience discussions regarding this and related questions, and the work of the WSO which is updating the group database and Online Group Records Application to support both groups meeting physically and electronically. Through the discussions, WSO Staff has learned that many members are interested in this concept because their groups, which were temporarily meeting online during the pandemic, have split over meeting location/format, with some group members meeting in a physical location while others are meeting online at the same time. The two groups are no longer meeting together. In their clearinghouse role, Group Services Staff has shared guidance regarding engaging in a group conscience discussion, abiding by the group conscience, and utilizing the links of service for support.

Between April and July, the new Group Services Specialist, Anne P., conducted a three-month study of Group Services email and telephone communications. The purpose was to determine how the three-person Group Services Team could become more efficient and timelier with its communication. The study of 871 calls and emails revealed that 50 percent were related to group concerns, 26 percent to individual concerns, 14 percent to newcomers, and nine percent to others such as professionals, parents, or alcoholics seeking information about Al-Anon Family Groups. This limited study prompted the Group Services Team to create some stock responses around frequently asked questions in order to provide consistent, timely responses to members.

Staff continue to track the *Welcome, We're Glad You're Here!* email, available to newcomers to Al-Anon Family Groups through al-anon.org/welcome. More than 11,000 welcome emails have been sent since January 1, 2021, and more than 18,000 since their inception in March 2020.

Mobile App

In 2021, a significant improvement to the newsfeed feature was introduced to the *Al-Anon Family Group Mobile App (Mobile App)*. At its inception, the newsfeed was designed to only contain posts from friends, which served existing members who knew a large number of members. However, the experience for new members joining the app was negative, as they experienced a blank newsfeed until they connected with friends. This improvement provided a default setting which shared posts with everyone in the newsfeed, while also offering a configuration option which allowed members to control who could see their posts. Immediately newcomers experienced "the warmth we have in our hearts" for them as they were greeted and received answers to their questions.

Since its launch in August 2020, the Mobile App has averaged over 1,000 new registrations every week, going from 25,000 in the first week of January to over 75,000 at the end of December 2021.

2022-2025 Al-Anon/Alateen Service Manual

The *Service Manual*, which consists of four separate books, has been revised to include Staff changes to "Al-Anon and Alateen Groups at Work," World Service Conference (WSC) approved updates to the "Digest of Al-Anon and Alateen Policies" and the "World Service Handbook," and housekeeping changes to the "Twelve Concepts of Service" section. The Service Manual is currently being translated in anticipation of a Spring 2022 online posting in all three languages.

Staff were informed that printing would be delayed to later than anticipated in 2022 due to supply chain issues occurring throughout the printing industry.

Staff enlisted the assistance of four past Delegates, whose experience using the Service Manual in their service roles was an ideal source of expertise, to serve on the Task Force: Al-Anon/Alateen Service Manual Index. The Task Force was charged with reviewing the index for any gaps, instances of too much detail, and lack of consistency. The members of the Task Force completed the charge, and their work was incorporated into the indexing of the *2022-2025 Al-Anon/Alateen Service Manual (P-24/27)*.

Area Group Records Coordinators

The AFG Records Team continued its efforts to engage with Area Group Records Coordinators (AGRCs) by refining its process to include live web conferences with participant-driven agendas. In comparison to the New Trusted Servant Welcome & Orientation and the Rotation of Service web conferences, which have a standard agenda from year to year, this innovative approach has served as an opportunity for AGRCs to inform the WSO about the immediate issues they needed to discuss or understand.

During the July and August calls, 39 AGRCs and two WSO Staff participated. The AGRCs shared they were experiencing an unprecedented volume of changes due to the fluidity of meetings and meeting locations in 2021. The WSO is grateful for the dedication of these trusted servants—demonstrated by the concerns they expressed, their hard work, and their interest in upcoming changes, such as the registration of groups meeting electronically. The WSO plans to continue inviting AGRCs to submit agenda items for web conferences to be held in 2022.

Member Blog in French & Spanish

To provide the same level of service to all members, WSO Staff rolled out the Member Blog on al-anon.org in Spanish and French. The Member Blog provides a place where members can share on the monthly topic or any of the Three Legacies. In the first year, the Member Blog garnered 65 Spanish and 13 French sharings, an exciting increase over the zero received in previous years.

Al-Anon Family Groups Meeting Electronically

Following the 2021 WSC motion recognizing permanent electronic Al-Anon meetings as Al-Anon Family Groups, a new project kicked off at the WSO to manage the four tracks of efforts described to Conference members at the WSC:

- Non-Panel Area Formation
- WSO Technology Upgrade (see One System: Groups Meeting Electronically and Physically)
- Geographic Area Support
- International Structure Support

Non-Panel Area Formation

Group Services continued to hold business meetings with the members serving as Current Mailing Address (CMAs) for phone and online meetings to prepare the meetings for changes related to the 2021 WSC motion. Staff utilized the Electronic Meetings AFG Connects community to share resources. CMAs were encouraged to bring updates about forming an Area service structure to their meetings. With the WSO expected to transition out of the trusted servant role of linking groups meeting electronically with the WSC after the non-panel Area's Officer

election Assembly in January 2022, the last CMA business meeting hosted by Group Services Staff was held on November 20, 2021 with 87 CMAs in attendance.

To support the non-panel Area in its efforts of electing Group Representatives (GRs), forming an Area, electing a Delegate and Area Officers, and petitioning for acceptance into the WSC as a new Area, the WSO formed a Non-Panel Area Task Force (TF). The TF consisted of WSO Staff familiar with the history, a WSO Volunteer who had served the last geographic Area to join the WSC, and CMA members who had been active in CMA meetings. The TF was charged with assisting the Current Mailing Address members for electronic groups to elect a Temporary Area Chairperson. This individual is charged with facilitating the Non-panel Area Assembly in January 2022. The TF and WSO Tech Team will provide experience, strength, hope, and logistics support to the Assembly. The sole agenda item for the Assembly will be election of the Area Officers.

An immediate need for the non-panel Area was the ability to submit GR information for their newly recognized groups. Multiple WSO teams coordinated to create a process to accept GR details in English, Spanish, and French. All registered electronic group CMAs were contacted in December 2021 to submit their GR information. This information, if received by January 14, 2022, will serve as the roster of members eligible to vote in the first Non-panel Area election of a Delegate and Area Officers. As of this year-end, more than 60 members have submitted their GR information. What a genuinely exciting time for Al-Anon Family Groups!

Impression – Forming the Non-Geographic Area

Kathi M., Member of the Board of Trustees

In 1986, I was attending meetings in Anchorage, Alaska. The question was asked: Does Alaska want to become part of the WSC? I didn't even know what the WSC was, but boy did I learn quickly. I became a Group Representative (GR) and attended the Interim Assembly where that question was asked of the GRs gathered there. At that time, Alaska GRs voted to become a part of the World Service Conference. We petitioned the WSC to join and sent our first Delegate in 1987.

Three years later, I attended the WSC as Alaska's second Delegate. My life and program were changed by that experience—I truly felt a part of the worldwide fellowship.

Fast forward 34 years and I get to be a part of the Task Force (TF) supporting the formation of a non-geographic Area. In 1987 and 1990, we had no idea of the possibilities that lay ahead. I am so grateful to be a part of this TF and to be able to share my experience, strength, and hope from Alaska, while realizing that as much as I have grown in this fellowship, the fellowship itself has grown tremendously.

And once again, I feel my life and program are being changed by this experience. I am truly in awe that we have come this far and have embraced the world physically and virtually.

Geographic Area Support

At the 2021 WSC, geographic Areas were informed that many electronic groups had expressed a desire to attract a local rather than a global audience. These groups were initially all recognized as part of the non-panel Area with its non-geographic, global focus. Geographic Areas were encouraged at the 2021 WSC to begin discussions as to whether and how they would

accept electronic groups seeking to be part of their local geographic service structure. The goal for these Areas was to gain clarity by the 2022 WSC as to whether and how they would accept these groups. Staff was available to offer support and answer geographic Area questions. In the meantime, the Associate Director—Conference took the opportunity to identify WSC Charter changes required to align with the revised Handbook and Policy approved in 2021. These changes will be brought to the 2022 WSC for consideration and approval.

International Structure Support

The WSO serves as a resource to the international community. Following the 2021 WSC, WSO Staff shared information and guidance with General Service Offices (GSOs) around the world regarding the decision to recognize electronic meetings as Al-Anon Family Groups. Similar to Areas in the WSC, GSOs have the autonomy to decide whether to register Al-Anon Family Groups meeting via electronic platforms and have them become a part of a local, geographic structure. The WSO is aware of many international structures that are interested in doing so and has had a web conference with one structure whose Work Group had specific questions about policy, implementation, and financial considerations. It was a learning experience for both structures and the WSO remains available to meet with other GSOs to discuss these topics.

Improving Search for Groups Meeting Electronically

Several improvements were made to the Electronic Meeting search on al-anon.org, including the addition of a search box where members and newcomers can search by group name, meeting day, or meeting platform. Meeting day and time details were separated and Coordinated Universal Time (UTC) was added, which created the opportunity to display meetings in chronological order regardless of the originating time zone. Phone meetings were incorporated and a “Click to Call” function added to allow one-touch connection into a phone meeting. By year end, all groups meeting electronically could be searched through one web page.

Alateen Members, Groups, and Trusted Servants

Area Alateen Coordinators

Area Alateen Coordinators shared many resources and enthusiasm, along with experience, strength, and hope in their AFG Connects community in 2021. In addition, they started to meet among themselves to support each other as they navigated service in the midst of the pandemic. One of the main challenges with Alateen groups temporarily meeting online as a result of the pandemic is that the Alateen Group Sponsors are tasked with verifying that participants are physically located in the Area where the group meets.

In 2021, four Areas (Iowa, South Carolina, Montana, Texas East) submitted changes to the Area Alateen Safety and Behavioral Requirements (ASBR) that were found to be in substantial compliance. Ten areas (Hawaii, Louisiana, Maine, Minnesota South, Missouri, Pennsylvania, Ohio, South Dakota, Utah, Virginia) submitted updated ASBRs that are still being reviewed.

Area trusted servants were reminded that any changes to Area Alateen Safety and Behavioral Requirements need to be reviewed and approved by WSO prior to being implemented in their Areas.

Area Alateen Recertification

The Group Services and AFG Records Teams collaborated to create a coordinated communication plan to support Area Alateen Process Persons (AAPP) and Alateen Coordinators during the Annual Alateen Recertification. The communication plan included frequent outreach, training opportunities, and check-ins. These efforts occurred throughout the open window which includes recertification of Al-Anon Members Involved in Alateen Service (AMIAS) and Alateen group verifications.

Eleven Areas did not meet the June 15 deadline and lost the ability to use the Alateen name in connection with any groups or events with Alateen participation. Group Services is working closely with these Areas to review and approve their updated Alateen Safety and Behavioral Requirements in order to resume their Alateen programs. To date, two of the Areas are now fully certified, six are under review, and three are pending submission of updated ASBRs.

