

A Workshop Guide to The Twelve Concepts of Cocaine Anonymous

As the Twelve Steps of Cocaine Anonymous are our recipe for individual recovery, the Twelve Traditions of Cocaine Anonymous are our recipe for group unity and the Twelve Concepts are our recipe for world service.

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Introduction:**The A.A. Service Manual Combined with Twelve Concepts for World Service p. 1-3**

The "Twelve Concepts for World Service" to be described in this Manual are an interpretation of C.A.'s world service structure. They reveal the evolution by which it has arrived in its present form, and they detail the experience and reasoning on which our operation stands today. These Concepts therefore aim to record the "why" of our service structure in such a fashion that the highly valuable experience of the past, and the lessons we have drawn from that experience, can never be forgotten or lost.

In these Concepts a number of principles which have already become traditional to our services, but which have never been clearly articulated and reduced to writing. For example: the "Right of Decision" gives our service leaders a proper discretion and latitude; the "Right of Participation" gives each world servant a voting status commensurate with his (or her) responsibility, and "Participation" further guarantees that each service board or committee will always possess the several elements and talents that will insure effective functioning. The "Right of Appeal" protects and encourages minority opinion; and the "Right of Petition" makes certain that grievances can be heard, and properly acted upon. These general principles can of course be used to good effect throughout our entire structure.

The Concepts carefully delineate those important traditions, customs, relationships and legal arrangements that weld the World Service Board into a working harmony with its primary committees and with its corporate arms of active service — C.A. World Services, Inc. and The C.A. NewsGram. This is the substance of the structural framework that governs the internal working situation at C.A.'s World Headquarters.

Great emphasis is laid on the need for a high order of personal leadership, on the desirability of careful induction methods for all incoming personnel, and upon the necessity for the best possible personal relations between those who work in our services. The Concepts try to design a structure in which all may labor to good effect, with a minimum of friction. This is accomplished by so relating our servants to their work and to each other that the chances of personal conflict will be minimized.

In the C.A. services we have always had to choose between the authoritarian setup, whereby one group or one person is set in unqualified authority over another, and the democratic concept which calls for "checks and balances" that would prevent unqualified authority from running unrestrained. The first approach is that of the "institutional" or authoritarian type. The second is the method of "constitutional" governments and many large business corporations in their upper echelons.

Well knowing our own propensities for power driving, it is natural and even imperative that our service concepts be based on the system of "checks and balances." We have had to face the fact that we usually try to enlarge our own authority and prestige when we are in the saddle. But when we are not, we strenuously resist a heavy-handed management wherein someone else holds the reins. I'm the more sure of this because I possess these traits myself.

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Consequently ideas like the following pervade the Concepts: "No group or individual should be set in unqualified authority over another," "Large, active and dissimilar operations should be separately incorporated and managed, each with its own staff, equipment and working capital," "We ought to avoid undue concentration of money or personal influence in any service group or entity," "At each level of service, authority should be equal to responsibility," "Double-headed executive direction should be avoided." These and other similar provisions define working relations that can be friendly and yet efficient. They would especially restrain our tendency to concentrate money and power, this being nearly always the underlying (though not always the conscious) motivation of our recurrent passion for the "consolidation" of world service entities.

These Concepts represent the best summation to make after years experience in the creation of our service structure and in the conduct of C.A.'s world affairs. Like the earlier written "Twelve Steps and Twelve Traditions," and the Conference Charter, these service principles are also the outcome of long reflection and extensive consultation. It is much to be hoped that these Twelve Concepts will become a welcome addition to our "Third Legacy Manual of C.A. World Service," and that they will prove to be a reliable working guide in the years that lie ahead.

Clarifying Questions:

1. The Twelve Concepts are an interpretation of what?
2. The Concepts detail what?
3. The Concepts aim to record what? List 3 aims.
4. What do the Concepts contain?
5. What does the "Right of Decision" give?
6. What does the "Right of Participation" give?
7. What does the "Right of Participation" guarantee?
8. What does the "Right of Appeal" protect?
9. What does the "Right of Petition" make certain?
10. What do the Concepts delineate?
11. What needs are emphasized by the Concept?
12. What does the structure of the Concepts accomplish?
13. What is it that C.A. services always had to choose between?
14. What system are the Concepts based on?
15. What fact did C.A. have to face?
16. What should no C.A. group or individual have?
17. How should C.A. handle large, active and dissimilar operations?
18. What should C.A. avoid?
19. At each level of service, what should authority be equal to?
20. What do these provisions do?
21. What do these provisions restrain?
22. What do the Concepts represent?
23. The Twelve Concepts are a welcome addition to what?

Concept One: The final responsibility and the ultimate authority for C.A. world services should always reside in the collective conscience of our whole Fellowship.

Suggested Reading:

CA NewsGram, First Quarter 2006, Vol. 23 No. 1 "Who is in charge"

C.A., like A.A., is run from the bottom up. Simply stated the final responsibility and ultimate authority resides with groups. It was, however, determined early on that a service board was needed to help reach the newcomer, be responsible for uniform publications and helping new groups get started. Concept One is rooted in Tradition Two: "For our group purpose there is but one ultimate authority – a loving God as He may express himself in our group conscience. Our leaders are but trusted servants; they do not govern." The trusted servants selected to serve must always remember that they are entrusted with delegated responsibilities only. They should not work under their own personal agenda. This can be tricky at times, but if we pray for spiritual guidance and seek the trust of the groups we serve, there should be no issues. This is why it is important to choose trusted servants who will represent their groups and C.A. as a whole and not their own egos. Whatever service position in which we serve, there must be but one ultimate authority. Our collective conscience must be heard.

This also brings me to Tradition Twelve, which reminds me to place principles before personalities. Just because we are recovered and we strive for "progress not perfection", we sometimes forget that our Higher Power is still the final word on all issues, especially in selection of trusted servants. We may want to "arrange" for someone to serve in a particular position because we like them or they are our friend. But, we must ask ourselves if they are the most qualified person to fill the position? Will their election serve the greater good of C.A. as a whole? Concept One prepares us for this decision.

This way of electing trusted servants allows us to walk hand-in-hand with our Higher Power and in this arena, we stand apart from other organizations.

Therefore, the responsibility of the groups is to ensure that their group conscience is being followed. This is best done by selecting trusted servants characterized by "enough enlightenment, enough responsibility, and enough love of others and of God to insure that our democracy of world service will work under all conditions." We must trust in a God of our understanding, trust the process and trust our representatives.

CA NewsGram, First/Second Quarter 2005, Vol. 21 No. 1 "The Ultimate Authority"

Concept One ensures that the groups as a whole have a say in what goes on in C.A. Concept One goes right along with our Second Tradition. Everyone that is a member of a group has a say in what goes on in C.A. A collective conscience from every single C.A. member would of course take forever to be heard. C.A. has adopted A.A.'s world service structure, which makes millions of voices heard through you, its members. This happens every single year at the World Service Conference. Most Areas are represented there and all are welcome.

How do you get heard? First you should be a member of a group, and participate in your group conscience meetings. Your group should have a GSR, Group Service Representative, that attends the regular District and/or Area meetings. Your GSR takes reports to your group about the things happening in your District, Area, Region, and World Service. Your group should then vote on issues. Your GSR is now your groups voice and takes the group's conscience back to the proper meeting and votes on the groups behalf. A collective conscience is then formed by your district or area.

