

2025

WORLD SERVICE OFFICE

ANNUAL REPORT



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

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GREETINGS & THANKS

Kathi M., Chairperson of the Board of Trustees (Trustee)

Jeffrey F., Chairperson of the Executive Committee (At-Large Member)

Vali F., Executive Director

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Welcome to the annual account of the activities and accomplishments of the World Service Office (WSO) Staff and Volunteers in our endeavors to translate the 2025 World Service Conference (WSC) Theme “Investing in Each Other to Preserve Our Legacy” into action. We hope you will find in this report glimpses of the passion and dedication our Volunteers and “special workers” have for Al-Anon’s Mission and primary purpose.

As the theme anticipates, investment requires effort and commitment, and each of us can confidently say that all who served at the world service level this year worked hard. Since we practice an honest program, we can share that sometimes our efforts felt challenging, for instance, when the Conference members needed to come together to talk to each other and reason things out to resolve conflicts. Yet even in these moments, we could feel the peace and love of the program. These, and so many other moments of investing in each other within the WSC Structure and with our international partners, filled us each with an enormous sense of grace at the opportunity to be of service. Our gratitude is enormous for all of you who show up in service—whether that’s attending a meeting or participating in an Area or international service structure—and for each member who contributes to the basket, confident their group will practice the Seventh Tradition by supporting the WSO. Thank you for your service!

At the WSO, we remain focused on advancing the goals outlined in our Strategic Plan. Below, we preview a few of the 2025 activities and accomplishments within the five AFG, Inc. Strategic Plan Domains and Goals. Additional details about these and other Strategic Plan initiatives can be found in the *Our Work* section of this Annual Report.

Members: In early July, Al-Anon Family Groups participated in the Alcoholics Anonymous (A.A.) International Convention in Vancouver, British Columbia. We were excited to see the significant number of A.A. members, members of both programs, and those identifying as Al-Anon members attending the Al-Anon program sessions. A great deal of positive feedback was received by all who attended.

Recovery & Service Tools: An unexpected “highlight” came through our Branding Guideline Strategy, in which we asked a third party to review our tagline, colors, and trademarked name and logo in the context of the 1966 WSC Statement on Public Relations, which states “Al-Anon must continue to grow if it is going to fulfill its primary purpose.” What a startling surprise for us when that third party identified that many were interpreting our trademarked name “Al-Anon” as “A.I.-Anon” or Artificial Intelligence-Anon. Hmmm, don’t know that Lois and Anne could have anticipated that one! Thankfully, the fix was as simple as an updated font. Whew!

Awareness: One of the 2025 Strategies made possible by the 2023 One Year’s Operating Expense Reserve Fund Excess was the Public Outreach to Professionals – Young People campaign. The goal of this project was to enhance awareness of Al-Anon and Alateen among professionals who work with children and adolescents. This was accomplished by placing trade journal advertisements, attending relevant conferences and events, introducing audio PSAs, and using LinkedIn ads to reach education professionals.

With the 75th anniversary of Al-Anon Family Groups approaching in 2026, Staff embarked on another great Strategy during 2025 to highlight our program’s long-standing service to families and friends of alcoholics. The 75th Anniversary Public Outreach campaign is aimed at encouraging Areas, international structures, and the public to acknowledge this significant milestone.

Financial Sustainability: 2025 concluded on a positive note financially due to the generous bequests of several members. Even with a small decline in literature sales, we ended up with a surplus due to the generosity of those remembering Al-Anon in their wills.

Global Engagement: In our clearinghouse role, the WSO carries a responsibility to invest in Al-Anon Family Groups both within and beyond the United States, Canada, and Bermuda. Supporting structures worldwide through reprints and translations remains one of the most meaningful ways we strengthen our fellowship's growth and unity. This year, Staff and members of the French General Service Office (GSO) demonstrated thoughtful creativity regarding how that investment took shape. In response to a generous offer by the GSO of France, the WSO helped facilitate an update to one of their most popular pieces of Conference Approved Literature: *From Survival to Recovery—Growing Up in an Alcoholic Home* (B-21). This is an inspiring example of how we continue to "Preserve Our Legacy."

Words can hardly capture the depth of our gratitude for your steadfast commitment to the Al-Anon program. Each of you—members, groups, Areas, Districts, Al-Anon Information Services (AISs), and international structures—played an essential role in making 2025 a year of growth and hope. Your dedication touches lives in ways that ripple far beyond what we can see.

We also want to extend heartfelt thanks to our incredible WSO Staff, whose tireless efforts behind the scenes keep everything moving forward with care and compassion. Together, we are building a fellowship that offers strength and serenity to all who seek it. Thank you for being part of this journey.

WHO WE ARE: VISION, MISSION, AND STRATEGIC PLAN

VISION

Families and friends of alcoholics find hope and encouragement to live joyful, serene lives.



MISSION

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 barrier free meetings, information, and shared experiences.



DOMAINS & GOAL STATEMENTS

Members: AFG, Inc. connects and supports the friends and families of alcoholics.

Recovery & Service Tools: AFG, Inc. develops and publishes materials to share the collective experience of the families and friends of alcoholics.

Awareness: AFG, Inc. builds public and professional awareness of the Al-Anon program.

Financial Sustainability: AFG, Inc. encourages membership and organizational self-support by aligning resource allocation with its core purpose and strategic priorities.

Global Engagement: AFG, Inc. invests in each new generation of trusted servants to preserve our legacy and improve our structure and operations to meet the needs of the global landscape.



STRATEGIC OBJECTIVES

Members:

1. Provide access to the Al-Anon program for all
2. Advance support to underserved and diverse communities
3. Understand member and group needs

Recovery & Service Tools:

1. Create attractive, new content by gathering, processing, and disseminating pertinent information
2. Communicate the message of hope in a way that is current, appealing, and widely available
3. Reduce barriers to accessing information created by cultural and linguistic obstacles

Awareness:

1. Identify and reduce the effects of biases that may be preventing effective outreach
2. Validate the effectiveness of the Al-Anon Family Groups program in helping our members
3. Educate the public and professionals about who we are, what we do, and why
4. Build relationships with the media, governmental and non-governmental agencies, and professionals

Financial Sustainability:

1. Align resources to support the needs of the fellowship in accordance with Al-Anon's spiritual principles
2. Create opportunities for members to support AFG, Inc.
3. Improve transparency of the financial needs of AFG, Inc.
4. Manage risk to reputation, operations, and assets

Global Engagement:

1. Reinforce the process for passing experience on to incoming trusted servants using effective approaches for the new generation
2. Communicate leadership skills required for trusted servants and create development pathways
3. Collaborate globally to share knowledge and evolve our programs and communications

OUR INTENTIONS

Strategic Plan

Kathi M., Chairperson of the Board of Trustees (Trustee)

Jeffrey F., Chairperson of the Executive Committee (At-Large member)

Vali F., Executive Director

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The Strategic Planning process began in October 2024 with the presentation by the members of the Staff Strategic Leadership Team (SLT)¹ of the prioritized projects and Strategic Plan Strategies they identified as being critical to accomplish in 2025. The October 2024 process introduced new quantitative assessments of the urgency and importance for each Strategy to support the Board in balancing priorities with resource and financial constraints.