New WSO Staff and Volunteers Alateen Certification Process

In 2020, WSO Staff recommended, and the Board approved, the creation of a certification program for those serving Alateen on behalf of the World Service Office (WSO). All WSO Volunteers, as well as voting and non-voting members of the WSO Administrative Staff and WSO Staff whose roles involve guiding Areas within the WSC Structure as it relates to Alateen (specifically members of the Group Services Team), are required to attend the training. This year the Associate Director—Group Services completed the first WSO Staff and Volunteers Alateen Certification training at the July 2021 Board of Trustees meeting and all participants completed the Virginia government training on mandatory reporting.

Alateen Electronic Meetings Trial

As part of the Alateen Electronic Group Feasibility Strategy, the WSO began a pilot project to host the Alateen Chat meetings on the Mobile App. These meetings have been met with consistent and growing attendance. A full year of Alateen meetings in the *Mobile App* was celebrated in December 2021. Alateen meetings in the Mobile App are conducted differently than Al-Anon meetings for safety reasons. Mobile App Alateen meetings require use of the waiting room, and cameras must be on at all times throughout the meeting. The meeting opens only once the assigned host has logged in.



The certified AMIAs supporting the Mobile App Alateen meetings were provided with live training sessions and direct support from WSO Staff for the first quarter of 2021. The Alateen Group Sponsors requested that regular web conference calls be held for further support. The WSO Group Services Staff held meetings with these Sponsors in February, March, April, June, and September. These discussions led to the creation of an AFG Connects community where the AMIAs who support these meetings could share their experiences. This community benefits the AMIAs as well as the WSO Staff involved in the Strategy project. The Alateen *Mobile App* community on AFG Connects was opened on August 2, 2021.

To better support the pilot, the WSO expanded the *Mobile App* features to include a “test meeting” feature. This feature offers a safe training environment in which Area Alateen Coordinators can encourage certified AMIAs to serve Alateen meetings in the Mobile App.

AI-Anon Information Services

A review of AIS AFG Connects community participation revealed that only 40 percent of the active AISs were using the platform. AI-Anon Information Services (AISs) serve many vital functions, including displaying current local AI-Anon meeting information, and the Group Services Staff believed AIS engagement in this community might help encourage mutual support and increase the accuracy of meeting data. In an effort to increase engagement, Group Services reached out to the AISs inviting their participation on AFG Connects. Staff used the community to encourage AIS Liaisons and office managers to connect with District Representatives and Area Group Records Coordinators to obtain current meeting information. Staff shared experience, strength, and hope that processing meeting updates submitted directly by group members, rather than those processed through the Area process, can lead to inaccurate meeting data being displayed.

Further review of the 250 registered AISs and AIS/LDCs in the WSC Structure revealed that 28 were in “No Mail” status, leaving them disconnected from the WSO. Staff recognized that mail may have been returned due to office closures from the pandemic, so they contacted each AIS and AIS/LDC by phone or email to confirm the status of operations. The effort yielded a significant improvement, with only 12 remaining in “No Mail” status as of the year-end. Group Services Staff plan to complete a formal AIS and AIS/LDC Annual Update in 2022.

Inmate Correspondence Service

The Inmate Correspondence Service (ICS) continues to receive robust interest from members interested in being contacted, but virtually no interest from inmates requesting correspondence. Group Services continues to receive many requests from inmates for free Conference Approved Literature to be sent to them as well as to family members. These requests are forwarded to local Area Public Outreach coordinators for follow up.

Facilitate Conference, Convention, and Fellowship Visits

Sarah S., Director of Programs

Marsha W., Director of Programs Emeritus

Suzanne M., Associate Director—Conference

Chris Baker, Meeting & Travel Planner (Non-member)

Yadi McCoy, Event Logistics & Training Specialist (Non-member)

Lynette K., Chairperson of the Board of Trustees (Trustee)

Rosie M., Chairperson of the Conference Leadership Team (Trustee)

Nancy S., Chairperson of the Conference Leadership Team (Trustee)

Jean L., Chairperson of Road Trip! You and Your Board Connect (Trustee)

The World Service Conference

The 2021 WSC was held virtually following the Board of Trustees' decision in October 2020 not to meet in person due to continuing travel and meeting restrictions related to the pandemic. The decision provided the Conference Leadership Team (CLT) ample time to exemplify the WSC theme, "Moving Forward with Unity, Courage, and Perseverance," by preparing a full, dynamic, online agenda for the 90 voting members and other attendees. During the weeklong business meeting, WSC members also enjoyed a virtual "Hospitality Room" to visit during breaks!

An unexpected benefit of the virtual WSC was record-breaking attendance by 12 international structure General Service Office (GSO) representatives who added their experience, strength, and hope to each day.

Members of the 61st WSC made history by passing motions welcoming permanent electronic meetings as Al-Anon Family Groups, updating the Suggested Alateen Preamble to the Twelve Steps, and including interpretation services (French and Spanish) as part of the WSC Budget. These motions clearly reflect the Board's Mission Statement: "Al-Anon Family Group Headquarters, Inc. is a spiritually based organization that helps the families and friends of alcoholics connect and support each other through meetings, information, and shared experiences."

Although the 2021 WSC was scheduled to be held in New York with a trip to Stepping Stones—the home of our cofounder Lois W. and A.A.'s cofounder Bill W. in Katonah—during the week, Conference members "visited" Stepping Stones virtually from their homes!

WSC members were invited to share "what you are 'taking away' from Conference." One WSC attendee shared, ". . . Although virtual, I could feel the energy, love, and commitment of all to assuring that Al-Anon and Alateen groups will continue to be present for those searching for hope and help due to the effect alcohol is having on a loved one. . . ."

As a result of the CLT's quest for additional ways to engage Delegates, three Panel 60 Delegates accepted invitations to participate on the 2022 WSC Mentor/Mentee Pairing Task Force.

Impression – Our First, Full Scope Virtual Conference

Katie W., Panel 59 Delegate

Conference unofficially kicked off with the "Sharing Area Highlights" session, where the Delegates get together and spend some time getting to know one another before the work of Conference begins. I was a Sharing Area Highlights Co-Chair, and we spent months planning the session, including rehearsing all of the technical aspects ahead of time...and guess what?

Everything that could go wrong technically, did. Sometimes due diligence and planning are not enough to guarantee the type of success we *think* we are after. But what we ended up with was a heartfelt dialogue between the Delegates, and I unwittingly discovered what it's like to walk a mile in the shoes of other Delegates. It was not the result our committee was looking for, but it was exactly the experience the Delegates needed.

We learned about the unique circumstances each person was facing in having to attend Conference remotely. I personally had to leave home to spend a week in a room above someone else's garage so I would have privacy and Wi-Fi—two things I didn't have at home. It became abundantly clear that each person was sacrificing something, and we were all bending and flexing in new ways because we believe in the value of the WSC and our places in it. What a way to begin. The only thing that could have made it better would have been having our 12 international representatives join us in person, as they were a huge part of the 2021 WSC, too.

Impression – Providing Trilingual Conference Interpretation

Lynette K., Chairperson of the Board of Trustees (Trustee)

I was a new Trustee at my very first Board meeting in July 2018 when the CLT brought a recommendation to the Board to offer professional interpretation for French- and Spanish-speaking Delegates at the WSC. After a thorough discussion, and seeking guidance from our collective Higher Powers, the Board passed a motion to approve a special project funded from the Reserve Fund to provide oral interpretation for a three-year trial starting with the 2019 WSC. It felt like a bold move, and it made me realize that Board members were serious about supporting the Strategic Plan's Envisioned Future of barrier-free access to the program and information.

The 2021 WSC was the last year of the three-year trial period. Before the Board could make a decision about continuing interpretation at the WSC, Delegate feedback was needed. The Board brought forward a discussion at the 2021 WSC about continuing interpretation and how to fund the cost. Following the discussion, the 2021 Conference members passed a motion to include interpretation as part of the WSC and to allocate the cost as part of the Equalized Expense amount for Delegates. I was overjoyed to see that the vision the Board and the CLT had for a trilingual Conference was going to be a reality! It was humbling to see Conference members putting the 2021 Conference theme, "Moving Forward with Unity, Courage, and Perseverance," into action.

Impression – Fulfilling WSC Responsibilities to Guard AI-Anon's World Services through Policy Discussions and Decisions

Marianne B., Chairperson of the Policy Committee (Trustee)

One of the many highlights for me as a Volunteer on the Board of Trustees has been serving on the Policy Committee. "Be prepared for conversations at Policy that are detailed, thoughtful, interesting, and often long" was the counsel my Board Mentor gave me when I was approaching my first Policy Committee meeting back in July 2019. She was absolutely right! Since the Policy Committee's responsibility is to ensure that all policies are in line with AI-Anon's Traditions and spiritual principles, the process of considerate, in-depth discussions takes time and patience. Oftentimes, I need to ask my Higher Power to help me slow down during Policy discussions and pay closer attention to what's being shared, what the implications might be, and whether recommendations are in line with our Traditions and Concepts. There is a lot to consider!

Approaching Policy discussions now, I look forward to gaining new perspectives and insights. With such a vibrant group consisting of both Trustees, Executive Committee members and the Conference members of the World Service Office (WSO) administrative Staff, there is always something new for me to learn. Different viewpoints are presented, contemplated, and discussed when considering any recommendations for change. I especially appreciate and value the unique perspectives and the plethora of experiences that the WSO Staff always bring to these conversations.

The 2021 WSC was both an exciting and challenging year as Policy Task Forces recommended changes to the Suggested Alateen Preamble to the Twelve Steps as well as to the Bequests and Announcing Events portions of the Policy Digest, and the approval of the proposed process for completing interim housekeeping changes to the Policy Digest. As we all invited our Higher Powers into these discussions, which were held virtually, I felt the spiritual tenets of our program well at work.

- The Alateen Preamble presentation raised many thought-provoking questions. After additional time was added to the WSC agenda and all viewpoints were considered, the motion to approve the changes was passed.
- The Announcing Events discussion highlighted some considerations that had yet to emerge in previous Policy discussions. Considering the questions posed by WSC members, the Task Force Chair asked to withdraw the motion and have the Policy Committee reevaluate this portion of the Policy Digest.
- The Bequests and Interim Housekeeping Actions Task Forces presented their motions, the changes were discussed, and their recommendations were approved by the WSC. Our spiritual principles of respect, trust, participation, humility, and loving consideration were truly embodied at this year's WSC.

The challenges of meeting virtually, while still ongoing, did not diminish the hard work, perseverance, and integrity put forward by the Policy Task Forces, as well as all 2021 WSC members. Over this past year, working with such thoughtful and committed members has been an honor and privilege for me. I wish everyone could have this incredible experience!

Supporting the WSC Structure and Trusted Servants

Seeking to expand its commitment to providing “barrier-free access to the program, information, and meetings,” the Board decided in April 2021 to pilot a web conference format for delivering the Chairperson of the Board (COB) Letter and accompanying three updates from the Chairpersons of the Finance Committee, the Policy Committee, and the Conference Leadership Team (COB Letter). The goal of the trial was to increase the speed with which the COB Letter was made available to the Delegates in all three languages. Three COB Letter Presentation web conference events were held in May, August, and November. Each presentation was followed by breakout sessions in which Trustees and their assigned Delegates met for questions and answers. Based on Delegate request, the presentations during the trial were interpreted into French.