Every area of C.A. has the right to send delegates to the World Service Conference. These delegates are elected in by group conscience ...your groups. Delegates are now your voice at the World Service Conference. When a group conscience is taken at the district or area level, it is the responsibility of those delegates to take your group's voice to the World Service Conference. A new group conscience is taken at the Conference and decisions are made on behalf of your area, district, and group by your delegate.

CA NewsGram, First Quarter 2004, Vol. 20 No. 1 "Cooperation through participation"

The heart of Concept One lies in the Fellowship of Cocaine Anonymous. It lies in the members that search out CA on a daily basis. In those who have a willingness to attend meetings, a desire to share their experience of the 12 Steps and the 12 Traditions. Passing on the wisdom and established experiences of the past and present, always mindful and open to the possibility of change and continuous education and progress through participation.

Concept One resides in the responsibility of the GSR. The GSR is accountable to the group, District and Area, acting as a trusted servant, reaffirming the group's part in CA. It reveals itself through the group inventory being always mindful of how the group conscience is passed on and how it affects CA as a whole. It holds true in the representation of our Districts by DSR's, and of our Areas by Delegates.

These trusted servants maintain responsible, respectable, and reliable efforts in serving. Their place in the " upside-down pyramid" of service reflects the collective conscience of CA groups. Delegates and representatives of CA come together for the betterment of CA at the World Service Conference, voicing the concerns, needs and desires of the membership. Speaking on the behalf of the fellowship, each participating servant conducts CA business, acting with sincerity and honesty. The actions taken at the Conference perform services that the fellowship and or groups could not accomplish for themselves.

Bill W. calls it "...a spiritualized society characterized by enough enlightenment, enough responsibility, and enough love of others and God to insure that our democracy of world service will work..." A loving and caring God will reveal Himself through mutual trust and faith in one another.

Ultimately, with faith, God speaks through each and every member. With honesty, open mindedness and willingness, the true motives of each member is expressed with the desire to better CA as a whole for all. Together with God's direction, we are trusted servants, we do not govern.

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Clarifying Questions:

1. Does my group have a General Service Representative (G.S.R.)? Do I feel that my home group is a part of C.A. as a whole?
2. When did my group last hold a group conscience meeting? When appropriate, does that conscience get passed to the district and to the area?
3. How do C.A.'s who are not active members of a group get their point of view into the collective conscience?
4. At my group business meetings, do we stay alert for any decisions that might affect C.A. as a whole?
5. What is meant by the "collective conscience" of Cocaine Anonymous? Is it at work in my home group? In my area?
6. Define the upside-down pyramid of C.A. How does it work?
7. Why is it said that Concept I is rooted in Tradition Two?

Concept Two: The C.A. Groups delegate to the World Service Conference the complete authority for the active maintenance of our world services and thereby make the Conference — excepting for any change in the Twelve Traditions — the actual voice and the effective conscience for our whole Fellowship.

Suggested Reading:

CA NewsGram, Fourth Quarter 1998, Vol. 12 No. 4 "Cocaine Anonymous Concept Two"

No matter how many hundreds of Cocaine Anonymous meetings and thousands of C.A. members around the world, none of them is individually able to arrange and guide our multifaceted World Service operations.

Nevertheless, C.A.'s group conscience as well as the funds needed to run the world services still rest with the members as they collectively make up our groups. The power of C.A.'s members to alter the world service structure and to criticize its operations is of utmost importance. Yet the members of C.A. through our group conscience maintain the ability to alter our world service structure as well as to criticize its operation when and if that need arises.

In order for C.A.'s members to experience the full effects of these actions, the groups must delegate the actual operational authority to chosen representatives. These chosen representatives would be fully empowered to speak and act on behalf of the groups.

Let's examine the structure in place to accommodate such delegation. We start with members forming groups. Each Group by its conscience chooses representatives (GSRs) to carry their conscience to the District. These Districts, consisting of multiple groups, choose a representative (DSR) to carry their conscience to the Area. Those Areas then select representatives (Delegates) to carry their conscience to the Regional and World levels, hence the Conference. Herein lies the ultimate authority of our collective group conscience.

This collective conscience is spoken through a properly chosen Conference whose members are fully entrusted with matters of World Services. The principle of amply delegated authority and responsibility to trusted servants must be clear from the top to the bottom of our active service structure. This is the clear implication of C.A.'s Second Tradition.

The distinct difference between ultimate and immediate service authority becomes apparent throughout the Concepts. Several areas may be under the immediate authority of the Trustees and/or the WSO Board of Directors. These include matters of moneys, creation and maintenance of the WSO, public relations, NewsGram publication, and guarding the integrity of our Traditions. Despite these facts, the ultimate authority still falls to the collective conscience of the fellowship as a whole. The final say or ultimate sanction in matters of large importance has not been given to the Trustees alone. By Conference Charter, this authority is delegated to the C.A. Groups and hence the Conference, the body which is a representative cross-section of our entire fellowship.

Clarifying Questions:

1. What is the World Service Conference (the "Conference")? How often does it meet? What does it do?
2. Why was the conference given the responsibility for maintaining C.A. services?
3. Who is our area World Service Delegate? Who is our District Committee Member (D.S.R.)? What do they do?
4. What is a Conference Advisory Action? Does my home group's general service representative report back to the group on the highlights of the Conference?
5. What is our area assembly, and what is its relationship to the Conference? Does my group contribute to our area?

Concept Three: As a traditional means of creating and maintaining a clearly defined working relation between the Groups, the Conference, the World Service Board of Trustees and its service corporation, staffs, and committees, and of thus insuring their effective leadership, it is here suggested that we endow each of these elements of World Service with a traditional "Right of Decision".

Suggested Readings:

CA NewsGram, April-May, 1988, Vol. I No. 5 "3rd Copncept: trust and The Right of Decision"

This concept boils down to trust—as in "trusted servant," and the responsibility the name implies. Not just trust, but mutual trust. For our service structure to function, our C.A. fellowship must have trust in our trusted servants. A trusted servant must be informed, aware of their group's needs and conscience at the time they hear all the facts. We cannot demand any of trusted servants carry only one message, one opinion, one conscience; and vote or act that way regardless of what is being shared and revealed at a service meeting. We have to trust that our trusted servant will vote or act within the best interest of those they are serving. The "Right of Decision" is essential for C.A. to function on any level, but especially on a world level. We show our trust in all levels of service. We trust our secretary and treasurer at our meetings. We trust our GSR's at our area level. We trust our world service delegates at conference level—and we trust our trustees at our world service level. The "Right of Decision," is not, and cannot ever be, a reason for not taking a group conscience before a major action or decision is made. But our whole fellowship is based on trust and faith. Our service structure, in order to grow with enthusiasm also needs trust and faith, which we show through the "Right of Decision."

Clarifying Questions:

1. What is meant by the "Right of Decision"? Is it granted at all levels of service: in my home group, my district, and my area?
2. Does our delegate know our area's conscience on matters of importance to us?
3. Why does our group need a group conscience when our area has the "Right of Decision"?
4. Do I trust our trusted servants: G.S.R., D.S.R., Area Delegate, the Conference itself?