At the January 2025 Board meeting, SLT returned with an annual WSO Projects Landscape containing 12 projects and Strategic Plan Strategies, all of which were considered essential for Al-Anon Family Group Headquarters, Inc. (AFG, Inc.) in 2025. SLT, Board of Trustees, and Executive Committee At-Large members considered the scope, resource needs, and timelines for each strategic initiative before the Board of Trustees voted to approve the 2025 Landscape.

During the year, the Board and Executive Committee identified and approved several new Strategies necessary to address timely matters such as planning the 75th Anniversary Celebration and Public Outreach Campaign initiatives and commencing an al-anon.org website redesign to reduce cybersecurity risks and improve attraction to the program.

2025 Strategies Update

Staff Strategic Leadership Team

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In 2025, SLT reaffirmed its commitment to delivering more comprehensive updates to the Executive Committee and Trustees and increasing visibility into the scope and timeline adjustments often required for yearlong and multiyear initiatives, such as the Core Systems Overhaul—an effort rooted in the Next Generation AFG Records initiative launched several years earlier.

Mid-year brought several changes in the scope of the overall WSO Projects Landscape, as the critical importance of the website redesign and of initiating 75th Anniversary event plans and outreach campaigns were identified. SLT considered priorities and resource constraints before recommending reduced scope for three key projects—Passing It On, the *Al-Anon Faces Alcoholism* Magazine Refresh, and the Public Outreach to Professionals – Young People campaign—to accommodate these new projects. The Board approved WSO Project Landscape changes at its July 2025 meeting. Subsequently, the Core Systems Overhaul (CSO) project was also split into the CSO: Accounting and CSO: Customer Relationship Management/Association Management System projects. At year end, Staff executed on 16 projects, completing four and achieving our strategic objectives and milestones for the remainder. Below is the complete year-end list:

¹The Strategic Leadership Team consists of the Executive Director, three Directors, one Associate Director, and one Manager. Its primary purpose is to sequence, recommend, and deliver the strategic priorities of the organization as described by the Domain Goal Statements and Strategic Objectives approved by the Board of Trustees.

Domain: Members

AFG, Inc. connects and supports the friends and families of alcoholics.

- Electronic Alateen Validation & Implementation Planning
- 2025 A.A. International Convention with Al-Anon Participation (2025 A.A. IC)
- 2028 Al-Anon International Convention with A.A. Participation (2028 IC)
- 75th Anniversary Celebration Event
- Website Redesign

Domain: Recovery & Service Tools

AFG, Inc. develops and publishes materials to share the collective experience of the families and friends of alcoholics.

- eBooks Globally
- CAL Globally in All Languages
- 2026-2029 Al-Anon/Alateen Service Manual (P-24/27)

Domain: Awareness

AFG, Inc. builds public and professional awareness of the Al-Anon program.

- Public Outreach to Professionals – Young People
- 75th Anniversary Public Outreach Campaign
- Branding Guideline for Trusted Servants
- Al-Anon Faces Alcoholism Refresh

Domain: Financial Sustainability

AFG, Inc. encourages membership and organizational self-support by aligning resource allocation with its core purpose and strategic priorities.

- Core Systems Overhaul: Accounting
- Core Systems Overhaul: Customer Relationship Management/Association Management System (CRM/AMS)
- Risk Mitigation

Domain: Global Engagement

AFG, Inc. invests in each new generation of trusted servants to preserve our legacy and improve our structure and operations to meet the needs of the global landscape.

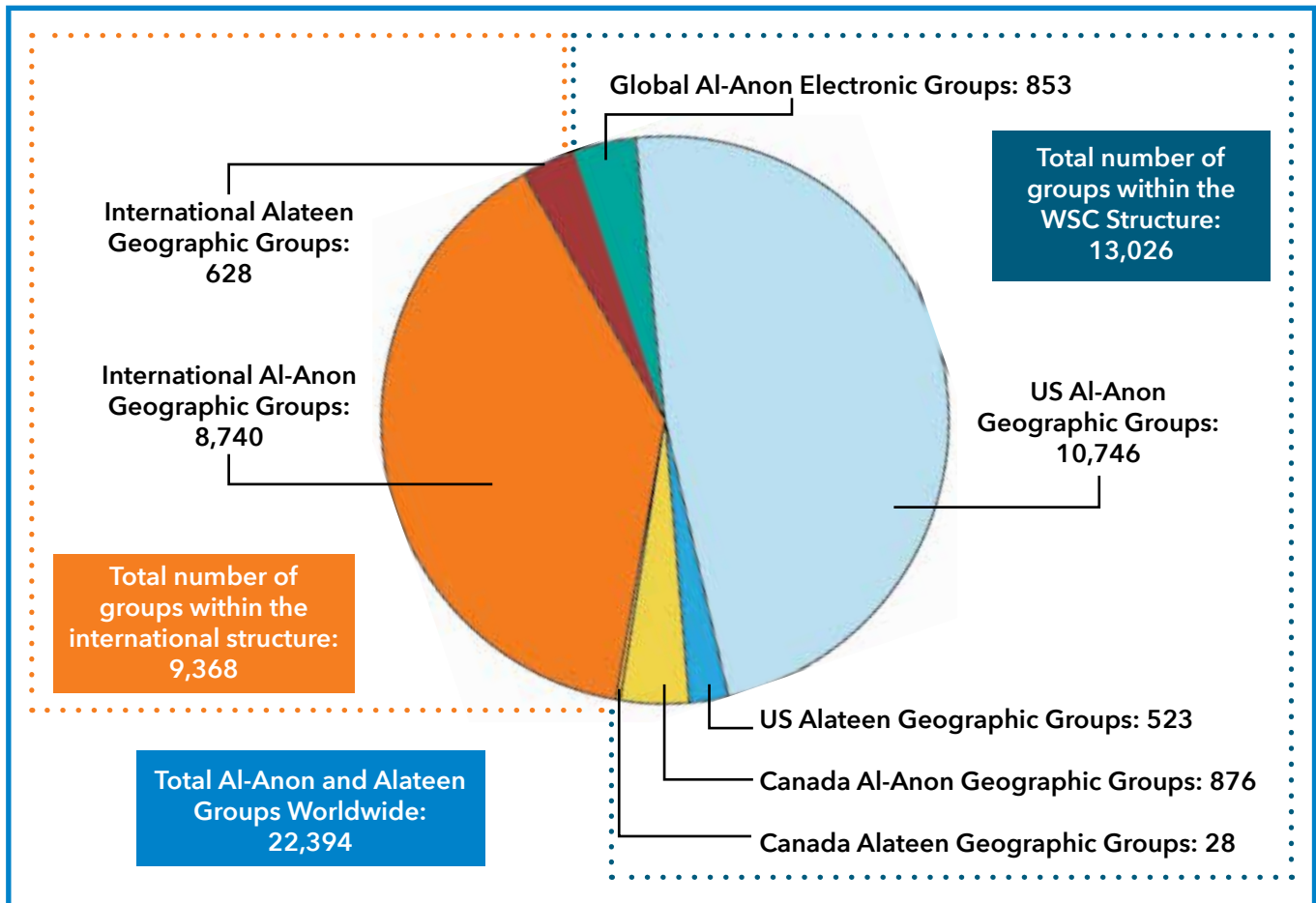
- Passing It On – Part I: Category Definition