The Chairperson and Co-Chairperson of the Conference Leadership Team (CLT) along with the Associate Director—Conference held a second “Session with the Delegates.” This session explored the variety of sources through which the Conference agenda is derived. The format included a Q&A segment for Delegates to ask questions about the material presented. In

support of the Strategic Plan Goal: Organization, current Conference members have access to this recorded session (and future sessions) within the WSC Members AFG Connects community, thereby “increasing access to knowledge, resources, and the program.”

World Service Office 70th Anniversary Celebration

This fun-filled, historical, and first-time virtual event took place on Saturday, July 10, 2021. The exciting celebration was enjoyed through web conference by approximately 430 members out of 1,000 total registrants from 33 countries. To expand the opportunity for participation, registrants were encouraged to host group gatherings to view the celebration.

The WSO welcomed two representatives from Alcoholics Anonymous and two long-time Al-Anon speakers who shared their personal stories with the audience. The program also featured a parade of waving flags representing each of the countries where Al-Anon has a presence and a time-in-program countdown through which members from around the world celebrated recovery milestones via chat.

For those who were unable to attend this event, recordings of the speakers were shared on the *Mobile App* throughout the remainder of the year at prescheduled times and dates designed to accommodate global attendance. The celebration was a wonderful and memorable event for all involved!

Impression – Celebrating World Service Office History

Jeri W., Member of the Board of Trustees

I remember the excitement when it was announced that the 70th Anniversary Celebration was going to be virtual. My first reaction was that more members could share in the festivities, and they did!

After hearing the two Al-Anon speakers, I had a grateful heart for what they brought to Al-Anon and Alateen in the early days of our program. They shared about their vulnerabilities and willingness to take risks. They talked about meetings, sponsorship, service, and Alateen. I related to one of the speaker’s experiences with our cofounder Lois W.—a reminder that we can never be too old to try something different. The other speaker continues to be an active member after 59 years. Their dedication inspires me.

What really made me feel a part of the worldwide fellowship was the last part of the celebration. Through the magic of technology, I was able to experience in what year each Area became a part of the World Service Conference (WSC). Countries outside the WSC Structure were included as well. Incorporated within the presentation, I was able to see when each piece of Conference Approved Literature (CAL) was presented to the fellowship.

As if that wasn’t enough celebrating, the coordinators took it up a notch. Each member was able to include his or her recovery birthday in the chat feature when the appropriate year was displayed. I came away with the feeling of “abundance.” Today we have the luxury of many available meetings, a vast library of Conference Approved Literature, and members who are eager to participate in service.

2023 Al-Anon International Convention with A.A. Participation

The 2023 International Convention Project Team formed in 2021. This Team is responsible for the planning and execution of Al-Anon's International Convention with A.A. participation being held in Albuquerque, New Mexico. The Team includes many WSO Staff and, for the first time, a convention management firm—the same firm which has and continues to guide the many successful Alcoholics Anonymous International Conventions over the years. WSO Staff and the Board are grateful for the firm's assistance.

One of the team's first assignments was to develop a theme which reflected both the sentiment being heard in the fellowship and WSO hopes for the Convention for recommendation to the Board at its January Board meeting. After idea generation and reflection, the team landed on the theme:



The spiritual tone of the theme has energized the team's efforts to reimagine the program and re-envision how we connect with communities within the fellowship to create experiences unique and relevant to all who attend.

During their November site visit, five team members had the opportunity to walk the halls of the Albuquerque Convention Center and connected Civic Plaza; visit attractions like the historic downtown with its five co-located museums; and experience the gentle, kind hospitality of the hotels contracted for the event. The visit fueled the team's commitment to reimagining ways to celebrate recovery June 29 – July 2, 2023!

All are looking forward to sharing designs for new events and ideas to revamp, enhance, and update our quinquennial gathering, as well as to showcase our Convention site, which is located on the Historic Route 66.

Fellowship Visits within the WSC Structure

Road Trip! You and Your Board Connect

Road Trip! You and Your Board Connect presents an opportunity for members to engage directly with the Board of Trustees and At-Large members of the Executive Committee. Members gain a deeper understanding of how the Board and WSO work on behalf of Al-Anon worldwide. Once again, the Ohio Area was willing to host Road Trip! You and Your Board Connect 2021, and unfortunately, for the second year in a row, we were forced to cancel due to the COVID-19 pandemic. Fingers crossed for an in-person meeting in 2022. After this next Road Trip! You and Your Board Connect, the trial period (2020 through 2022) will end. The Road Trip! Work Group will present recommendations about the future of this event at the January 2022 meeting of the Board of Trustees.

Participating in Area Events

WSO Staff and Volunteers participated in Assemblies, Conventions, Workshops, and Alateen training sessions using virtual and hybrid platforms. A few even attended in person. For most events, Staff and Volunteers were asked to provide a personal share and facilitate either a question-and-answer session or a workshop. Having overcome the unprecedented challenges created by the pandemic in 2020, trusted servants across the WSC Structure created the opportunity for Staff to attend 28 events this year!

WSO Staff and Volunteers appreciate all the work undertaken by the Areas to host virtual and hybrid events. While all have thoroughly enjoyed these virtual experiences, Staff and Volunteers are looking forward to 2022 in hopes we can attend more in-person events again.

Impression – Visiting the Fellowship both Virtually and Face-to-Face

Diane B., Member of the Board of Trustees

As a new Trustee, I was looking forward to visiting the fellowship when assigned by the Chairperson of the Board. I expected conversations over coffee and an abundance of hugs. Unfortunately, that was not to happen in 2021. The pandemic was still a threat and restrictions were still in place.

My first virtual meeting was the South Central Regional Delegates Meeting in March 2021. Louisiana hosted their inaugural virtual meeting with the help of an amazing tech team. I had no experience speaking on Zoom or with the silence of the virtual audience. The smiles and warmth in the members' faces made up for the lack of audible feedback of an in-person presentation.

The next invitations were from Missouri and Oklahoma, and since they were both held as hybrid events, I attended in person. With the support of amazing tech teams, I had the best of both worlds. I could see participants virtually and in person, as well as hear some of their reactions.

I discovered that there may be a difference in the way we share our message, but there is no difference in the experience of sharing. Each visit was full of love and kindness. We may clap our hands in person, and we may wave our hands in virtual mode. We may not hug as much, but our smiles express our joy. I am grateful that the love of the fellowship cannot be silenced. Our chosen Higher Power always shows us the way to share our experience, strength, and hope.

Produce and Distribute Literature

Niketa Williams, Director of Finance & Operations (Non-member)

Sarah S., Director of Programs

Marsha W., Director of Programs Emeritus

Tom C., Associate Director—Literature

Sue P., Associate Director—Group Services

Camille Peters, Associate Director—Shipping & Customer Service (Non-member)

Suzette McKinney, Publications Manager (Non-member)

Colette Norman, Translation Manager (Non-member)

Carol C., Magazine Editor

Hannah Brown, Copy Editor (Non-member)

Emma Pacchiana, Copy Editor (Non-member)

Conference Approved Literature (CAL)

Throughout 2021, the WSO Staff and the 15 members of the Literature Committee received over 20 requests for the development of new pieces of literature or the revision of existing pieces. The Committee brought three motions to the 2021 World Service Conference, two of which had been delayed due to the abbreviated 2020 Conference. All three motions carried, and work on each project has begun. In addition, the Committee completed its work on the NEW DAILY READER (working title) and began discussing the possibility of recommending an in-depth piece about sponsorship to the Conference. More details about specific projects follow below.

Developing new material is only one way in which Al-Anon literature helps families and friends of alcoholics. Drawing attention to the incredible resource in recovery that is already available in existing literature is also essential. In addition to the monthly “CAL Corner” department in *The Forum*, several newsletter and magazine notices put the focus on our literature throughout the year, including items on where to read more about topics like Al-Anon history, acceptance, growing up with alcoholism, and self-care. The September “Inside Al-Anon Family Groups” article in *The Forum* celebrated 60 years of Conference Approved Literature, and the magazine also began a new department titled, “CAL on ...” featuring memorable quotations on specific topics like maturity and gratitude.

The Area Literature Coordinators are another way in which literature news and information is carried to the fellowship. Updates are regularly posted on the Literature Coordinator community of AFG Connects, where Coordinators can also converse with each other. In October, the Literature Coordinator web conference call resumed with 30 Coordinators attending.

For members’ convenience, the WSO once again provided 20 quotations for service arms to use in fundraising calendars without seeking written permission. This service has reduced work for trusted servants as well as WSO Staff.

New Daily Reader (WORKING TITLE)

As 2021 began, the final draft of the NEW DAILY READER (working title) was well underway, incorporating much input from the Literature Committee’s initial review. Once the Committee approved the manuscript, the book continued through the Process for Developing Conference Approved Literature, including review by a Policy Review Task Force and the Executive Director. Next, the Titling Committee recommended a name: *A Little Time for Myself—A Collection of Al-Anon Personal Experiences*. The title was also approved by the Policy Review Task Force.

The book is currently undergoing design and translation, with plans for it to be introduced at the 2023 Al-Anon International Convention in Albuquerque, New Mexico.

Impression – The Policy Review

Marianne B., Chairperson of Policy Committee (Trustee)

When the 2014 World Service Conference gave conceptual approval to develop a new daily reader that reflects the diversity of the Al-Anon fellowship, I was serving as a Group Representative. I remember being so excited about the prospect of another daily reader! So, imagine how thrilled I was to learn that serving as Policy Chairperson in 2021 on the Board of Trustees, I would be graced to review the draft of this new piece of CAL. I was so excited! The Writer/Editor, Literature Committee, Director of Programs, and the WSO Copy Editor had already reviewed the manuscript, so I did not need to focus on style and proofing. Instead, along with other members on the Policy Review Task Force, our role was to ensure the writings were congruent with our Traditions and policies.

To complete the review in a timely manner, I decided to set aside a half hour every morning for six weeks. Each morning, I would begin my day by inviting my Higher Power to join me as I tried to thoughtfully read one sharing at a time, pausing between readings to silently thank the anonymous member who had so lovingly taken the time to participate. The members' words and stories touched my heart and brought comfort and serenity to my day. Of all the wonderful ways I have been touched by serving as a Trustee, this was one of my greatest pleasures. I am honored and humbled to have been able to serve on this review task force. What a joy!

Alateen Preamble

In keeping with the 2021 Conference Motion #5 "to approve the revised Alateen Preamble" (see pages 41-42 of the *2021 Conference Summary* [P-46]), Staff made note of all Conference Approved Literature that includes the Alateen Preamble. Each piece will be updated when it is reprinted. At this point, only one pamphlet, *Moving On! From Alateen to Al-Anon* (P-59), includes the revised Preamble.

Alateen Just for Tonight Bookmark

The 2021 Conference carried Motion #4 to "give conceptual approval to develop an Alateen 'Just for Tonight' Bookmark" (see page 37 of the *2021 Conference Summary* [P-46]). It delegated WSO Staff and the Literature Committee responsibility to organize the project.

To seek Alateen sharings, the Committee created a writing guideline and Staff built a web page where Alateen members can submit sharings online. Notices about the project were posted to Alateen Coordinators and other trusted servants on AFG Connects, and the guideline was included in the *In the Loop* and *Alateen Talk* newsletters.