Concept Four: Throughout our Conference structure, we ought to maintain at all responsible levels a traditional "Right of Participation", taking care that each classification or group of our world servants shall be allowed a voting representation in reasonable proportion to the responsibility that each must discharge.

Suggested Readings:

CA NewsGram, July-August, 1988, Vol. II No. 1 "Fourth Copncept: The Right of Participation"

The Fourth Concept is the heart of our democratic process. It threads together three parts of our world service structure (WS Delegates, WSO, WSBT), and lays out a pattern that protects the "Right of Participation." Concept Four is an opportunity to guide us through mistakes of anarchy and tyranny of self will. We can all relate to the unbridled compulsion to control events or manipulate others. Concept Four short circuits these tendencies because it is based upon the democratic principle that allows all classification of world servants to participate. C.A.'s growth depends upon the richness of our diversity. concept Four allows a vital parto of our fellowship to provide valuable input. This concept is not so much a reward system for trusted servants, but as a means for them to share their experience, strength and hope durning the conference. This alon ensures a broad spectrum of views being constantly introduced. Concept Four is the closest principle in C.A. that explains who may participate at the conference level. At the same time, it demonstrates how far C.A. has come and how far it has to go. Since the conference represents the closest thing we have to a governing body, who may participate becomes crucial. Prior to the adoption of the concepts, the WSC was conducted under little more than a rough interpretation of Roberts Rules of Order. Concept Four presents us with an opportunity to grow as a fellowship. It lays the ground work for the "Right of Participation" base upon the discharge of responsibilities as a trusted servant. Delegates, WSO Board of Directors, and WSBT are given not only a voice but a vote. This does not suggest that their discharge of responsibilities is supremely more important and theefore warrants special privileges; rather, it represents a beginning.

Clarifying Questions:

1. What is the "Right of Participation"? Is there a spiritual reason underlying this Right?
2. What does "...in reasonable proportion..." mean?
3. Do I expect that, because I'm an C.A. member, I should be allowed to vote in election at any group, even if I am not an active member of that group?
4. Do I attend my home group's business meetings regularly as a participant rather than an onlooker?

Concept Five: Throughout our World Service structure, a traditional "Right of Appeal" ought to prevail, thus assuring us that minority opinion will be heard and that petitions for the redress of personal grievances will be carefully considered.

Suggested Reading:

CA NewsGram, Second Quarter 2004, Vol. 20 No. 2 "Minority Opinion"

This concept expresses the principle of the "Right of Appeal" that all minorities whether it is our staffs, committees, boards or trustees should always be encourage to file minority reports.

In addition, this concept allows for any person in our service structure, whether they are paid or not, to petition for the redress of personal grievance. This should be done without the prejudice or fear of reprisal.

Though this is a seldom-used right, its existence always tends to restrain those with authority from exercising their power unjustly.

Bill Wilson wrote in the Twelve Concepts for World Service, "Concerning both "Appeal" and "Petition," I am glad to say that in A.A.'s world services these valuable practices and rights have always been put to good use."

These rights of appeal and petition are aimed at the problem of protecting and making the best possible use of the minority opinion. We, as members should believe that we shall never be subjected to the tyranny of either the majority or the minority.

Clarifying Questions:

1. Should minority opinion always be heard at the Conference? Area assemblies? District committee meetings? Home group?
2. If the majority of my group feels one way about something, but I feel another way, should I just keep quiet and accept it?
3. What is "substantial unanimity"?
4. What is meant by the "Right of Appeal"? Is it applicable at all levels of service?
5. What is meant by the "tyranny of the majority"? What is C.A.'s chief protection against an uninformed, misinformed, hasty, angry majority?

Concept Six: On behalf of C.A. as a whole, our World Service Conference has the principal responsibility for the maintenance of our world services, and it traditionally has the final decision respecting large matters of general policy and finance. But the Conference also recognizes that the chief initiative and the active responsibility in most of these matters should be exercised primarily by the Trustee members of the Conference when they act among themselves as the World Service Board of Cocaine Anonymous.

Suggested Readings:

CA NewsGram, Third Quarter 2000, Vol. 14 No. 3 "Concept VI"

I would venture to say that most CA members are not familiar with our Twelve Concepts for World Service. Cocaine Anonymous is one of the few Twelve Step organizations which have sought (and received) permission from Alcoholics Anonymous to adapt the Twelve Concepts for their own use. The Concepts were set down by Bill Wilson, but they actually evolved over time as the AA Fellowship grew. "These Concepts therefore aim to record the 'why' of our service structure in such a fashion that the highly valuable experience of the past, and the lessons we have drawn from that experience, can never be forgotten or lost." (AA Service Manual, p.3)

The Concepts, then, should provide a road map of where our Fellowship has been (building on the experience of AA), and where it is going – we hope. They also serve as a point of reference, should we stray too far from our primary purpose, thus making our journey back that much more direct. Some of the Concepts are primarily spiritual in nature, while others are more concerned with how our various service entities work in relation to one another.

In the Sixth Concept, we are reminded of the structure of our decision making process. Many of you may be aware of the "inverted pyramid" of our service structure, as outlined in the Cocaine Anonymous World Service Manual. This means that the group conscience of each CA group should be expressed to its District, Districts through Areas, which in turn elect Delegates to the World Service Conference. The World Service Conference, then, is the ultimate voice of the group conscience of our entire Fellowship. But for obvious reasons, the World Service Conference can only meet for a few days once a year – someone must make decisions on behalf of CA during the remainder of the year when the group conscience of the Conference is unavailable. Thus, as this Concept makes clear, the Conference is better left to larger matters of policy. On an ongoing basis, however, the Conference must delegate to trusted servants (in this case appropriately called "Trustees") the broad authority necessary to carry out these policies.

Many of the operations of our World Services, though spiritual in their ultimate intent, are essentially business matters. Cocaine Anonymous World Services, Inc. is a corporation that publishes literature, ships materials, manages finances, etc. As a practical matter, the Conference must delegate to the Trustees liberal authority to oversee the finances and public information activities, to oversee the operations of our World Service Office, and to guide the Fellowship as the active guardians of our Twelve Traditions.

Cocaine Anonymous World Service Manual 2016 Edition p. 48

The World Services Board of Trustees (WSBT) has the broadest scope of any branch of our

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service structure. The responsibility of this Board is to help deal with anything that affects C.A. as a whole, either internally or externally. All things that may endanger the existence of our Fellowship or limit our growth are of concern to WSBT.

The WSBT does NOT govern. Its nature is that of custodian only, providing guidance. The WSBT may consist of both addicts and non-addicts as may be needed for professional areas of expertise and to broaden our perspective. Its members are known as Trustees. The only interest of the Trustees is to serve the best interest of our Fellowship. They are given such authority by and through the World Service Conference.

The WSBT, like the World Service Office, functions as an entity apart from the program. All actions by the WSBT are guided by the Traditions.

The World Service Office is responsible to the WSBT. In order to perform their various functions, the WSBT utilizes a subcommittee system.

Cocaine Anonymous World Service Manual 2016 Edition p. 52

There are five types of Trustees: (1) World Service Trustee; (2) Regional Trustee; (3) World Service Office Trustee; (4) Trustee-at-Large; and (5) Non-Addict Trustee.

Regional Trustee: Regional Trustees are from the various designated regions. While no Trustee can be said to represent a geographical section of the country or world, Regional Trustees bring an invaluable regional point of view to the WSBT.