Details about each initiative are referenced in the upcoming Annual Report sections: Our Impact, Our Work, and Our Plans. For ease of identification, these sections are identified by the color red.

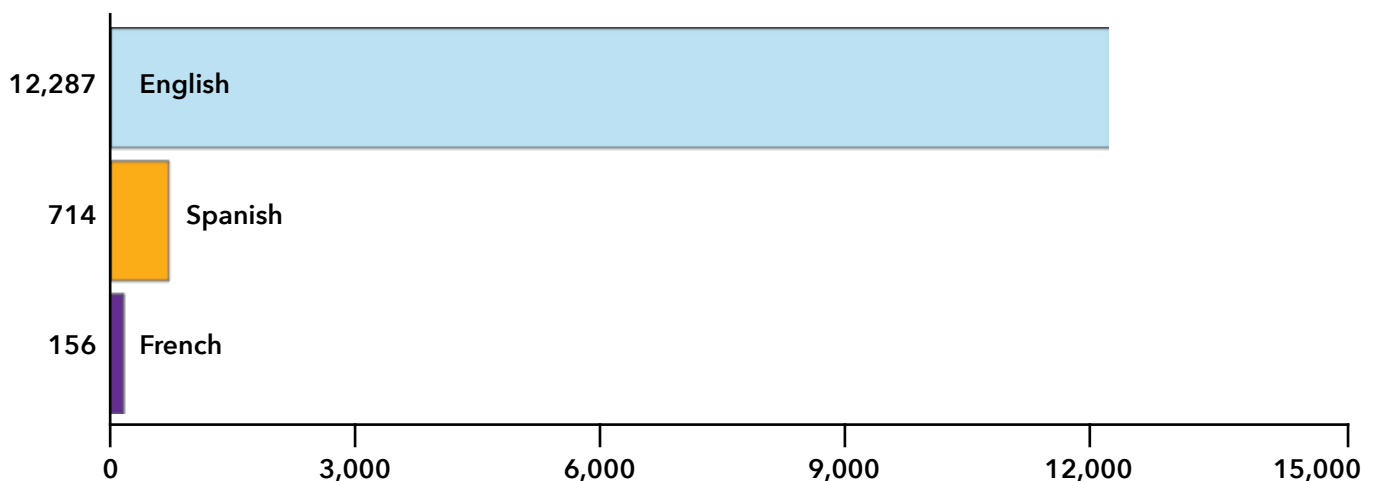
OUR IMPACT

2025 WORLDWIDE AL-ANON FAMILY GROUPS COUNTS

The counts represent the number of groups in each category. Groups counted in "Geographic" categories include groups meeting in-person and electronically.