Impression – Encouraging Alateen Participation in CAL

Terry R., Delegate member of the Literature Committee

As part of our work on the Literature Committee, we gave input on the writing request for sharings for the new "Just for Tonight" Alateen Bookmark. Since I was giving a workshop at our Kansas Alateen Round Up, a weekend camp for our Area Alateen members, I decided to have a writing workshop to seek sharings for this bookmark. First, I passed around the original *Just for Tonight* Bookmark (M-81) and had each teen read one of the sentences. We discussed whether

they liked it. Then I explained that we had voted approval to develop one of these bookmarks just for Alateen, and we needed their sharings. The kids were excited about having one just for them.

When given paper and pen, some went to work right away, writing one to three bullet points for the new bookmark. Some thought about it and took their time. A few needed more encouragement—assurance that whatever they wrote was okay. Since we had a wide age span, we had some fairly sophisticated writings and some that were simply endearing! After everyone had finished, I asked for volunteers to read theirs. Several of the teens read what they had written, and we all clapped and complimented them on their sharings. I promised them that I would send in all the sharings and thanked them for giving input into Alateen literature. My impression was they all felt a sense of pride that they were able to contribute.

New Introductions to ODAT & Dilemma

The 2021 World Service Conference also carried Motions #12 and #15, giving conceptual approval to the Literature Committee's recommendations for new introductions to be added to *One Day at a Time in Al-Anon* (B-6, B-14) and *The Dilemma of the Alcoholic Marriage* (B-4) that would place the books in historical perspective. (See pages 37-39 of the 2021 Conference Summary [P-46] for more details.)

Following that, it delegated the Committee to carry out the projects. The introduction to the ODAT has been completed and approved by the Literature Committee, the Policy Review Task Force, and the Executive Director. It will be included in the next printing of the book. The *Dilemma's* introduction is in development.

Impression – Putting Our Literature into Context

Mark M., At Large member of the Literature Committee

Our first assignment as a Committee, after the 2021 Conference, was to develop new introductions to be added to *One Day at a Time in Al-Anon* (B-6) and *The Dilemma of the Alcoholic Marriage* (B-4). The Committee's recommendations to the Conference had been made in response to members' concerns that those venerable publications might, by virtue of their longevity, have become out-of-step and out-of-tone with the times.

As we drafted proposed language, it provided me an occasion for reflection on the role of our literature generally, and the specific histories of those early publications. The introductions, intended to provide some fresh historical context, had the additional effect of bringing me back to the origins of Al-Anon—to thoughts of those early, founding members who together charted a course forward that I would largely follow many years later.

Rather than fostering an idea that our foundational books might have become outdated or obsolete, I found reaffirmance of the Al-Anon principles that had informed them. I was struck anew by the permanence of a problem so rooted in human nature that it brings us all here, over all these years, and by the continued vitality of a solution so rooted in communal human spirit. A new introduction can be an acknowledgement of new ways of thinking about the challenges we face and about the people alcohol continues to impact, connecting us through work alive in progress and growth, rather than severing us from our past.

Welcome, Newcomer! (eK-10)

In mid-2021, the WSO introduced a newly reformatted and streamlined *Welcome, Newcomer!* (eK-10) in electronic format that is available for purchase through e-book vendors. Rather than a series of back-to-back pamphlets like the current printed version, the e-booklet includes carefully selected excerpts from a rich array of Conference Approved Literature. It is specifically designed to guide newcomers in understanding the Al-Anon program and learning about alcoholism.

Literature Supply Chain Challenges

The printing industry is facing significant challenges that have impacted WSO production schedules. Diminished production capacity has been caused by the closures of paper mills, enhanced cleaning closing manufacturing areas, supply chain problems, material shortages, labor shortages, and shipping delays.

The combination of these things has caused normal production times of literature to increase from 10-12 weeks to as many as 26 weeks. Durations may continue to climb. Flexibility is key in navigating through this challenging time. WSO Staff is working closely with suppliers to replenish literature and has updated ordering procedures to accommodate the delays.

Recovery Magazines—The Forum, Le lien, Al-Anon y Alateen en acción

The Forum continues to provide help to the families and friends of alcoholics as the monthly magazine of Al-Anon Family Groups. *Le lien* and *Al-Anon y Alateen en acción* magazines are the bimonthly French and Spanish versions, using translated excerpts from *The Forum*. The magazines feature sharings from members in a variety of relationships with alcoholics and are meant to provide recovery in meetings and between meetings. The Production Team designs *The Forum* from the manuscript they receive from the Magazine Editor each month. The Designer uses stock photography as well as member photos. The content drives the design, with the cover story often setting the theme.

Each month, At-Large members of the *Forum* Editorial Advisory Committee (FEAC) evaluate 50 member-submitted sharings. The Committee also meets quarterly via web conferencing to discuss the status of the magazine and address any concerns readers may have. In 2021, FEAC members voted to expand the “Instant Meeting” topics, which previously focused on the Step corresponding to the month, to include slogans, the Twelve Concepts, and other tools of Al-Anon recovery. The FEAC also voted for, and the Board of Trustees approved, a revision of *The Forum* Statement of Purpose.

Another milestone this year was the first-ever web conference call for *Forum* Coordinators. Twenty-three participants from throughout the U.S. and Canada joined the call and shared experience, strength, and hope on getting *The Forum* to members and encouraging submission of member sharings.

To address the timeliness of Legacy sharings for our French- and Spanish-speaking members, the beautifully updated French and Spanish magazines have also been “caught up” to *The Forum*, so that the “Our Three Legacies” department now corresponds to the month of publication across all three magazines. This adjustment allows all members and groups to use the magazines to study the Legacy of the month.

Impression – Reading the Monthly Sharings

Maryon K., Chairperson of the Forum Editorial Advisory Committee (At Large Member)

I felt honored to be invited to be part of the FEAC and humbled when asked to serve as Chairperson of such a dedicated committee. FEAC members work independently from several points across the U.S. and Canada, staying connected through the magic of technology and a minimum number of meetings. Our purpose is to read and grade each *Forum* submission on how it reflects Al-Anon's Legacies, how writers work their program, and/or how a sharing inspires us personally.

Together FEAC collaborated with the WSO during the unprecedented difficulties of a global pandemic and the transition period prior to the hiring of our new Magazine Editor in March 2021. As a committee, we are inspired by the guidance and leadership we've experienced from everyone at the WSO involved in the production of *The Forum*. Reviewing sharings from members is a privilege, providing us with unparalleled reassurance and hope. Thank you, Al-Anon!

Guidelines

In 2021, in support of one of our Strategic plan initiatives, the World Service Office started a process to update all Al-Anon guidelines. Our goal was to make updates available to the fellowship so English-, Spanish-, and French-speaking members would be able to use current and updated service tools in the language of their choice at the same time.

In order to achieve this goal, we decided to use a phased approach by first tackling guidelines requiring minimal changes in all three languages. This project has been a huge collaborative effort requiring the participation of all WSO Departments.

We have also updated the Guidelines page on [al-anon.org](https://al-anon.org/for-members/members-resources/manuals-and-guidelines/guidelines/) to allow for easy access to all the guidelines and to include the addition of search capability so members can more easily find the guidelines most relevant to their needs. Guidelines are available online, and can be downloaded for free on <https://al-anon.org/for-members/members-resources/manuals-and-guidelines/guidelines/>.

Alateen Talk

Two issues of the quarterly publication *Alateen Talk*, Spring and Summer 2020, were produced in 2021. Conversations are underway as the current version of *Alateen Talk* is reviewed. Considerations include how welcoming, inviting, relevant, and purposeful it is in its current form. No changes are currently proposed; Group Services continues to work through the backlog to fulfill subscriptions as options are explored.

Goal: Public

Both the public and professionals recognize alcoholism as a family disease, and Al-Anon as the universally available, effective, and sustainable resource for those affected.

Despite travel and meeting restrictions imposed by the pandemic that continued throughout most of 2021, the WSO continued its efforts to honor the intent of the 1966 Policy statement, which encouraged a proactive approach to public outreach: "Al-Anon is cooperating when it works with others, rather than alone." The WSO evaluated and considered the AFG, Inc. Strategic Plan in redefining the former Public Outreach—Professionals positions as Community Relations and began to realize the benefits of the redefinition within months of hiring. Many

new opportunities for connecting and sharing Al-Anon’s message of hope are anticipated in 2022 as the result. The Chairperson of the Board and Executive Director did their part to cooperate with other Twelve Step programs by attending the Alcoholics Anonymous Day of Sharing held virtually in early December. Through these and other efforts described in this section, AFG, Inc. continued to expand recognition of Al-Anon as the universally available, effective, and sustainable resource for those affected by the family disease of alcoholism.

Attract New Members

Scot P, Associate Director—Brand Communications

Heather S., Associate Director—Community Relations

Mona Dougherty, Senior Communications Specialist (Non-member)

Beth Rodriguez, Senior Social Media Specialist (Non-member)

Rory Mulford, Data Analyst (Non-member)

Public Outreach

Public Service Announcements

Historically, the World Service Office (WSO) national Public Outreach message focused on the “problem” because then-current wisdom suggested this message would resonate with potential newcomers. The focus was on helping them to identify with the pain and suffering and see Al-Anon as an option. This year we launched a new Public Service Announcement (PSA) focused on the *Benefits of Al-Anon Recovery*. Quotes by Al-Anon members from the 2018 Membership Survey were used to share our message of hope by highlighting benefits of recovery through our program.

Supporting outreach efforts, the WSO ran tests from February to April for attracting potential newcomers to view the Al-Anon PSA using ads delivered through the Digital Direct program on CBS websites and a waiting room television program. As a result of the Digital Direct program, users were attracted to start playing the Al-Anon PSA 205,000 times. Fifty-four percent of those who began the PSA viewed it through to the end. The Waiting Room campaign was played nearly 62,000 times in 57 doctor’s offices and eight screens in three hospitals reaching an estimated 385,000 people. Both programs were successful at increasing awareness of the Al-Anon program.

WSO Staff recognize these programs can be more effective when coordinated at a District or Area level where ads can be displayed based on a person’s location. In 2021, the WSO did receive a request from an Area interested in these programs and facilitated an introduction between the Area and the vendor.

Impression – Shifting Our Perspective, Shifting Our Message

Nancy S., Member of the Board of Trustees

One of my favorite parts in the *Al-Anon Service Manual* is the reading titled “Help and Hope” (page 25). This phrase is repeated several times in our literature and program resources, and I am grateful for that because I believe the greatest gift I have received, and can offer to families and friends of alcoholics, is hope. When I came to Al-Anon, my life felt the way the old “crying house” bookmark looked. I didn’t need to hear more about the problem, because I knew what the problem was: I felt helpless and hopeless because nothing was changing at my crying house. I needed help and hope to keep moving forward, and I found that in Al-Anon. I was so

glad when the “squiggly road sign” bookmark came out because I could better identify with that representation of the confusion caused by alcoholism, and compare the guidance and directions I found in Al-Anon to a roadmap to a more serene life.