World Service Trustee: World Service Trustees are from an area within 125 miles of the World Service Office in California.

World Service Office Trustee: The WSO Trustee is an active volunteer director, who is not already a Trustee, on the WSO Board of Directors.

Non-Addict Trustee: Non-Addict Trustees are from the various designated Regions. **Trustee-at-Large:** The Trustee will be chosen from the seven regions of Cocaine Anonymous.

Trustees at Large are chosen for their special experience, talents or background. They should: have the ability to be versatile, fill in positions where needed on various committees, attend regional caucuses/conventions, and be, in the purest sense, a servant to the entire Fellowship.

Cocaine Anonymous World Service Manual 2016 Edition p. 53

The WSBT is an advisory board rather than a directive board. It is their responsibility to offer guidance to members, Groups, and service committees in matters concerning the Traditions or matters, which affect C.A. as a whole.

The Trustees do not have the authority to control C.A. or to change the nature of the Fellowship. Our Second Concept ensures that major policy decisions can only be made by the group

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conscience of the World Service Conference.

Clarifying Questions:

1. Who are our World Service Board (W.S.B.T.) trustees? How are they chosen? What are their responsibilities?
2. Do I know the difference between Regional and World Service Trustees: World Service Office Trustee: Trustee-at Large: Non-Addict Trustee:
3. What do "chief initiative" and "active responsibility" mean?
4. Does too much "legal" and "political" talk get in the way of our real Twelfth Step work?
5. Explain the notion of C.A. groups as stockholders? Delegates as proxy-holders?

Concept Seven: The Conference recognizes that the Charter and the Bylaws of the World Service Board (W.S.B.) are legal instruments; that the Trustees are thereby fully empowered to manage and conduct all of the world service affairs of Cocaine Anonymous. It is further understood that the Conference Charter itself is not a legal document; that it relies instead upon the force of tradition and the power of the C.A. purse for its final effectiveness.

Suggested Readings:

The Twelve Concepts for World Service Illustrated p. 14-15

This Concept attempts to clarify the relationship and "balance of powers" between the Conference and the World Service Board. On the one hand, "the board is invested with complete legal power over C.A.'s funds and services; on the other hand the Conference is clothed with such great influence and financial power it could overcome the legal rights of the board.

"Thus, the practical power of the Conference is, in the final analysis, superior to the legal power of the board. This superior power derives from the traditional influence of the Conference Charter itself; from the fact that the delegates chosen by the groups always constitute more than two-thirds of the Conference members"; and finally from the ability of the delegates to cut off financial support by the groups.

The Conference "recommends" —though its recommendations have the force of directives to the board. The board executes these recommendations. The board does have the legal authority to veto a Conference recommendation—but in actual practice, it never has done so.

"If...the Conference will always bear in mind actual rights, duties, responsibilities and legal status of the World Service Board, and if the trustees...will constantly realize that the Conference is the real seat of ultimate service authority...neither will be seriously tempted to make a 'rubber stamp' out of the other...In this way, grave issues will always be resolved and harmonious cooperation will be the general rule."

Clarifying Questions:

1. What is the Conference Charter? What are the Conference Bylaws?
2. How does the Conference Charter differ from the W.S.B's Charter?
3. If my group withholds contributions to W.S.O. in an effort to exercise its "power of the purse," do we communicate that decision to the W.S.B.?
4. Explain the notion of "balance of power" with regard to the Conference and the W.S.B.?
5. The practical power of the Conference is superior to the legal power of the W.S.B. Where does that power come from?

Concept Eight: The Trustees of the World Service Board act in two primary capacities:

(a) With respect to the larger matters of overall policy and finance, they are the principal planners and administrators. They and their primary committees directly manage these affairs.

(b) But with respect to our separately incorporated and constantly active services, the relation of the Trustees is mainly that of custodial oversight which they exercise through their ability to elect all Directors of these entities.

Suggested Readings:

Cocaine Anonymous World Service Manual 2017 Edition p. 50

The World Services Board of Trustees (WSBT) has the broadest scope of any branch of our service structure. The responsibility of this Board is to help deal with anything that affects C.A. as a whole, either internally or externally. All things that may endanger the existence of our Fellowship or limit our growth are of concern to WSBT.

The WSBT does NOT govern. Its nature is that of custodian only, providing guidance. The WSBT may consist of both addicts and non-addicts as may be needed for professional areas of expertise and to broaden our perspective. Its members are known as Trustees.

The only interest of the Trustees is to serve the best interest of our Fellowship. They are given such authority by and through the World Service Conference. The WSBT, like the World Service Office, functions as an entity apart from the program. All actions by the WSBT are guided by the Traditions. The World Service Office is responsible to the WSBT. In order to perform their various functions, the WSBT utilizes a subcommittee system.

Clarifying Questions:

1. What is the relationship between the trustees and the directors of C.A. World Services, Inc. and The C.A. NewGram? Are directors elected or appointed? How are they selected? Are they paid?
2. How do C.A. World Services and the C.A. NewGram operate?
3. Do I understand that the World Service Board of Trustees serves on a volunteer basis?
4. Does my home group subscribe to the NewsGram? Do I?
5. What is meant by "custodial oversight"?
6. What are trustees' committees? What is their function? What is their relationship to the W.S.B.? The Conference? The C.A. Fellowship?
7. Why is it important that each corporate service entity have its own bylaws, working capital, executives, staff office and equipment?

Concept Nine: Good service leaders, together with sound and appropriate methods of choosing them are at all levels indispensable for our future functioning and safety.

Suggested Readings:

The Twelve Concepts for World Service Illustrated p. 18

Good leadership cannot function well in a poorly designed structure...Weak leadership can hardly function at all, even in the best of structures." Due to C.A.'s principle of rotation, furnishing our service structure with able and willing workers has to be a continuous effort. The base of the service structure—and the source of our leadership is the General Service Representative. The G.S.R. is the service leader for their group, the indispensable link between the group and C.A. as-a-whole. Together the G.S.R.s are C.A.'s group conscience—and together, in their areas, they elect the area committee members and ultimately the delegates and the area's candidates for trustee.

CA NewsGram, Third Quarter 2011, Vol. 28 No. 3 "Trusted Servants, Our Leaders"

In Tradition Two we rely on God to be present in our group conscious decisions. As we carry out these decisions at all levels of the fellowship we rely on our trusted servants who have been given this responsibility. These trusted servants who have been elected by the group conscience as stated in the tradition are expected to be leaders. Leadership to the fellowship is imperative in order to carry out the Fifth Tradition, which states that we "to carry the message to the addict who still suffers". What then do we strive for as a leader in the fellowship? Let us look at two different aspects.

1) The Bleeding Deacon. This is a person who because they have a number of years in sobriety believe they have all the answers. They are, for the most part, very self centered. They do not listen to others nor do they feel anyone else may have a credible idea. They manipulate situations for their own benefit and intimidate others around them until they get their own way—truly not a Trusted Servant Leader.

2) The Elder Statesman. This person would be the true leader. They are people who respect others opinions and with gentle input with their time experience and expertise advise the fellowship without expecting any reward. This person acts with no benefit of personal prestige. The true Elder Statesman acts with a God Conscious mind respecting the group conscious.