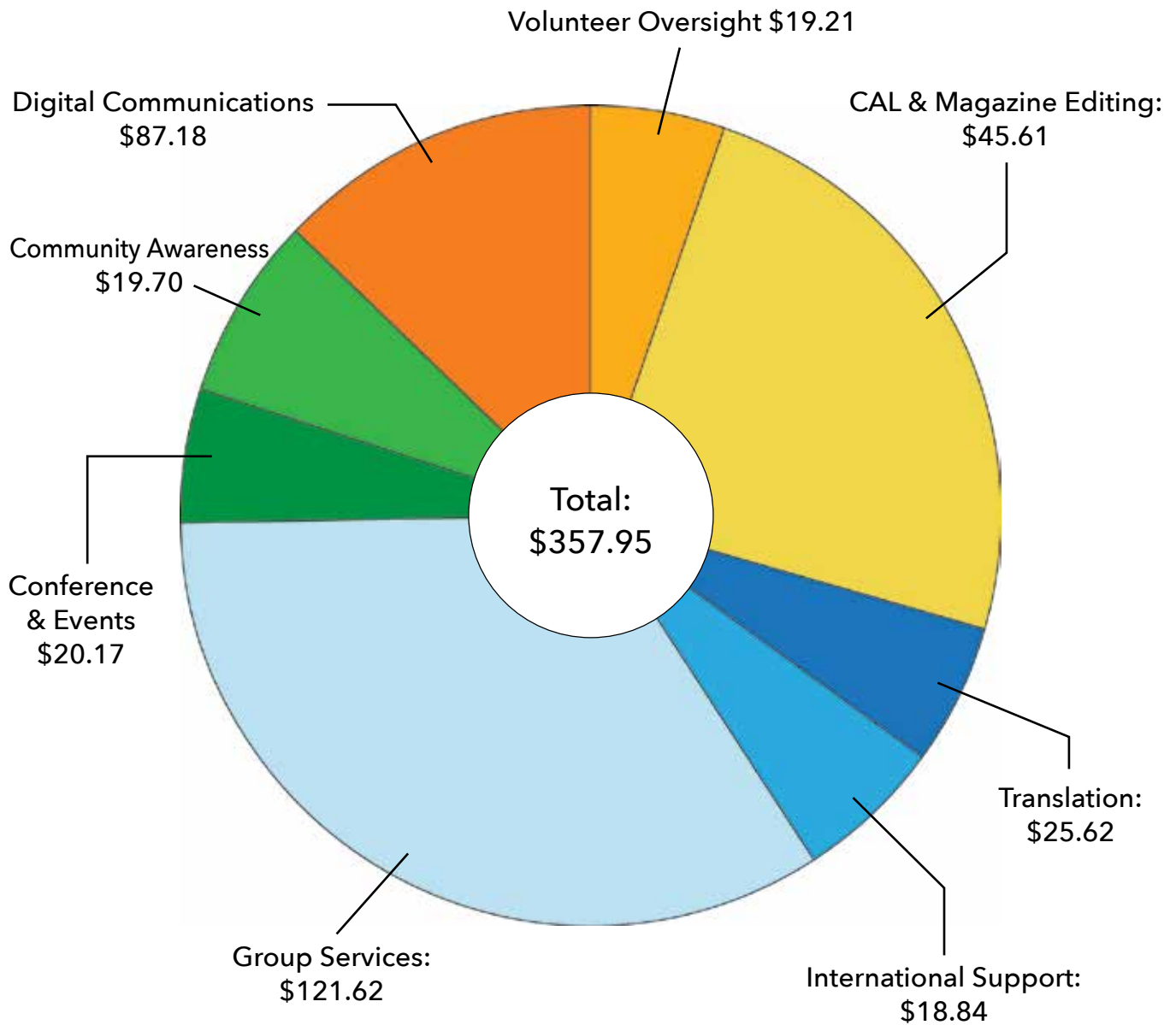


ALLOCATION OF ENGLISH, SPANISH & FRENCH GROUPS WITHIN THE WSC STRUCTURE



COST OF WSO SERVICES ALLOCATED ACROSS WSC STRUCTURE GROUPS

The total contribution per WSC Structure group needed to fully fund the cost of all services the World Service Office provides.

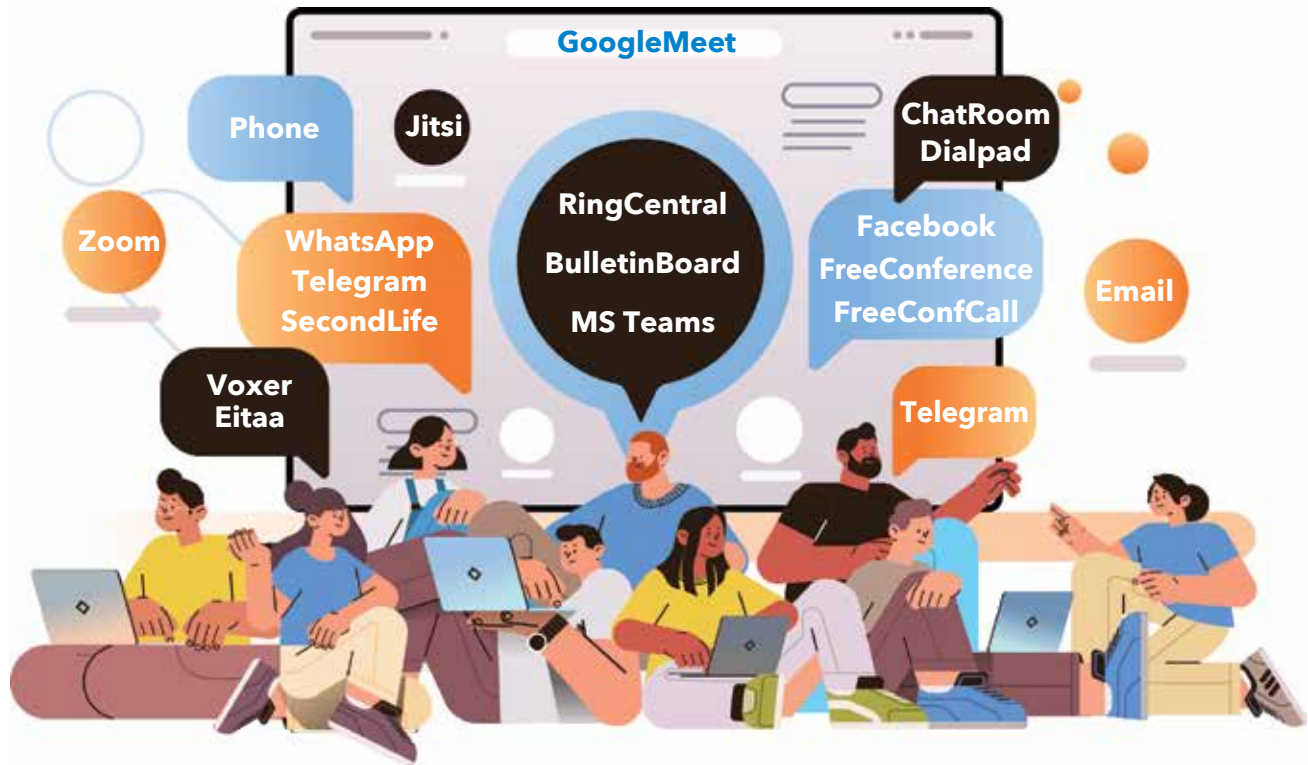


AL-ANON ALL OVER THE WORLD

Countries where groups are registered.