When the new PSA was revealed at the 2021 WSC, I was filled with hope from the messaging. Instead of focusing on the problem, the new PSA offers help and hope to anyone suffering from the effects of another person’s alcoholism. It’s a subtle shift, but an important one in our goal of reaching members of the public who are not yet aware of the benefits of Al-Anon. In my experience, I have found that offering hope is far more attractive to a newcomer than comparing problems caused by another’s alcoholism.

Public Outreach Service Tools

In March, we announced our new Public Outreach (PO) posters. The Al-Anon outreach posters feature the silhouettes of people inside a bottle with the text reading “Not Everyone Trapped by Alcohol is an Alcoholic – Families and friends are suffering too.” The Alateen outreach posters feature various teens, including one with four boys of differing ethnic backgrounds and two featuring a Caucasian girl. The Alateen posters feature text that says “1 in 4 children is affected by someone’s drinking. You are not alone.” These posters were created to address the demand for posters in the fellowship.

In June, the PO Committee discussed how to identify simple PO projects for groups and Districts to undertake. The Committee developed an idea for creating a method for members to submit their PO project ideas to the WSO, have them reviewed by the PO Committee, and then share them with other members looking to carry the message. The recommendation was presented to the Executive Committee at its November 2021 meeting and received strong support. WSO Staff were delegated responsibility for building the process and tools necessary to collect, review, and disseminate the PO ideas.

Public Outreach Coordinators

WSO Staff committed to hosting two conference calls each year with the Area Public Outreach Coordinators. The goal of these conversations is to offer these trusted servants an opportunity to share their experience, strength, and hope with one another and to foster relationships with WSO Staff, thus reducing barriers to the interchange of information as outlined in the Strategic Plan. One topic discussed was the need for Public Outreach pieces generated at the Area, District and AIS level to be submitted to the WSO for approval. The “Digest of Al-Anon and Alateen Policies” confirms that the WSO is responsible for the national and international Public Outreach messaging, while the Areas are responsible for the local messaging, and that Areas are approved to create one public outreach publication each year within their area of service. The discussion confirmed Area PO Coordinators serve a vital role in ensuring the Area process for approving PO pieces is followed and for generating enthusiasm for member distribution. PO Coordinators were reminded about the opportunity to contact the WSO for assistance or when changes to published WSO posters are considered.

Al-Anon Faces Alcoholism – AFG’s Year-Round Public Outreach Magazine

Since the start of the COVID-19 pandemic, members have struggled to distribute *Al-Anon Faces Alcoholism* magazines due to lockdowns, office closures, and other restrictions. AFA has been available as a free download on al-anon.org since 2018. Prior to the pandemic, the average number of downloads was 36 per month. Since the start of the pandemic, downloads

have increased. In 2020, the average more than tripled to 115 per month and then more than doubled again in 2021 to 235 per month.

Social Media Restructuring

In 2021, constrained Staff resources led the WSO to evaluate the efficacy of the Al-Anon and Alateen Public Outreach message across the 14 social media platforms then supported. Staff research identified that:

- Alateen pages were not attracting young followers. The demographics nearly exactly matched those of the WSO Al-Anon pages. Staff concluded that maintaining both Al-Anon and Alateen pages was creating little positive impact and doubling Staff workload.
- Sharing the same content on Twitter and Facebook was creating little engagement as Twitter is designed for more timely content. Staff concluded that this practice was doubling Staff workload, with little to no return. Tweets with timely content were engaged at a much higher rate.

Based on these results, the WSO decided to

- Eliminate all Alateen social media pages in favor of incorporating Alateen content on its Al-Anon pages.
- Reduce the amount of original content each month, thus decreasing workload, while continuing with daily posts by automatically reposting popular posts from the past.
- Post only timely content on Twitter, such as Al-Anon events or other noteworthy announcements.

YouTube Channel Revamping

As Al-Anon seeks to attract younger members to the fellowship, the WSO is exploring the use of video. YouTube has had content for many years and Staff reviewed the content and created playlists to better organize the videos. Playlists include interviews of professionals, interviews of members, Al-Anon Public Service Announcements, as well as public outreach video clips. As a means of attracting increased viewers to its Al-Anon channel, the WSO held a YouTube “Premiere Watch Party” to unveil the new PSAs in all three languages (Spanish, French and English) simultaneously.

Community Relations

Networking with Professionals

The WSO Public Outreach Staff position was open for the majority of the year in light of 2021 budget considerations. As a result, networking opportunities with professionals were responsive rather than planned, managed primarily through email correspondence. During the last quarter of the year, the new Associate Director—Community Relations was hired, and she began making preliminary plans and building reconnection opportunities with the professional community for 2022.

LinkedIn Communications Strategy

Outreach to professionals in 2021 shifted from its historical focus on printed materials and newsletters to utilizing the professional social platform LinkedIn. Staff maintained an active presence on LinkedIn, posting articles written by healthcare professionals, video interviews of professionals, and other content geared toward encouraging professionals to recommend their clients and patients to Al-Anon. Additionally, one 2021 Strategy included launching a trial

LinkedIn campaign to increase professional community awareness. After only four-and-a-half months, the campaign has generated very positive results, reaching 432,915 mental health professionals.

Membership & Longitudinal Surveys

The triannual Membership Survey was conducted this summer with over 18,000 surveys submitted. Staff is continuing to conduct the analysis and is expecting to publish the report in January 2022. As part of the Membership Survey, members were asked if they would like to opt in for future surveys. This was the first step toward conducting the Longitudinal Study approved by the Board of Trustees and the Conference in 2021. Members who responded positively will be contacted to confirm their interest in participating in the Longitudinal Study.

This new study will survey the same group of members over the next five years, gathering their answers to ten simple questions from the Membership survey to measure the impact of Al-Anon participation over the course of the study. The Longitudinal Study was created following suggestions from the professional community as to how Al-Anon could provide evidence-based data to the community regarding the effectiveness of our program given the Al-Anon principle of anonymity.

Impression – Providing Professionals the Tools They Need

Jack S., Chairperson of the Public Outreach Committee (At Large Member)

What if we could definitively tell professionals that being active in Al-Anon over a period of time will help their clients feel better? That our program, our fellowship, our Steps and Traditions and Concepts, our literature, our meetings, our members, our service, will help them have a better life? I know that Al-Anon has given me a much better life. It's given me serenity. It's changed my life in so many ways. My Higher Power and my Sponsor and meetings and service have made me a better person. I know that's true for me. But is it true in general for all active Al-Anon members?

That's what we hope to be able to show using the Longitudinal Study. We all hope to see a correlation between active Al-Anon participation and a better life. That would be so exciting! With this study we hope to be able to show proof of Al-Anon's effectiveness in a scientific way that professionals will understand and trust.

Protect Al-Anon's Name

Vali F., Executive Director

Kerri K., Associate Director—International

Anne P., Group Services & Legal Specialist

Kia Cabbler, Legal Assistant (Non-member)

Trademark and Copyright Protection on the Internet

Submissions of trademark and copyright protection violations on the internet continued to flow into the WSO throughout the year. Due to the pandemic, many individuals and members turned to the internet to continue their efforts to share our message as well as to connect group members meeting virtually. Many members unknowingly violated Al-Anon's trademark and copyright by posting pamphlets or screenshots of Conference Approved Literature (CAL). Staff worked diligently to contact these members and groups. Thankfully, most members responded positively and acted quickly to correct any violations.

When the full-time Legal Assistant left the WSO, the decision was made to call on the professional experience of an existing employee who is an Al-Anon member to address trademark and copyright matters moving forward. The WSO has since been very fortunate to have the opportunity to ensure simultaneous application of both Al-Anon's spiritual principles and knowledge of the law to reported violations. As a result, Staff expanded their approach to include cooperative messaging when situations warranted.

Thoughtful consideration was applied early in the year regarding how best to address the implied trademark and copyright permissions provided to groups historically, given the formal WSO recognition of groups meeting electronically as Al-Anon Family Groups. The Staff Policy Implementation Round Table (SPIRiT) members—who meet regularly to discuss and align on application of Al-Anon Policy in different circumstances which arise as part of WSO work—considered how physical groups were asked to handle copyright historically. They discussed what process the WSO could create that would allow for a consistent approach to copyright for both groups meeting physically and electronically while also formalizing the agreement between AFG, Inc. and the groups related to copyright protection. The result was the decision to incorporate copyright agreements into the group registration and update forms and processes. A team was assembled to update the forms, and these will begin to roll out in 2022.

International Copyright Protection and Accessibility

The WSO's current policies regarding reprints and translations of Conference Approved Literature were based on the Twelve Traditions and legal advice regarding international copyright received at the time policies were written. As the world has "gotten smaller;" members have become more mobile, and service arms have come to rely on sales of CAL, in addition to group and member contributions, for financial support, the WSO has felt the need to reexamine its legal and Traditional options in an attempt to address some of the challenges the current policies present to international service arms, particularly General Service Offices (GSOs).

Staff started by consulting legal counsel regarding current international copyright law. Through those conversations, the WSO recognized different options could be evaluated that might better support international structures while continuing to protect the AFG, Inc. copyright. In 2021, Staff designed two pilot projects to test how sales of CAL between two service structures could work and how reprint permission could be granted between GSOs. WSO Staff are overseeing the projects, already in progress, and will make recommendations to the AFG, Inc. Board of Trustees regarding the results once the pilots are complete in 2022.

International Trademarks

The project to register or re-register the Al-Anon trademarked name and logo in countries around the world has been underway since 2018. Registration has been completed in most countries, with only one remaining outstanding at year end: Iran. Late in the year, Staff learned this trademark is once again making progress toward registration, having stalled significantly during the pandemic. Most trademarks need to be renewed every ten years and require evidence of usage. Staff will work with international structures to ensure they are aware of the requirements as we move forward to renewal dates.

Goal: Organization

AFG, Inc. has one global structure, increasing access to knowledge, resources, and the program.

Restrictions imposed by the pandemic globally in 2021 provided the WSO and international structures many virtual opportunities to collaborate, particularly through Zonal meetings, increasing global access to knowledge, resources, and the program. New Staff roles were developed, and employees were supported in exploring opportunities to grow into new positions which increased membership access to knowledge at the WSO. New technology options were evaluated and utilized to increase Spanish- and French-speaking member access to knowledge and resources at key meetings.

Increase Global Availability

Vali F., Executive Director

Sarah S., Director of Programs

Marsha W., Director of Programs Emeritus

Kerri K., Associate Director—International

Jean L., Chairperson of the International Coordination Committee (Trustee)

Kathi M., Co-Chairperson of the International Coordination Committee (Trustee)

Global Fellowship Support

The WSO provides support to Al-Anon evolving and national service structures around the world. The term “structure” refers to the organization of services separate from those things necessary to have groups. Groups themselves need very little in order to have a meeting, but large numbers of groups need certain kinds of support, such as consistent literature, a public outreach policy, and someone to respond to requests for help and information about how to start or conduct Al-Anon meetings.

In countries where there is a local Al-Anon service board that provides limited services or supports a limited geographic region of a country, the country is said to have an evolving service structure. When services expand and meet the needs of the whole country, this is called a national service structure. This type of structure can include many service arms, such as Districts, Areas, Intergroups, and an annual conference of Delegates. A General Service Office (GSO) is often established after a country develops a national service structure. The GSO is a service arm of the structure.