What then are some of the qualities that the true Trusted Servant Leader should strive for?

Spiritually fit—a person who practices in their daily life the 12 Steps of the program. A person who is not perfect, who strives to correct mistakes and move on with a positive attitude of helping others to achieve sobriety.

Responsibility—Takes the position elected to seriously. Follows through on projects and does not let things go until the last minute. Shows up on time and does not let others wait. Gives an attitude that things can get done, and carries out the task. Does not find a myriad of excuses for not completing their projects.

Knowledgeable—Educates oneself as much as possible on how to accomplish the task. Listens and learns from others who have done the job before. They do not act in any arrogant way that they have all the answers.

Mediator—Works well with others in order to settle disputes which may affect the fellowship as a whole. Listens to both sides of the question and with wisdom and spiritual help, comes to a decision

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Negotiator—Many tasks in the fellowship require negotiating with outside organizations in order to do business. This is a special talent. Background, education, and experience are a priority here so that the fellowship can get the greatest benefit. This is a hard task and a Trusted Servant Leader needs to rely on patience, perseverance, tolerance and integrity

Educator and Teacher—This Trusted Servant Leader should be able to pass along their knowledge and experience to the upcoming. We need leaders in the future and education for these futures leaders must come from those who have come before.

Capability—It does not benefit the fellowship in any way to have a person elected to a position who does not have the practical knowledge to accomplish the task. On many levels of service certain capabilities may be needed and it is unfair to the person and the fellowship if these requirements are not met. The fellowship needs to be truly honest with themselves in electing people who can accomplish the task.

Firm and not dictatorial—A true Trusted Servant Leader needs to present a positive capable attitude, presenting to the group with all the information at hand. But, they cannot dictate in any authoritarian way. After presenting all of the information to the fellowship a decision is made by the God driven group conscience.

Finally, a true Trusted Servant Leader needs to follow the principles of the program to the best of their ability. The true Trusted Servant Leader is one who through example guides the fellowship to benefit the action of the Fifth Tradition "to carry the message to the addict who still suffers".

Clarifying Questions:

1. Does my home group hold Traditions or Concepts discussions? Does my group realize that 2/3 of the trustees are members of Cocaine Anonymous?
2. Do I see a relation between the Traditions and the Concepts?
3. Why do we need group officers? Does it really matter who is the chair, or the secretary, or treasurer?
4. Is it better for my group to fill all the positions at our election, even if means doubling up or electing someone to a particular job who really doesn't want it?
5. What is meant by "leading by example"? How important is god leadership? What are some qualities of a good leader?
6. Is it important that I know that the basis of our structure rests on the dedication and ability of thousands of G.S.R.'s and committee members and nearly a hundred delegates?

Concept Ten: Every service responsibility should be matched by an equal service authority — the scope of such authority to be always well defined whether by tradition, by resolution, by specific job description or by appropriate charters and bylaws.

Suggested Readings:

CA NewsGram, Fourth Quarter 2004, Vol. 20 No. 4 "Service: Responsibility and Authority"

This is one of the most powerful Concepts. It speaks to the power of the conference and the ultimate authority of the group conscience that sits at the conference. It speaks to the necessity to allow our WSBT to manage the affairs of C.A., defend the principles and name of C.A., and keep in touch with all levels of C.A. to verify that they are all working on the business of C.A.. It gives the World Service Office the ability to work on a day to day basis on the needs of the fellowship as a whole. It is the Concept that insists that the WSBT use their legal right to actively administer the affairs of C.A. as a whole. It allows the WSBT to place trusted servants into positions as needed.

All of this said, it is extremely important that the Fellowship of C.A. be extremely mindful and conscious of putting the best possible candidates into the positions of WSBT, Conference Officers and Delegates. We are only as strong as our trusted servants we choose for these positions. I challenge the members of C.A. in Area Service Positions to find the best possible candidates for their delegates. The delegates are the people who could potentially be brought up in the service levels to the level of Trustee. When you choose a candidate for delegate ask yourselves, "Are they reliable", Are they the best representative that we have for our Area?", "Is this person able to keep the welfare of C.A. as a whole as their primary purpose during their term as a delegate?" "Is this person going to be able to carry the message of the Conference back to the Area as well as bring the Area's needs to the Conference?" "Is this person honest, dependable, and without a personal agenda?" "Is this individual going to return from the conference, and support ALL decisions made at the conference? AS IS THEIR RESPONSIBILITY, even if they may have disagreed with the decision at the time of the vote."

There has been a great deal of comment recently as to what the WSBT can and should do. In addition, to being "Guardians of the Traditions," the WSBT must also look out for the financial welfare of our fellowship. The WSBT must take into consideration all possible threats to C.A. in legal areas as well as the welfare of the fellowship. We have entrusted the WSBT to make difficult decisions, although not necessarily popular decisions, because they are our trusted servants.

On the same note, the WSBT has put into place the WSOB to handle the day-to-day business of C.A. as a whole. The WSOB answers to the WSBT, the World Service Conference and to the fellowship. It is important that we as a fellowship support the decisions of the WSOB and defend them and financially support them. The WSBT places the WSOB into position, then they stand back and allow the office to do its work. The WSBT is responsible to the fellowship of C.A. to verify and oversee that the WSOB is performing its responsibilities to the best of its abilities. Again, the WSBT is charged with finding the best possible candidates to serve on this board and work for our fellowship.

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We as a fellowship, have chosen our WSBT, our delegates, our conference officers, and our conference chair people. We trust that they are doing their best for us and we trust that they are making sound decisions based on the information that they have. We are the members of C.A. that put our Trusted Servants into the positions that they hold now and we need to trust that they will look out for the best interest of C.A.

CA NewsGram, Second Quarter 2003, Vol. 19 No. 2 "Concept Ten, responsibility and authority"

In short this means that we have tried to make sure that at the group, conference and Trustee levels, authority is equal to responsibility. We have then tried to relate these levels to each other in such a way that this principle is maintained throughout.

This principle of ultimate authority runs through our entire structure. It is required because all our service affairs and activities have to look up to somewhere for final responsibility. Let us always make sure that there is an abundance of final or ultimate authority to correct or to reorganize. Let us be equally sure that all of our trusted servants at all levels have a clearly defined and adequate authority to do their daily work and discharge their clear responsibility. For more information on the concepts read the Twelve Concepts for World Service.

Clarifying Questions:

1. Describe the authority delegated to the Conference?
2. At my home group, does this Concept mean that the chair may bar "undesirables" from attending meetings?
3. Define "authority" and "responsibility" as they relate to this Concept, regarding my G.S.R., D.S.R., and area delegate?
4. Why is delegation of authority so important in the overall effectiveness of C.A.?

Concept Eleven: While the Trustees hold final responsibility for C.A.'s world service administration, they should always have the assistance of the best possible standing committees and service boards, staffs and consultants. Therefore the composition of these underlying committees and service boards, the personal qualifications of their members, the manner of their induction into service, the system of their rotation, the way in which they are related to each other, the special rights and duties of our staffs and consultants, together with a proper basis for the financial compensation of these special workers will always be matters for serious care and concern.