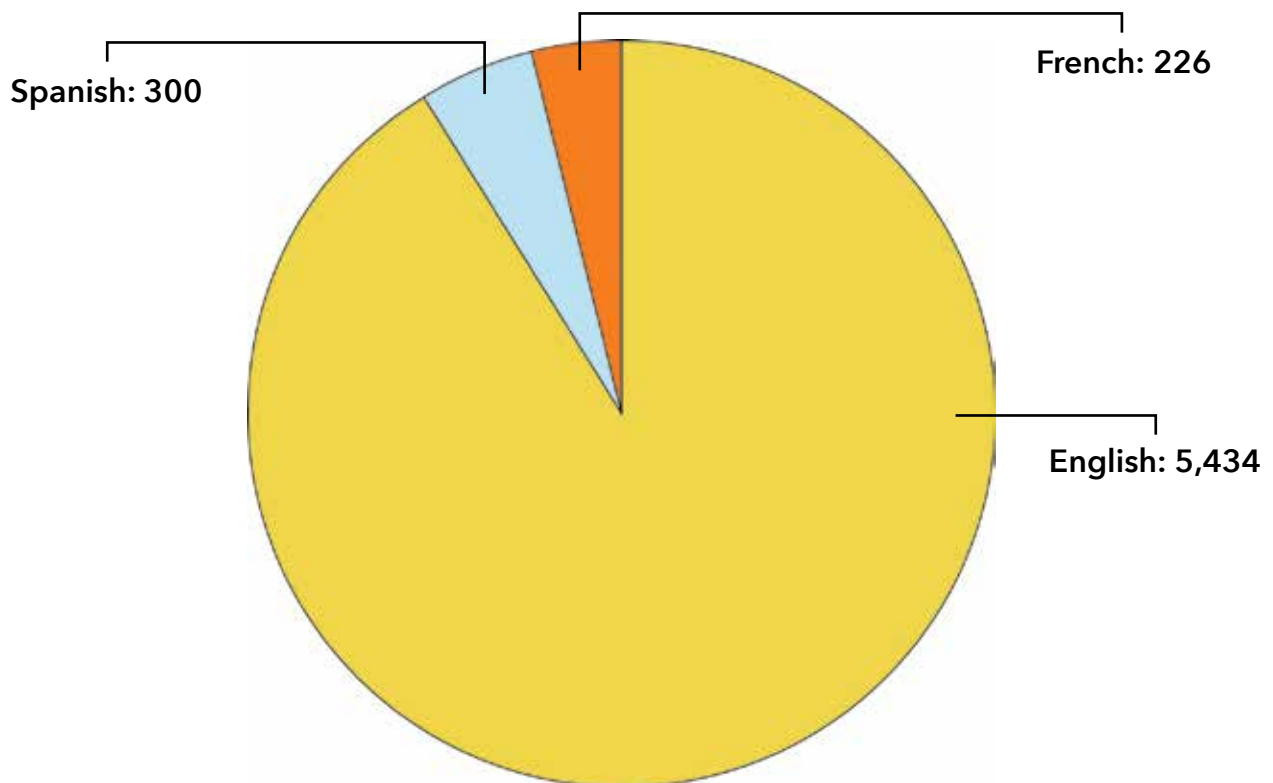
Afghanistan	Finland	Mexico	Trinidad and Tobago	Uruguay
Albania	France	Mongolia	Turkey	United States
Antigua and Barbuda	Georgia	Mozambique	Turks and Caicos Islands	Venezuela
Argentina	Germany	Nepal	Uganda	Vietnam
Aruba	Ghana	Netherlands	Ukraine	Wallis and Futuna
Australia	Greece	New Zealand	United Arab Emirates	Zambia
Austria	Grenada	Nicaragua	United Kingdom	Zimbabwe
Bahamas	Guatemala	Nigeria		
Bahrain	Guernsey	Norway		
Barbados	Guyana	Oman		
Belarus	Haiti	Palau		
Belgium	Honduras	Panama		
Belize	Hong Kong	Paraguay		
Benin	Hungary	Peru		
Bolivia	Iceland	Philippines		
Brazil	India	Poland		
British Virgin Islands	Indonesia	Portugal		
Bulgaria	Iran	Qatar		
Canada	Iraq	Romania		
Cayman Islands	Israel	Russian Federation		
Chile	Italy	Saint Kitts and Nevis		
China	Jamaica	Saudi Arabia		
Colombia	Japan	Serbia		
Costa Rica	Jersey	Singapore		
Croatia	Jordan	Sint Maarten		
Cuba	Kazakhstan	Slovakia		
Curacao	Kenya	Slovenia		
Cyprus	Korea	Solomon Islands		
Czech Republic	Kuwait	South Africa		
Denmark	Latvia	Spain		
Dominica	Lebanon	Sri Lanka		
Dominican Republic	Lesotho	Sweden		
Ecuador	Lithuania	Switzerland		
Egypt	Luxembourg	Tahiti		
El Salvador	Madagascar	Taiwan, Province of China		
Estonia	Malaysia	Tanzania		
Ethiopia	Malta	Thailand		
Fuji	Mauritius			

AL-ANON MEETS ON MANY PLATFORMS



MEETING LINE STATISTICS

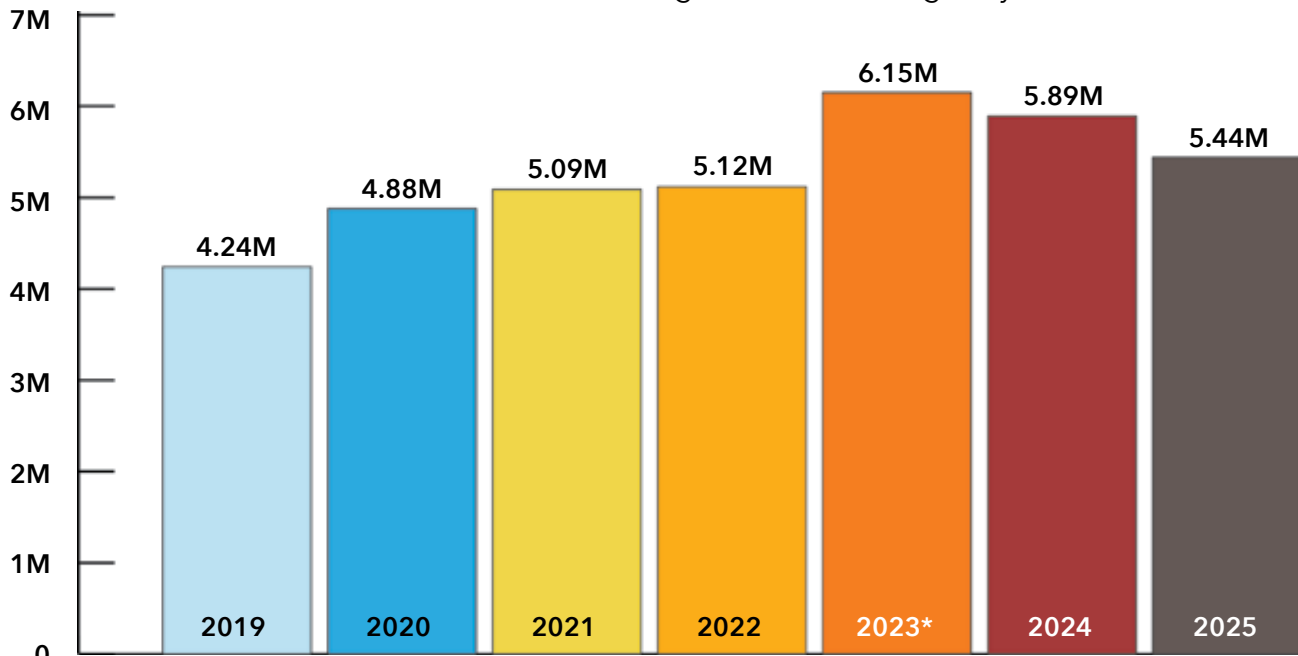
Total Calls on the WSO Toll-Free Meeting Line (5,960)