Russia Begins Trial as General Service Office

As Al-Anon has grown around the world, offices similar to the WSO have been established by local members to provide similar services. In Russia, a Structure has evolved over the last 30 years to provide all the services of a GSO, including acting as a clearinghouse for member inquiries; translating, publishing and distributing CAL; publishing a periodic newsletter for Al-Anon groups in the Structure; accumulating Al-Anon experience; registering and publishing a directory of groups; adapting WSO Guidelines to fit local customs and practices and creating and publishing original Guidelines that meet the needs of local members and service arms; and establishing service boards, committees, and an annual conference of delegates.

As is the usual practice, when the request to register a Russia GSO was submitted in 2021, it was reviewed by the International Coordination Committee (ICC) before being submitted to the Board of Trustees. The Board approved the request in October.

Impression – Welcoming Russia as a GSO

Kathi M., Co-Chairperson of the International Coordination Committee (Trustee)

In my first year as Trustee, I am grateful to have served as the Co-Chair for the ICC. One of our responsibilities is to help other countries form their own service structures. What an exciting experience to be part of the ICC and the Board of Trustees when Russia requested to register a GSO.

This was not my first experience hearing about Russia's journey. In 1992, I had just moved to California after serving as Alaska's Delegate when the WSO began hearing from members in Russia asking for help. The members in Russia (still the USSR at that time) were not able to print any literature in their language. *One Day at a Time in Al-Anon* (B-6) was published in Russian by the WSO. Al-Anon groups in the US and Canada were given the opportunity to buy the book and have the WSO mail it to Russia. What an amazing response to this need. I remember hearing about it in many meetings and getting to participate in this effort to share our program.

In 1995 the program "To Russia with Love" was started, encouraging groups, Districts or Areas to adopt a Russian group. Again, the outpouring of love was amazing, and I felt proud to be a part of that outreach.

Now, 29 years later, Russia's Structure is being recognized as a GSO. It fills my heart to see our Twelfth Step in action—we are truly carrying the message.

Evolving Structure Updates

These achievements are some of the highlights from evolving Al-Anon structures around the world:

- Bulgaria has requested permission to translate and print CAL
- Greece has been meeting regularly with WSO Staff and is actively translating and printing CAL again
- Groups in Israel are forming an intergroup office with support from WSO Staff
- Kazakhstan established its first service structure
- Lithuania in the process of completing its first translations of CAL
- *One Day at a Time in Al-Anon* (B-6) was printed in Maltese, this structure's first translation

International Structure Events

This year there were three Zonal Meetings that took place via web conference and were attended by representatives of Al-Anon international service arms, both General Service Offices and evolving structures. The mission of the Zonal Meetings is to improve cooperation between structures to support growth of Al-Anon and Alateen in gatherings of geographically and linguistically similar structures. The WSO is always invited to participate because of its role in supporting Al-Anon and Alateen around the world, particularly evolving structures.

European Zonal Meeting

The European Zonal Meeting was held via web conference from September 3-5, 2021. It was attended by 14 General Service Offices, four evolving service structures, and two representatives of the WSO. Topics of discussion included Alateen, strategies for communication with the WSO, the new policy recognizing electronic meetings as Al-Anon Family Groups, Public Outreach, and balancing spiritual and legal considerations when selling CAL. Ukraine will host the meeting in 2023.

Impression – Attending the European Zonal Meeting

Jean L., Chairperson of the International Coordination Committee (Trustee)

From September 3 to 5, I attended the European Zonal Meeting via web conference. It was the first time this event was being held in a virtual format. For me, the meeting time zone was seven hours earlier than mine, so I was starting the meetings on Saturday and Sunday at 2:30 a.m. The excitement of being able to connect with members just like me from around Europe made the time adjustment easier.

In our first session, each person gave an introduction that included a short personal background and something about the structure. Participants consisted of large General Service Offices (GSOs) and small evolving structures such as Estonia, which has three groups. I was amazed by the commitment and enthusiasm of these members to learn from each other.

One highlight for me was hearing how structures adapted and grew during COVID-19. Ideas about structures using technology to continue to have meetings, share information, and do public outreach helped fuel my own enthusiasm.

The most meaningful sharing for me was from a Russian Delegate who shared the struggles of members trying to obtain literature. She spoke of members purchasing literature with their own money and risking not being reimbursed, and of members hauling literature over many miles just to get it in members' hands. I can forget how easy it is for me to purchase literature any time I want. It is not this way in a lot of the world.

I am grateful for this opportunity and my new appreciation for this "worldwide fellowship."

Ibero-American Zonal Meeting

The Ibero-American Zonal Meeting met virtually October 22-24, 2021. It was hosted by Perú and attended by 14 GSOs and three evolving structures. Two representatives of the WSO attended with voice and the new Director of Programs attended without voice, in an observational capacity. The agenda included three primary topics: CAL, communication, and preparations for the next Zonal meeting. The next host structure is Argentina.

Central American Zonal Meeting

The Central American Zonal Meeting met via web conference December 3-5, 2021. It was hosted by Costa Rica and attended by two other GSOs and four evolving structures, including first-time participation by members from the Dominican Republic. Between presentations of each structure's service profile, there was a talk from a Delegate called "Spirituality is a Matter of Service" and another from a second Delegate called "Sponsoring our Structures for the Continued Growth of Al-Anon." The WSO's presentation included three topics: communication, Alateen, and highlights from the 2021 WSC.

Facilitate Access to Our History

Marsha W., Director of Programs Emeritus

Joe T., Archivist

Yadi McCoy, Event Logistics & Training Specialist (Non-member)

Streaming WSO History

This year, Staff explored opportunities for streamlining and expanding access to WSO history in response to requests from a few groups to rent the historical films *Lois's Story* (AV-1) and *Lois W. & the Pioneers* (AV-24). Utilizing tools introduced to the WSO to support member and professional video efforts, the Digital Communications Team, in collaboration with the Archivist and Customer Service Team, created a process for renting and viewing these pieces of our history via an online streaming platform. This novel approach provides an opportunity for members, groups, or links of service to understand our past without the complexity of renting, shipping, and returning media. The historical films are published on al-anon.org, under Archives. <https://al-anon.org/for-members/wso/archives/historical-films-stream/>

Recruit, Grow, and Retain Staff

Vali E., Executive Director

Niketa Williams, Director of Finance & Operations (Non-member)

Natalie McC., Associate Director—Administration & Strategies

Mary Davis, Accounting Manager (Non-member)

Catherine Thomas, Human Resources Generalist (Non-member)

In 2021, WSO Staff turnover was 11 percent¹, which represents a decrease from 2020. Nonprofit organizations historically have a higher turnover than for-profit organizations, and survey predictions for 2021 suggested nonprofit turnover would increase in 2021 which made the 89 percent retention statistic all the more encouraging. Credit for this positive trend falls firstly to the Staff Strategic Leadership Team (SLT) for developing and implementing the WSO Values, which include Core and Aspirational Values, as part of the revised Performance Evaluation Process (PEP). The new PEP rolled out in the first quarter and has been well received. Key changes included a shift away from competencies assessment toward employee achievement and demonstration of WSO Values and goals, an increase in frequency of PEP conversations between supervisors and employees from annually to quarterly, and a transition from individual-focused to team-focused performance as the benchmark for merit increases.

Given the pandemic and resulting financial constraints of 2020, the WSO began 2021 with fewer Staff than has occurred in many years. Despite the shortages, Staff continued to ensure WSO work was completed. Thankfully, as the year progressed, given the fellowship's enormous generosity, we were able to fill positions, some open for more than a year, including Magazine Editor, Shipping Clerk, Group Services Specialist, and Copy Editor. One vitally important hiring in 2021 was the new Director of Programs—a process which occurred over five months to ensure adequate time for both the applicants and Staff to familiarize themselves with each other. The posting also yielded a successful candidate for the new Associate Director—Community Relations position.

¹ Note: The turnover percentage starting in 2020 is not comparable to previous years' calculations as the WSO Human Resources Staff members applied an industry-standard calculation method beginning this year.

Although not necessarily visible in job titles, the Directors' Team continued our policy of evaluating needed skills each time a position opens to ensure Staff seeking to grow receive opportunities to pursue advancement. Several Staff members transferred positions within the organization this year, which resulted in the hiring of a new Customer Service Representative. Since opportunities for advancement are recognized as another key to retention, the Directors' Team will continue this approach as we move into 2022.

Engagement also generates increased employee satisfaction and so, in addition to the Sunshine Club which is responsible for expressing congratulations and condolences and creating fun events for participants, this year the Human Resources Generalist held a fun "lunch and learn" and crafted an employee engagement newsletter to help Staff connect and relax during this busy year.

Of course, a vital part of retention involves compensation, and this year the Compensation Committee solicited requests for proposal and conducted a Compensation Study to evaluate how our Staff were compensated compared with the market. Thankfully, the report confirmed WSO practices as being consistent overall with market standards and the WSO Staff Compensation Philosophy.

Manage Operations

Niketa Williams, Director of Finance & Operations (Non-member)

Karen Wolff, Software Engineer (Non-member)

Michael Rodriguez, Building & Office Manager (Non-member)

Yadi McCoy, Event Logistics & Training Specialist (Non-member)

Improved Effectiveness with Technology

WSO Online Store Upgrade

An exciting development this year was the launch of the WSO's new, modern Online Store ecommerce.al-anon.org with improved navigation and search capabilities. WSO Staff members from every Department collaborated in designing, developing, testing, and launching the new Store in a project which spanned from 2020 into 2021. The site, featuring bright, eye-catching photos and a design consistent with al-anon.org, allows the fellowship to purchase CAL, contribute to the WSO, and subscribe to *The Forum*.

The new Store represents a significant step forward in the WSO efforts to better meet the needs of our trilingual fellowship. The Store allows Spanish- and French-speaking members to purchase literature in their language directly on the Online Store for the first time.

One System: Groups Meeting Electronically and Physically

One result of the 2021 WSC motion to recognize permanent electronic Al-Anon meetings as Al-Anon Family Groups was the need for the WSO to consolidate data across all groups, whether they meet electronically or physically, into one system and process. The consolidation was necessary to allow Area Group Records Coordinators (AGRCs) across both geographic and non-geographic Areas to process changes. Prior to commencing this effort, the team recognized the need to step back and identify optimal group processes, forms, and data to create consistency and efficiency for AGRCs and WSO Staff.

Phase One of this process, which involved significant structural changes to the underlying association management database (iMIS) in which the WSO stores group data, was completed on time. Work on the Online Group Records (OGR) application, through which AGRCs enter group registrations and updates, will carry over into the new year. Both these efforts were fundamental to ensuring the system provided the necessary flexibility to support evolution if or as groups evolve, e.g., registering long-term hybrid meetings or supporting new group service roles. Given the magnitude of these changes, Staff anticipate that electronic group registrations and updates will need to be handled by the WSO beyond the April WSC timeframe.

OneDrive & SharePoint

The WSO discovered new opportunities to share information and collaborate amongst and between Staff and WSO Volunteers. For example, the Finance Committee uses OneDrive to review and provide suggestions on the Treasurer's Quarterly Appeal Letter to individuals and, as a result, has dramatically reduced the time spent in meetings. Staff began exploring in 2021 how to utilize SharePoint to reduce time spent searching for the latest copy of shared project documents.