Suggested Reading:

CA NewsGram, Third Quarter 2003, Vol. 19 No. 3 "Concept Eleven—Best possible 'members'"

A few years ago Amy B. visited the UK and spoke to me about the World Service Conference and asking if the UK Area was sending a delegate that year. My response at that time was probably not, as "World" seemed so far away and that we didn't really need "World". Her response was that maybe "World" needed us. That was a turning point and I came to understand that we all needed to work together for the cogs to turn. This reminds me of the underlying message behind Concept Eleven, which is of co-operation and harmony with all the different service structures within our fellowship. We need each other for the continual growth and harmony of Cocaine Anonymous.

So, as with all the entire service structure, it goes back to the members and the groups to not only support but share world leadership and it is the responsibility of the members to put themselves up for service positions where they can help and bring their talents forward. How can members and groups do this?

To assist these members in getting to the conference and making up the committees that will bring forward plans for our growth in the coming years. This Concept speaks of getting the best qualified people for the positions not the most popular or who is left. This requires that available positions should be announced to the fellowship as a whole to maximize the process and help bring forward those who can serve the fellowship, always bearing in mind that ultimately God is in charge. In the Eleventh concept we are reminded of the need to have diverse skills that work together in the various service structures and to have the best qualified people working together. When I joined the World Service Board of Trustees, it seemed that I had so many questions as to what the role involved and fortunately they had a buddy system that I could go to, to get the answers and get properly inducted.

One of the items the WSBT has been actively compiling is Trustee Guidelines. This will hopefully help future Trustees and also those who may consider having their name on the slate for the TEC and knowing what will be expected of them.

We are so fortunate to have so many talented and committed members in our fellowship and part of our responsibility is in nurturing and helping them into service.

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The conference is the heart-beat of Cocaine Anonymous and therefore it is essential that the delegates get to serve on committees that will get the maximum benefit from each persons contribution. Equally it is important that the World Service Office Board has the same special skills and that office workers are compensated appropriately. If we want to retain the highest standards we must be prepared to pay our paid workers a fair and equitable salary ñ we need to be fully self supporting in all our affairs.

Finally, this concept speaks of the spirit of rotation ñ the more responsible the assignment the longer the term of service must be if we are to have effectiveness. Bill Wilson writes that for a trustee to be of any use whatever they must serve four years. Just like in the group, district or area level the spirit of rotation needs to be observed for the health of the groups, we have no leaders, it is equally so on the conference level. The health and well being of Cocaine Anonymous will also rest with bringing in new members who can bring their special skills so we can all work together.

Clarifying Questions:

1. What is the purpose of the non-trustee director? Appointed committee members?
2. What is the status of paid executives within C.A. and the NewGram? Who are the paid workers? How are they compensated?
3. Is there rotation among paid workers? If so, how does it work?
4. Are paid workers permitted the "Right of Participation"? If so, why?

Concept Twelve: General Warranties of the Conference: (One) In all its proceedings, the World Service Conference shall observe the spirit of the C.A. Tradition, taking great care that the Conference never becomes the seat of perilous wealth or power; (Two) that the sufficient operating funds, plus an ample reserve, be its prudent financial principle; (Three) that none of the Conference members shall ever be placed in a position of unqualified authority over any of the others; (Four) that all important decisions be reached by discussion, vote, and whenever possible, by substantial unanimity; (Five) that no Conference action ever be personally punitive or an incitement to public controversy; (Six) that though the Conference may act for the service of Cocaine Anonymous, it shall never perform any acts of government; and that, like the Fellowship of Cocaine Anonymous which it serves, the Conference itself will always remain democratic in thought and action.

Suggested Readings:

The Twelve Concepts for World Service Illustrated p. 24

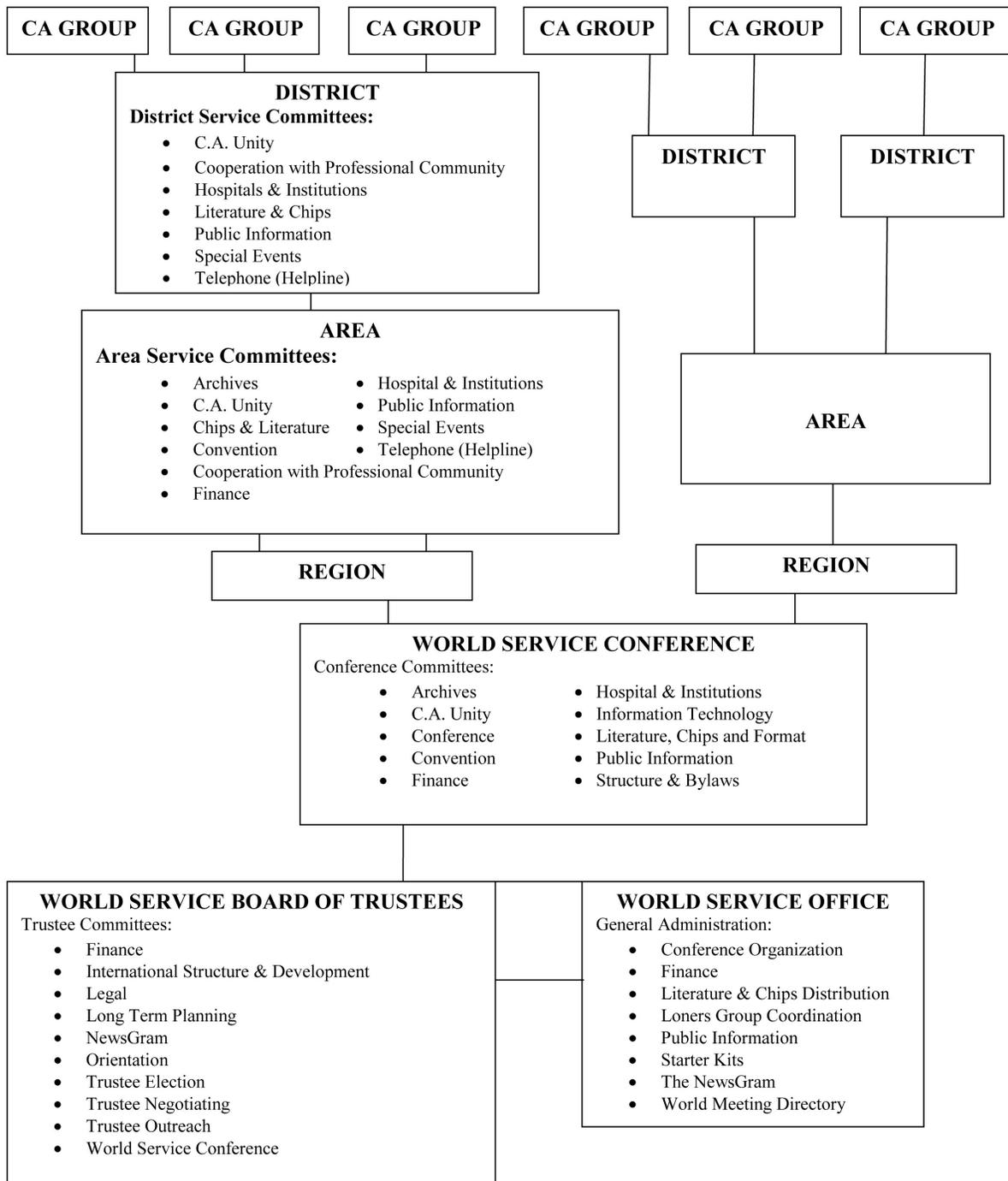
This Concept consists of the General Warranties of the General Service Conference. It is cast in stone; that is, although the door is open for alterations and changes in the other Concepts and points out that the rest of the Conference Charter "can be readily amended," these General Warranties — like the Twelve Steps and the Twelve Traditions — be changed only by "written consent of three- quarters of all C.A. groups" in the world! These Warranties indicate the qualities of prudence and spirituality which the Conference should always possess...These are the permanent bonds that hold the Conference fast to the movement it serves." The Warranties also express spiritual principles which apply to all other C.A. entities as well.