DIGITAL COMMUNICATIONS CONNECTIONS

Website Sessions

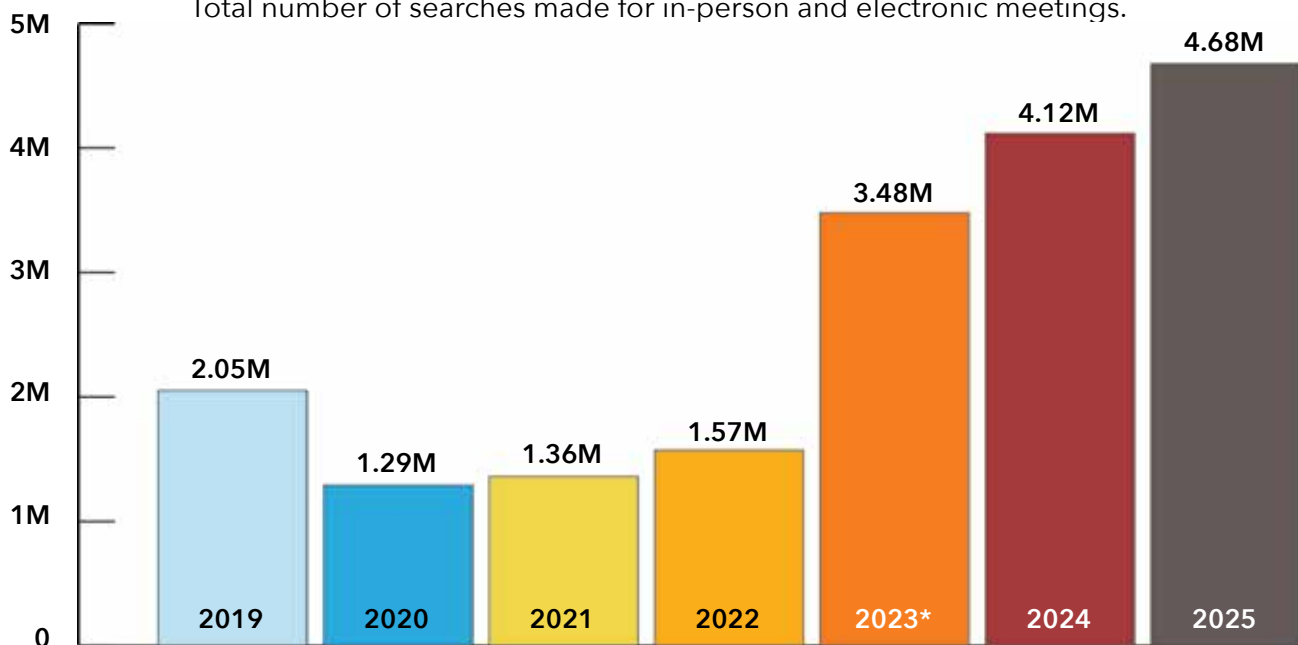
The number of times al-anon.org was visited during the year.



*In 2023, session tracking analytics changed from using cookies to using events.

Al-Anon Meeting Searches

Total number of searches made for in-person and electronic meetings.

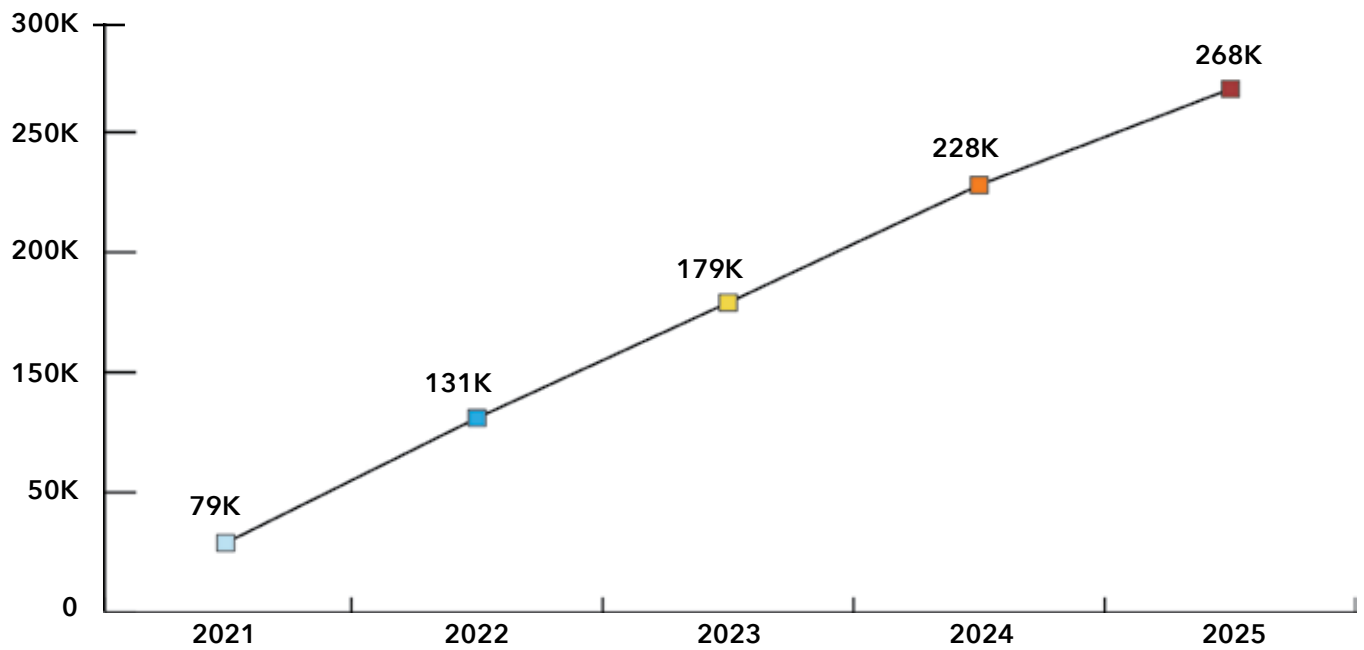


*In March 2023, the new Global Electronic search launched, providing greater search visibility.