To better understand capabilities and how the technology can support the WSO's many project teams, Staff set up the 2023 International Convention project using SharePoint. This SharePoint site will be utilized by Staff, WSO Volunteers, and the third-party convention management firm as planning kicks into high gear in 2022.

Web Conference Technology: Interpretation

Technology served to support WSO goals for expanding trilingual support across as many conversations as possible, either with WSC members or international structures. This year the WSO utilized two different web conferencing solutions to empower non-English speaking members, most often Spanish-speaking members, to participate in important WSO business meetings. Technology supported the real-time chat translation for Spanish-speaking members attending the historic December meeting for all Current Mailing Address members (CMAs) to elect a Temporary Chairperson for the non-panel Area. Separately, a second web conferencing solution supported simultaneous, two-channel Spanish- and English-language interpretation for both the Ibero- and Central American Zonal meetings. WSO Staff participation in both these meetings was only possible because of the availability of this interpretation.

The Events Logistics & Training Specialist spent many hours working with the host committees for both meetings to empower them to be fully self-supporting in hosting these meetings using the web conference technology. These are exciting times.

Balancing Technology with Security

With technology, regrettably, comes the potential for cybersecurity risks. Thankfully, the WSO is supported in its security efforts by a third-party vendor. In December, the vendor began offering training webinars on avoiding cyber risks, such as phishing. These were attended by both WSO Staff and Volunteers. Additionally, the WSO implemented multifactor authentication to improve security of its digital assets.

WSO Staff Well-Being and Safety

In order to ensure the safety of employees and Volunteers—who visited the WSO for the first time since the start of the pandemic in December—Staff continued to observe the COVID-19 operational safety measures implemented in 2020. The WSO remained closed to the general public, with office tours suspended until pandemic conditions allow. Access to the premises continues to be restricted to employees and essential contractors. As an added precaution, Staff installed a contactless water fountain to minimize potential for virus transmission—the water fountain also helped with WSO recycling efforts.

Staff utilized remote meeting capabilities extensively throughout the year in order to practice social distancing as well as follow all federal and local precautionary standards. Monthly Staff meetings were conducted in a hybrid format, with some Staff members attending in person and others joining from their offices. Larger meetings, such as the Staff Management Team meeting, were held completely virtually to ensure equal-quality access to all participants. At year end, Staff purchased cost-effective hybrid meeting equipment to improve the quality of hybrid meetings. Staff implemented the technology for the first time to support the hybrid December Executive Committee meeting.

Staff revised the WSO Fire and Safety Plan and distributed an electronic version to every employee. To ensure access in case of emergency, the Plan was also posted at various locations throughout the office. Ongoing annual inspections of fire and security equipment were completed as required by the city, and several fire extinguishers were purchased to replace the ones that no longer met requirements. An additional security camera was installed to improve coverage of the property.

OUR FINANCIALS

Manage Our Budget & Financials

Niketa Williams, Director of Finance & Operations (Non-member)

Mary Davis, Accounting Manager (Non-member)

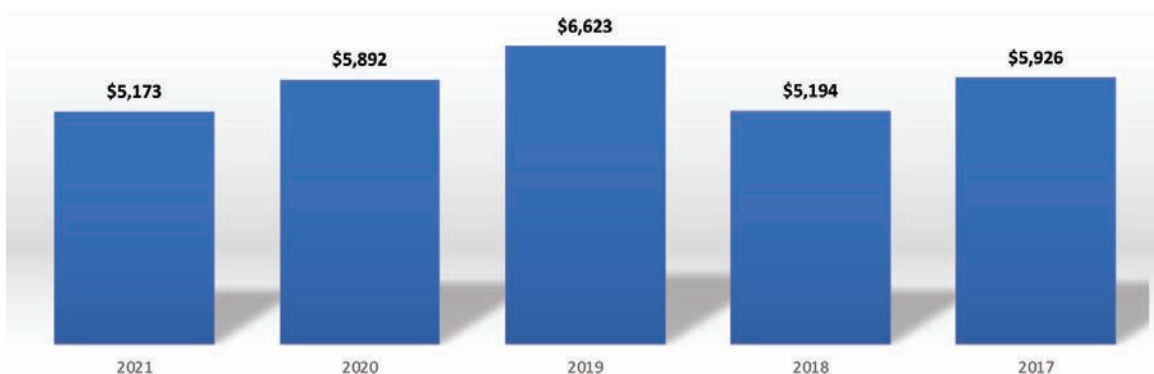
Cindy M., Treasurer of AFG, Inc. (Trustee)

As parts of the world began to reopen, the WSO continued to experience the impact of the pandemic on our overall revenue. We budgeted for a return to normal operations in the second half of the year, but challenges remained. Our literature sales continued to be impacted. While some Literature Distributions Centers reopened, many were still not operating at full capacity. Even though we experienced a 3% increase in literature sales compared to 2020, literature sales remained 36% below historical levels. As a result of our member's enormous generosity, contributions continue to exceed literature sales and provide support for continuing services. Member contributions totaled \$2,623,242, which accounted for 50% of WSO revenue in 2021. Positive market conditions increased our investments held in the Reserve Fund allowing the WSO to maintain an ample reserve.

As a result, the WSO was able to provide essential services and complete the redesign of the Online Store allowing Spanish and French-speaking members to purchase literature in their language directly through the store for the first time. This technology also improved the ease with which members can make contributions using the online store. Consistent with our principle of self-support, the WSO did reduce expenses, particularly through the reduction in Board and Executive Committee travel and Staff training, to meet the challenge created by the pandemic.

Al-Anon's operating funds come from three main funding sources: revenues from literature sales, contributions, and other revenue. More than 68% of total expenses go directly towards achieving the Mission of Al-Anon Family Group Headquarters, Inc. The supporting services included in general and administrative expenses provide customer service support and financial support to maintain operations.

Five Year Revenue Trend (in thousands)

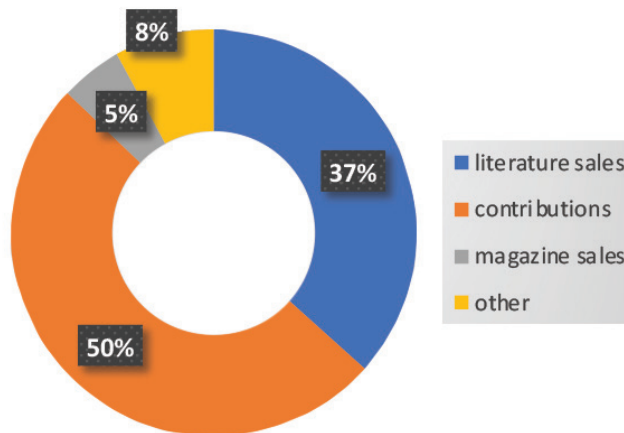


Note: The complete audited financial statements of Al-Anon Family Groups Headquarters Inc. for fiscal year 2021 may be obtained online at www.al-anon.org.

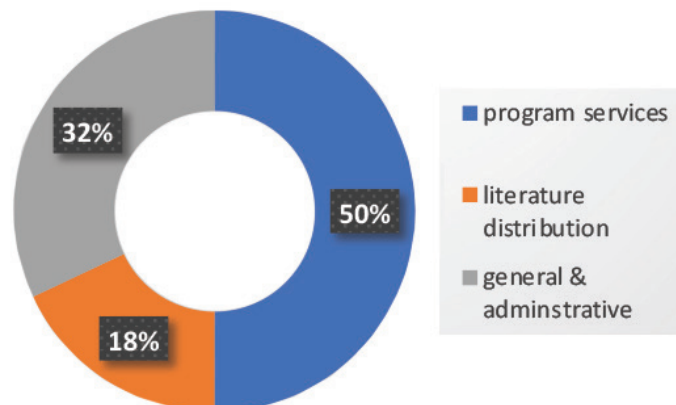
Financial Highlights

Statements of Financial Position	2021	2020	2019	2018	2017
Total Assets (in thousands)	\$13,783	\$11,833	\$11,060	\$9,833	\$10,513
Liabilities and Net Assets Total liabilities	\$1,497	\$1,333	\$1,531	\$1,387	\$1,867
Net Assets without donor restrictions	\$12,286	\$10,500	\$9,529	\$8,446	\$8,646
Total liabilities and net assets	\$13,783	\$11,833	\$11,060	\$9,833	\$10,513
Operating revenue (in thousands)	2021	2020	2019	2018	2017
Literature sales, net	\$1,906	\$1,847	\$2,914	\$3,194	\$2,771
Contributions	\$2,623	\$3,295	\$2,187	\$1,953	\$1,973
Magazine sales	\$283	\$292	\$275	\$258	\$264
Other income, net	\$406	\$458	\$1,247	\$(211)	\$918
Total operating revenue	\$5,173	\$5,892	\$6,623	\$5,194	\$5,926
Operating expenses (in thousands)	2021	2020	2019	2018	2017
Program services	\$2,601	\$2,484	\$2,865	\$2,731	\$2,830
Literature distribution	\$922	\$866	\$839	\$860	\$822
General & administrative	\$1,726	\$1,571	\$1,837	\$1,804	\$1,172
Total operating expenses	\$5,249	\$4,921	\$5,541	\$5,395	\$4,824

Operating Revenue



Functional Expenses



OUR PLANS

AFG, Inc. Envisioned Future

Lynette K., Chairperson of the Board of Trustees (Trustee)

Marianne B., Chairperson of the Envisioned Future Work Group (Trustee)

While the board safeguards the organization's strategic direction by considering internal and external challenges and opportunities as well as mission, values, and major goals for the future, the Envisioned Future Work Group (EFWG) assists the Board of Trustees with this important responsibility. The EFWG, a Work Group of the Board, guides the Board in focusing on the future by planning and presenting discussions and questions that engage Board members in visionary discussions. The Board of Trustees has an obligation to be forward-looking, to be aware of the consequences of its actions, not only in today's world, but also in anticipation of future changes that may affect our fellowship. This strategic way of thinking supports the Board in meeting one of the goals of Concept Nine. With a focus on foresight, the Work Group stimulates strategic thinking.

In 2021, the EFWG prepared topics for the Board to reflect upon and discuss:

- As a member of the Board of Trustees, what does the duty of foresight mean?
- What actions will assist the Board in becoming more strategic leaders?
- What barriers limit the Board's ability to become visionary leaders?
- How can we continue to develop Board leadership skills?
- How can we link Board development to the strategic plan?
- What steps can we take to ensure our board committee structure works well on the board's behalf?

It has been an exciting year for the EFWG! The Work Group looks forward to continued discussions on developing additional strategies to further promote efficient, effective visionary leadership skills.

Strategic Plan Refresh

The Strategic Plan consists of AI-Anon's Core Purpose, Mission Statement, and Core Values. The Envisioned Future statement comprises forward-thinking visions of AI-Anon's future. To realize the vision described in the Envisioned Future statement, Goals and Objectives are developed. The Board and Staff each play distinct roles in the Strategic Plan process: the Board is responsible for safeguarding the strategic direction of the organization and the Staff is responsible for determining how to accomplish the plan, including formulation of action plans (Strategies) to accomplish the Strategic Plan Goals and Objectives. The Board is responsible for the "what" and the Staff is responsible for the "how."