Clarifying Questions:

1. What are the General warranties of the Conference? Do they carry any weight? How are they enforced? Do I know that they come from Article 10 of the Conference Charter?
2. Why is it important to guard against becoming a "seat of perilous wealth or power"?
3. Explain, "a strong stand against the creation of unqualified authority" at any point in our Conference structure?
4. Discuss the importance of "informed discussion" and the "vote."
5. Discuss, "Conference actions never be personally punitive nor an incitement to public controversy."
6. Does my group think of the Conference as "those people" and the trustees as "top brass"? Do I? Do members of my group refer to the chair as "the boss"? Do I?
7. Why must C.A. "always remain democratic in thought and action"?

Appendix I The Structure of Cocaine Anonymous

SERVICE STRUCTURE OF COCAINE ANONYMOUS (CHART)



Appendix II - Cocaine Anonymous World Service Conference Charter

Cocaine Anonymous World Service Manual 2016 Edition p. 64-66

1. Purpose: The World Service Conference of Cocaine Anonymous is the guardian of the world services and of the Twelve Steps and Twelve Traditions of Cocaine Anonymous. The Conference shall be a service body only, never a government for Cocaine Anonymous.

2. Composition of World Service Conference: The World Service Conference shall be composed of Area Delegates, the World Service Board of Trustees, Directors of the World Service Office, staff members of the World Service Office, and any other members of the Fellowship who wish to attend.

3. Conference Relation to C.A.: The Conference will act for C.A. in the perpetuation and guidance of its world services, and it will also be the vehicle by which the C.A. movement can express its view upon all matters of vital C.A. policy and all hazardous deviations from C.A. Tradition. Delegates should be free to vote as their conscience dictates; they should also be free to decide what questions should be taken to the Group level, whether for information, discussion, or their own direct instruction.

4. But no change in Article 10 of the Charter or in the Twelve Traditions of C.A., or in the Twelve Steps of C.A. may be made with less than the written consent of three-quarters of the C.A. Groups.

Conference Relation to the World Service Board of Trustees and its Corporate Services: It will be understood, as a matter of tradition, that a two-thirds vote of a Conference quorum shall be considered binding upon the World Service Board of Trustees and its related corporate services. A quorum shall consist of two-thirds of all the voting Conference members registered and present.

But no such vote ought to impair the legal rights of the World Service Board of Trustees and the service corporation to conduct routine business and make ordinary contracts relating thereto.

It will be further understood, regardless of the legal prerogatives of the World Service Board of Trustees, as a matter of tradition, that a three-quarters vote of all the voting Conference members registered and present may bring about a reorganization of the World Service Board of Trustees and the Directors and staff members of its corporate services, if or when such reorganization is deemed essential. The term "reorganization" shall mean the removal of one or more Trustees and/or directors.

Under such a proceeding, the WSC may:

- a. request resignations of WSBT and/or WSOB members,
- b. remove members of WSBT and/or WSOB,
- c. nominate new Trustees and/or WSOB members;
- d. make all other necessary arrangements, regardless of the legal prerogatives of the World Service Board of Trustees.

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5. Area Delegate Elections: Area Delegate elections are held by Area service committee meetings or assemblies composed of elected General Service Representatives of all C.A. Groups desiring to participate, District Officers, Area Officers, Service Committee Chairpersons, and other members who are involved in C.A. service. Area Delegate elections may be held as needed 120 days prior to the next World Service Conference.

6. Term of Office of Delegates: The Area Delegates are to be elected for a term of four (4) Conferences. It is suggested that the spirit of rotation be followed. (WSC Amendment, 1996)

7. Annual Meeting: The Conference will meet at least once a year unless otherwise agreed upon by voting Conference members. Special meetings may be called as necessary by voting Conference members. The Conference may also render advisory opinions at any time by mail or telephone poll in aid of the World Service Board of Trustees or its related services.

8. The World Service Board of Trustees: Composition, Jurisdiction and Responsibilities: The World Service Board of Trustees of Cocaine Anonymous shall be an incorporated trusteeship, composed of addicts and non-addicts who's successors are elected by the Trustee Election Committee, these choices being subject, however, to the approval of the Conference. The World Service Board of Trustees is the chief service arm of the Conference and is essentially custodial in its character. (WSC Amendment, 1992)

Except for decisions upon matters of policy, finance, or C.A. Tradition, liable seriously to affect C.A. as a whole, the World Service Board of Trustees has entire freedom of action in the routine conduct of the policy and business affairs of the C.A. service corporations and may name suitable committees and elect Directors to its subsidiary corporate service entities in pursuance of this purpose. Except in great emergency, neither the World Service Board of Trustees nor any of its related services ought ever to take any action liable greatly to affect C.A. as a whole without first consulting the Conference.

9. The World Service Conference: Its General Procedures: The Conference will hear the financial and policy reports of the World Service Board of Trustees and its related corporate services. The Conference will advise the Trustees, Directors, and staff members upon all matters presented as affecting C.A. as a whole, engage in debate, appoint necessary committees, and pass suitable resolutions by a two-thirds majority of voting members present for the advice or direction of the World Service Board of Trustees and its related services.

The World Service Conference Charter, the Bylaws of Cocaine Anonymous World Services, Inc., and the World Service Conference Standing Rules, or any amendments thereto, should always be subject to the approval of the World Service Conference by a two-thirds vote of all its voting Conference members present. The Conference may also discuss and recommend appropriate action respecting serious deviations from C.A. Tradition or harmful misuse of the name "Cocaine Anonymous."

The Conference may draft any needed Bylaws and will name its own officers and committees by any method of its own choosing.

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The Conference at the close of each yearly session will draft a report of its proceedings, to be supplied to all Delegates and committee members; and also a condensation thereof, which will be sent to C.A. Areas throughout the world.

10. General Warranties of the Conference: In all its proceedings, the World Service Conference shall observe the spirit of the C.A. Tradition, taking great care that the Conference never becomes the seat of perilous wealth or power; that sufficient operating funds, plus an ample reserve, be its prudent financial principle; that none of the Conference members shall ever be placed in a position of unqualified authority over any of the others; that all important decisions be reached by discussion, vote, and whenever possible, by substantial unanimity; that no Conference action ever be personally punitive or an incitement to public controversy; that though the Conference may act for the service of Cocaine Anonymous, it shall never perform any acts of government; and that, like the Fellowship of Cocaine Anonymous which it serves, the Conference itself will always remain democratic in thought and action.

(Effective November 15, 1987; Passed by the Fourth WSC)

Appendix III - The Twelve Traditions Of Cocaine Anonymous**Cocaine Anonymous World Service Manual 2016 Edition p. 69**

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

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Appendix IV - Bylaws Of Cocaine Anonymous World Services, Inc.**Cocaine Anonymous World Service Manual 2016 Edition p. 73-75**

In some instances, the Concepts refer to practices or customs, which may change with the passage of time. The World Service Board should make allowances for such changes in observing the spirit of the Concepts.