DIGITAL COMMUNICATIONS CONNECTIONS

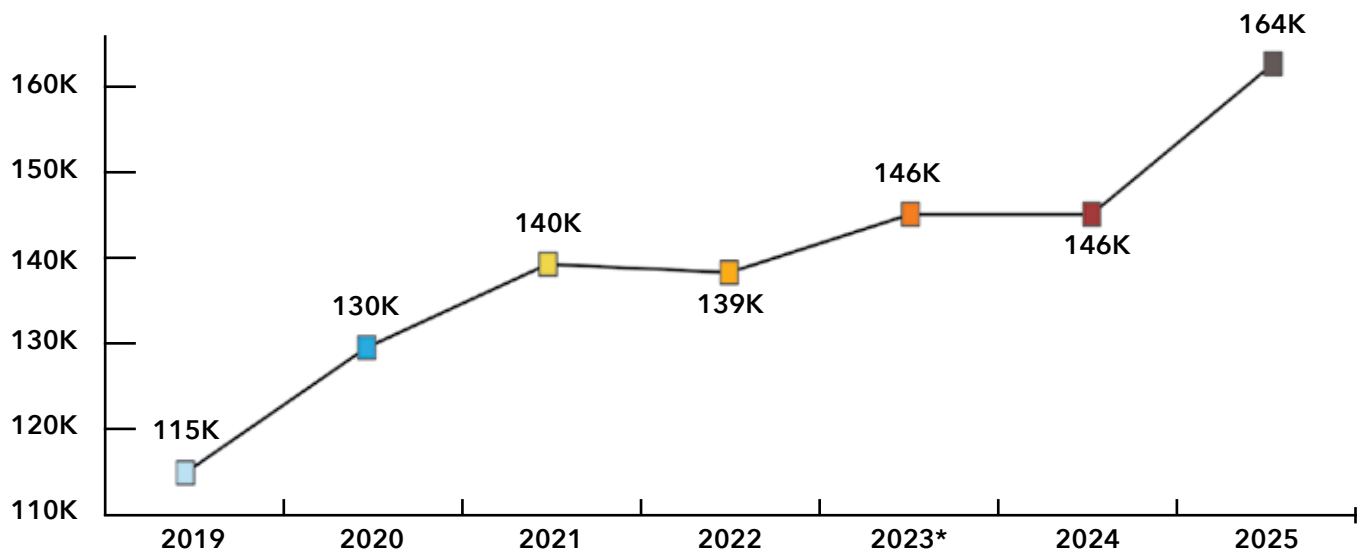
AFG Mobile App Registered Users

Total number of registered users for the *Al-Anon Family Groups Mobile App*



WSO Social Media Followers

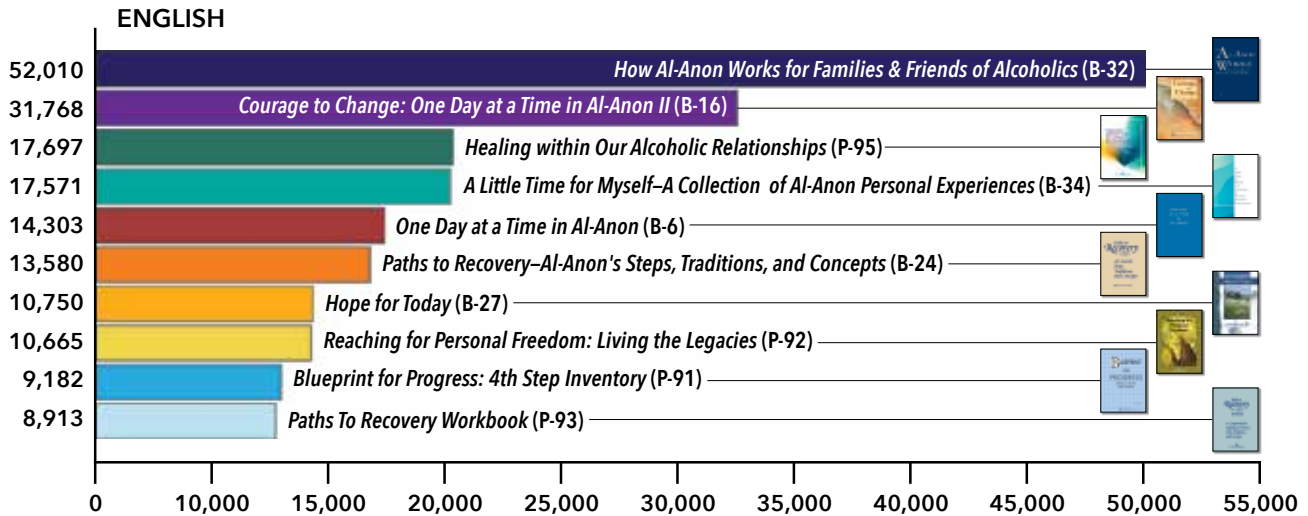
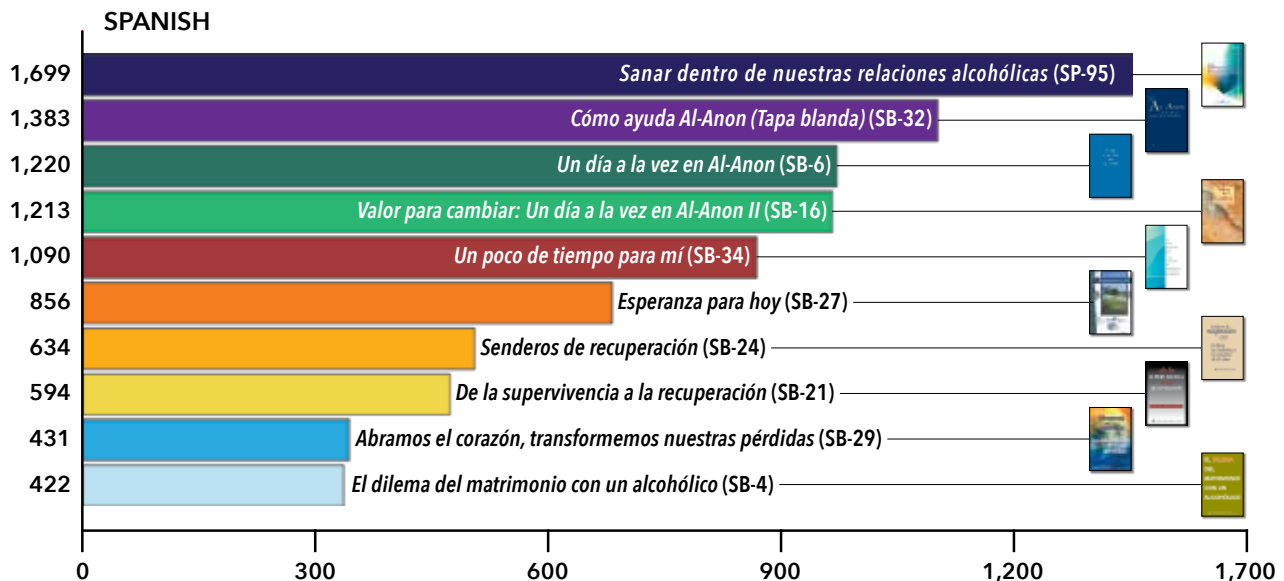
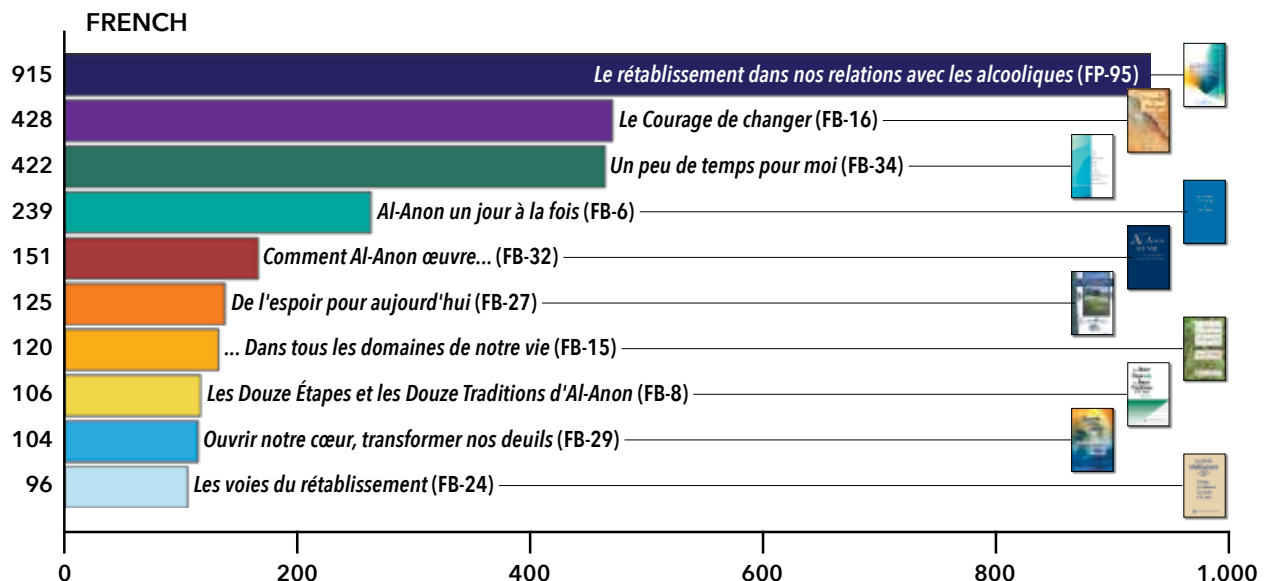
Total number of followers on Facebook, Instagram, and LinkedIn