When the Board developed the current Strategic Plan, it projected a three-to-five-year timeframe for achievement of the Goals and a two-to-three-year timeframe for the Objectives. Three years have flown by since the Strategic Plan was implemented in 2018, so the time had arrived to revisit the Goals and Objectives. At the July 2021 Board meeting, Trustees, Executive

Committee members, and the SLT worked together, with the help of an outside consultant, to review and update the Strategic Plan. Due to the comprehensive, in-depth, and thoughtful process that creating this revision entailed, the work will continue into 2022.

Impression – Strategic Plan Refresh

Debbie G., Chairperson of the Executive Committee (At-Large Member)

The July revisit of our current Strategic Plan began with a process that helped the participants look deeper into our future—projecting needs of the fellowship and the world around us while keeping the primary purpose of our fellowship, “helping families and friends of alcoholics,” in the forefront.

With the support of the outside consultant, the Board, Staff and At Large members of the Executive Committee defined significant trends impacting our fellowship over the next three years, what makes Al-Anon Family Groups successful, how AFG, Inc. offers the highest value to our members, and how our program could become the instrumental resource in our communities. Results of the 2020 Competitive Analysis were referenced in helping us identify our strengths and weaknesses along with our reimagining of possibilities. The consultant offered suggestions for changes in Strategic Plan terminology and process which the Board adopted at its October 2021 Board meeting.

During the follow-up conversation, the Board discussed new goals (referred to as Domains) and Goal Statements along with the Strategic Objectives related to each Goal. These Strategic Plan elements support Staff in their efforts defining and carrying out Strategies and action plans. The Board will review the refreshed Strategic Plan, including an example of Strategies for one Domain which could be accomplished across multiple years, during our January 2022 Board meeting.

2022 Approved Strategies

The process for developing Strategies occurs over the course of the entire year, beginning with the Board of Trustees’ prioritization of Strategic Plan Objectives at the January 2021 Board meeting. Based on that prioritization process, Staff began creating Strategies to effectuate the Plan in 2021. At the July 2021 Board meeting, Staff presented 14 Strategies for the Trustees to consider and select.

At the October 2021 Board meeting, SLT presented their 2022 Strategy recommendations to the Board of Trustees. For each recommended Strategy, Staff provided details as to:

- Anticipated outcomes—How implementing the Strategy progresses the Strategic Plan Goal and Objective(s)
- Staff capacity—Estimated Staff and/or Volunteer resources required to implement the Strategy
- Implementation timeframe—Timeline for implementing the Strategy
- Ongoing commitment—Whether the Strategy requires ongoing Staff or financial commitment (for example, the *Mobile App* requires ongoing investment and resources)

Board members approved SLT moving forward with the following 2022 Strategies:

• **Goal: Public—**

- ◆ Examine the opportunity for an Al-Anon member of the WSO Staff to speak in a professional capacity representing the WSO at professional events
- ◆ Create animations/cartoons from existing newcomer content for distribution through appropriate social media platforms

• **Goal: Members**

- ◆ Investigate and recommend systems that allow the WSO to take additional electronic forms of payments
- ◆ Increase Staff efficiency by improving WSO communications regarding what members need to know about contributing through bequests and wills

In addition to these new Strategies, Staff confirmed four Strategies would also carry over into 2022, with scopes revised to reflect the progress and accomplishments of 2021:

• **Goal: Members—**

- ◆ Define recommendations for safely hosting Alateen meetings electronically
- ◆ Finalize the process for sustainably delivering attractive, ongoing *Mobile App* Premium Content
- ◆ Update and translate WSO Guidelines to ensure consistent access to current practices across all three languages supported by the WSC Structure

• **Goal: Organization—**

- ◆ Conduct pilots to expand GSOs' ability to sell and purchase CAL between structures while continuing to protect AFG, Inc.'s copyright

WSO work in 2022 will also include a number of prioritized operations projects:

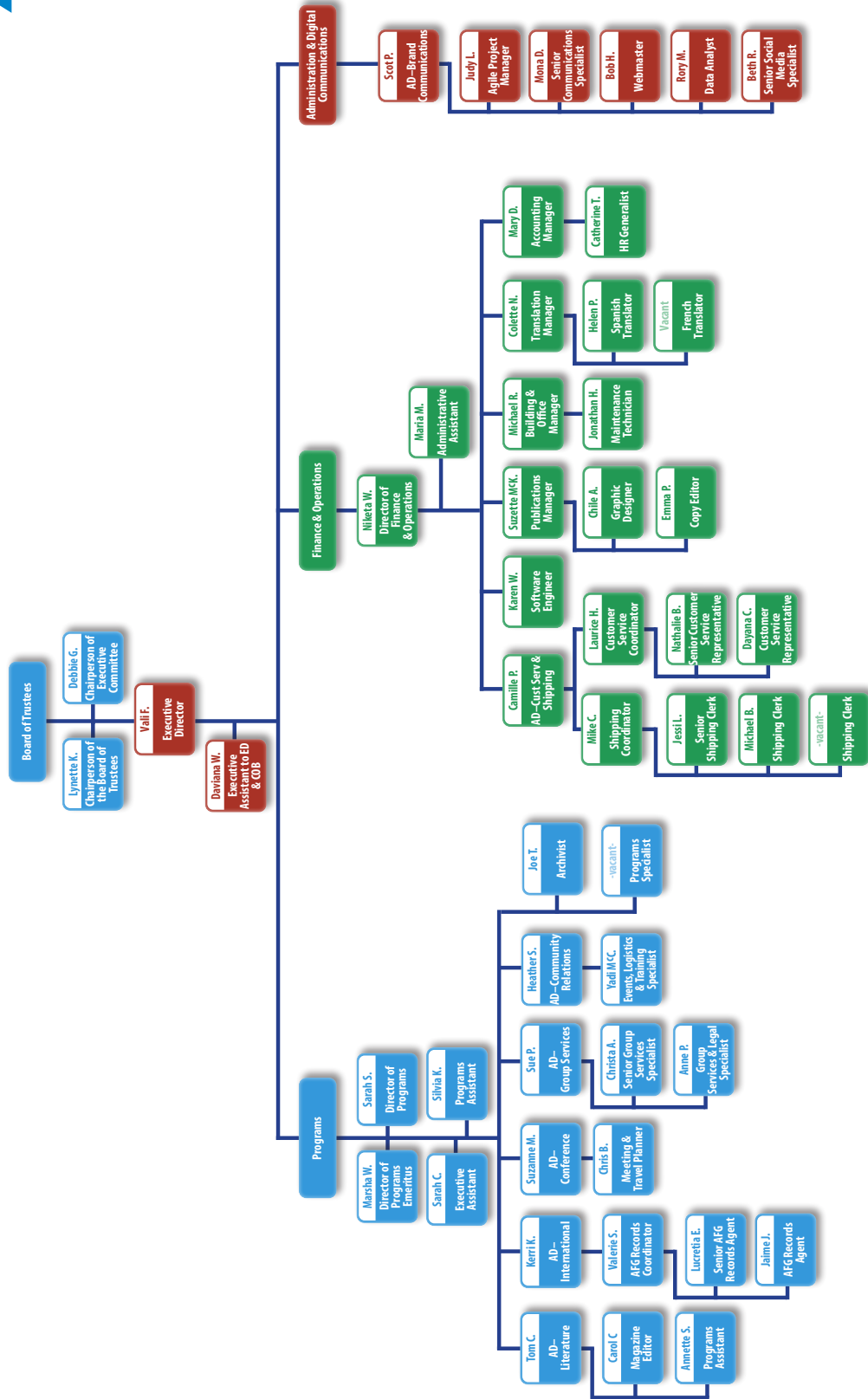
- 2023 International Convention planning
- 2022 International Al-Anon General Service Meeting (IAGSM) planning and hosting
- WSO technology development required to merge electronic and physical group data and enable Areas to be fully self-supporting to completing group registrations and updates regardless of meeting format
- New Daily Reader translation and design
- First Longitudinal Study execution

These projects run concurrently with the Strategies and are incorporated into the strategic planning process as they often require a significant commitment of WSO resources.

World Service Office Organization Chart - January, 2022



APPENDICES



Confidential - Property of AI-Anon Family Group Headquarters, Inc.

Board of Trustees Motions

Lynette K., Chairperson of the Board of Trustees (Trustee)

The Board, in its legal, financial or oversight capacities, acted:

- to accept the 2020 Annual Report to the WSC as presented.
- to approve the World Service Handbook changes regarding Al-Anon Family Groups that meet electronically and the World Service non-geographic areas.
- to approve the 2021 World Service Conference Agenda Topics as presented.
- to accept AFG, Inc. Nominating Committee Process for Electing Board Officers & Executive Committee Members as amended.
- to accept the Nominating Committee Guideline as presented.
- to maintain the Reserve Fund as is because it does not exceed one year's operating expense.
- to approve the Attributes of Leadership as amended.
- to approve the Attributes of Commitment as presented.
- to approve the BYLAWS OF AL-ANON FAMILY GROUP HEADQUARTERS, INC. as amended.
- to recommend to the World Service Conference the seating of the following non-voting participants at the 2021 World Service Conference:
- to approve on a trial basis, through November 2021, a meeting with Delegates via web conference to present the COB Letter in a virtual format. Interpretation to be provided when needed.
- to approve the Retirement Plan Committee charter.
- to disband the Pension Committee effective immediately.
- to approve the revised 2021 Budget as presented.
- to approve reducing WSC Thought Force presentations from 45 to 30 minutes (to include a 10-minute presentation and a 20-minute discussion) and reducing WSC Task Force presentations from 60 to 45 minutes (to include a 15-minute presentation and a 30-minute discussion).
- to approve reducing Conference Week to four days effective 2023 on a three-year trial basis.
- to postpone the in-person gathering for 2021 Road Trip! in order to fulfill our fiduciary responsibility to ensure the well-being and safety of our members in light of the current CDC guidelines for large gatherings.
- for the 2022 Board meetings to be held virtually January 2022 and face-to-face April 2022 (WSC), July 2022, and October 2022 (Road Trip!).
- to not proceed with having a virtual 2021 Road Trip event.

Executive Committee Motions

Debbie G., Chairperson of the Executive Committee (At-Large Member)

The following actions were approved by the Executive Committee, presented to, and approved by the Board of Trustees:

- to support Staff recommendations to proceed in alignment with the attorney's recommendation regarding Today's Hope website and app and that the WSO Legal Assistant continue to monitor the situation and send periodic cease and desist requests and updates to the Executive Committee as warranted.
- to change the deadline for submission of At-Large Committee resumés to February 15 each year rather than January 1, expand the communication of resumé outreach to Area Chairs and respective Area Coordinators, and separate that communication from the Trustee solicitation.
- to approve the revised content for the *Welcome, Newcomer!* (eK-10) as presented.
- to add "Reviews this Committee's Guideline annually" to all Guidelines as a housekeeping action.
- to accept the recommended At-Large Committee solicitation and term life cycle.
- to allow view-only access to the Public Outreach Coordinators Community of AFG Connects to the At-Large members of the Public Outreach Committee.