The Directors of the World Service Board shall consist of the World Service Board of Trustees. Each Trustee shall automatically become a Director upon qualifying as a Trustee and shall automatically cease to be a Director upon ceasing to be a Trustee of the World Service Board. As a condition of election as a Director and election as a Trustee of the World Service Board, each person shall, before qualifying to serve as a Director and Trustee, execute an appropriate instrument addressed to the World Service Board of Cocaine Anonymous, stating that he or she agrees to comply with and be bound by all the terms and provisions of these Bylaws.

The Certificate of Incorporation of Cocaine Anonymous World Service, Inc. divides Director Trustees into two categories: non-addicts and addicts.

Non-addict Director Trustees shall be persons who are not and have not been afflicted by the disease of drug addiction and who express a profound faith in the recovery program upon which the Fellowship of Cocaine Anonymous is founded.

An addict Director Trustee is a member of the Fellowship of Cocaine Anonymous who has arrested their addiction and is living so far as they find is possible within the Twelve Steps, which constitute the recovery program.

In the event that any Director Trustee shall resign, or shall die or not be ratified, the Trustee Election Committee shall elect a new Director Trustee at the regular Trustee elections at the next World Service Conference. Notwithstanding the foregoing, Director Trustees are expected, subject to the laws of the State of California and to these Bylaws, at the request of the World Service Conference of Cocaine Anonymous to resign their trusteeship and directorship even though their terms of office as Director Trustees may not have expired.

All Director Trustees shall be ratified by secret ballot no less than once per year at a quarterly meeting of the WSBT. Such a ratification vote can be called at any of the WSBT quarterly meetings by a simple majority vote. Trustee ratification requires a 2/3-majority vote by the WSBT. If a trustee is not ratified the WSBT shall ask for the trustee's immediate resignation. If the trustee is not ratified and does not resign within 48 hours of such request the WSBT shall immediately vote by secret ballot on whether to remove said trustee. IT IS SUGGESTED THAT CONSIDERATION OF THE VOTE FOR REMOVAL SHALL INCLUDE THE RIGHT TO BE PRESENT AND AN OPPORTUNITY TO BE AFFORDED TRADITIONAL RIGHTS OF APPEAL. Trustee removal requires a 2/3-majority vote by the WSBT. If there is not a 2/3 majority in favor of removal, the trustee remains on the WSBT. In the event that any trustee shall resign, die, or be removed, the Trustee Election Committee shall elect a new trustee at the regular trustee elections at the next WS conference.

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The Board of Trustees shall have all the powers provided for in these Bylaws and those that are vested in a Board of Directors under the laws of the State of California. The Board of Trustees may by general resolution delegate to committees or to officers of the World Service Board such powers, as they deem appropriate in the service of the purposes to which the World Service Board is dedicated.

The members of the Board, subject to the laws of the State of California, are expected to exercise the powers vested in them by law in a manner consistent with the faith that permeates and guides the Fellowship of Cocaine anonymous, inspired by the Twelve Steps of Cocaine Anonymous, in accordance with the Twelve Traditions and the Conference Charter of Cocaine Anonymous.

Other than the right to participate in the disposition thereof during the period of directorship, no Director Trustee shall have any right, title, or interest in the property or assets of the World Service Board and his or her right to vote or otherwise participate in the disposition of property of the World Service shall cease on the termination of their membership and their ceasing to be a Trustee.

The World Service Board may set up new corporate bodies to serve the purpose of Cocaine Anonymous, provided the World Service Board shall own all the capital stock of such corporate bodies, and its structure shall be in keeping with that of the World Service Board of Cocaine Anonymous. Manifestly, the World Service Board is expected to refrain from forming any new corporate body if a majority of the Conference Delegates shall disapprove of its formation. In order that the World Service Board may more effectively serve the purposes for which it is formed, the Board of Director Trustees shall at its annual meeting, or at any other meeting, if a vacancy shall occur, elect a President, Vice President, Secretary, a Treasurer and any other officers they may deem necessary.

The President shall have those duties generally attributable by law and custom to a President under the laws of the State of California, with such other greater or lesser duties as may from time to time be determined by the World Service Board of Trustees. The Vice President shall perform the duties of the President in the event of his or her absence or disability.

The Secretary and Treasurer shall similarly perform those duties generally attributed by law and custom to such offices.

All meetings of the Director Trustees shall take place in the city and county of Los Angeles, unless at a meeting of the Board, the Director Trustees shall decide to hold a future meeting or meetings outside the city of Los Angeles. The actual place and time of day of each meeting shall be determined by the President.

At least 10-days notice of the time and place of all meetings shall be given by mail signed by the President, or, at his or her request, by the Secretary. The President, at the time of the mailing of notices, shall determine the order in which matters shall be dealt with at all meetings, and he or she, or a majority of the Directors present at any meeting may decide to modify such order.

Whenever, in the judgment of one-third of the Director Trustees present at a meeting, a decision to take any action involves a matter of principal or basic policy and in the judgment of at least

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one-third of the Director Trustees a delay in arriving at a decision will not adversely affect the Fellowship of Cocaine Anonymous, the matter shall be submitted to a mail vote of Conference Delegates, and if a majority of the Conference Delegates votes against the taking of such action, then the Board of Directors will be expected to refrain from deciding to take such action.

Whenever a mail vote is taken of Conference Delegates, at least two-weeks notice shall be given, and the vote shall be determined in keeping with an analysis of such vote by the President and Secretary, or in their absence, by the Vice President and Treasurer, at the end of such two-week period. An announcement of the result of such vote shall thereupon be mailed by the Secretary or Treasurer to Conference Delegates and to Director Trustees.

At all meetings of Director Trustees, two-fifths of the Director Trustees shall be sufficient to constitute a quorum for the conduct of the affairs of the World Service Board, and the vote of a majority of the Trustees present at any meeting at which there is a quorum shall, except as otherwise may be provided by these Bylaws or by statute, constitute a decision of the membership of the Board of Directors, as the case may be. If at any meeting there is less than a quorum present, a majority of those present may adjourn the meeting to a time to be fixed by those present, without further notice to any absent Directors.

No Director of the World Service Board shall at any time have any right, title, or interest in and to the funds or property of Cocaine Anonymous World Services, Inc.

The Articles of Incorporation of Cocaine Anonymous World Services, Inc. and these Bylaws may be amended by the affirmative vote of 75 percent of all members of the Board of Directors. However, in keeping with the spirit and principles of the Fellowship of Cocaine Anonymous, the Board is expected, although not legally required, to submit any amendment or amendments of the Articles of Incorporation and of these Bylaws to Conference Delegates, either by mail or at the annual meeting of the World Service Conference of Cocaine Anonymous. If the Board of Directors may determine, and if a majority of such Delegates disapprove of such amendment or amendments, the Director Trustees are expected to refrain from proceeding therewith. Where, however, an amendment or amendments are submitted to Conference Delegates and are not disapproved as foresaid, the amendment or amendments shall require the affirmative vote of only a majority of the members of the Board of Directors present at a meeting of the World Service Board.

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