*No longer managing Alateen pages - removed 9,021 followers as a result

TOP 10 SELLING BOOKS/BOOKLETS OF 2025

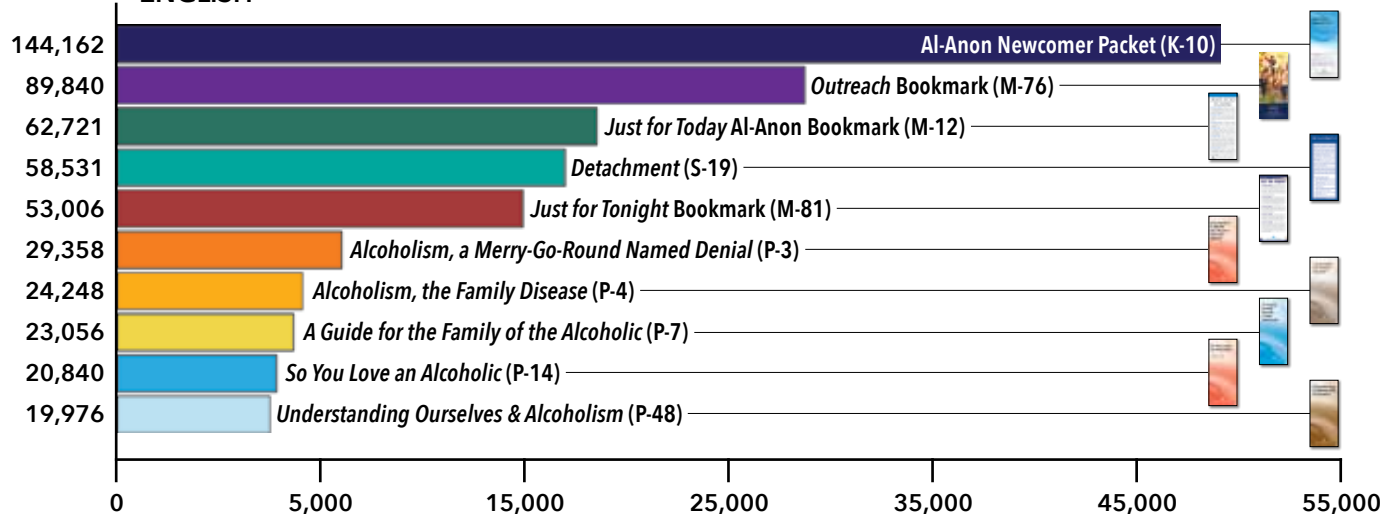
The top selling books and booklets listed by the number of books sold in each language



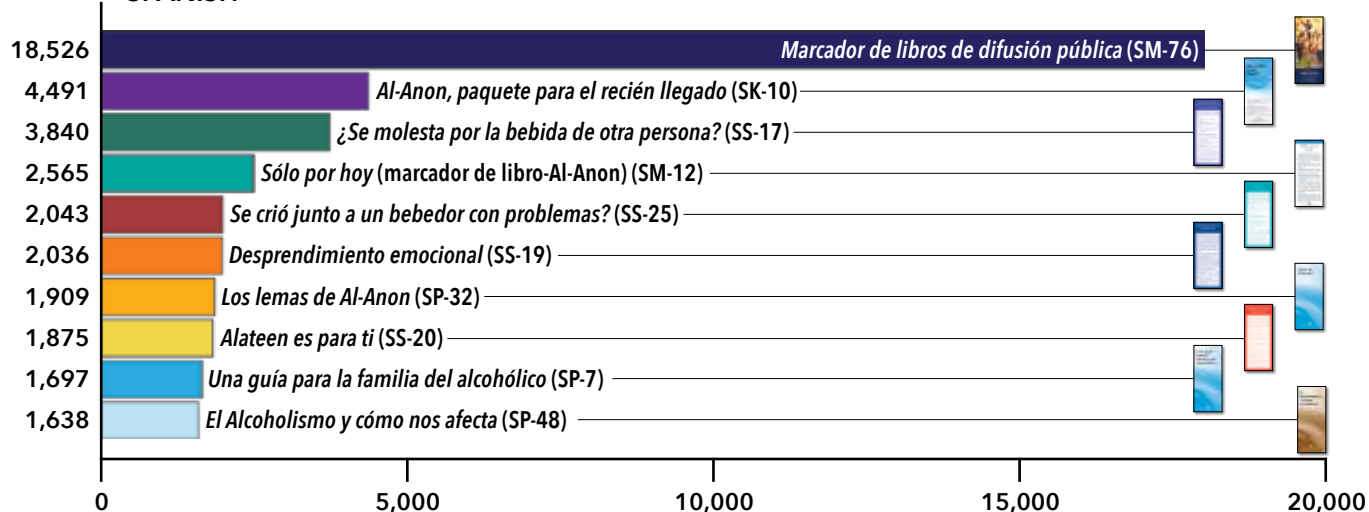
2025 TOP SELLING NON-BOOKS

The top selling non-books listed by the number of non-books sold in each language

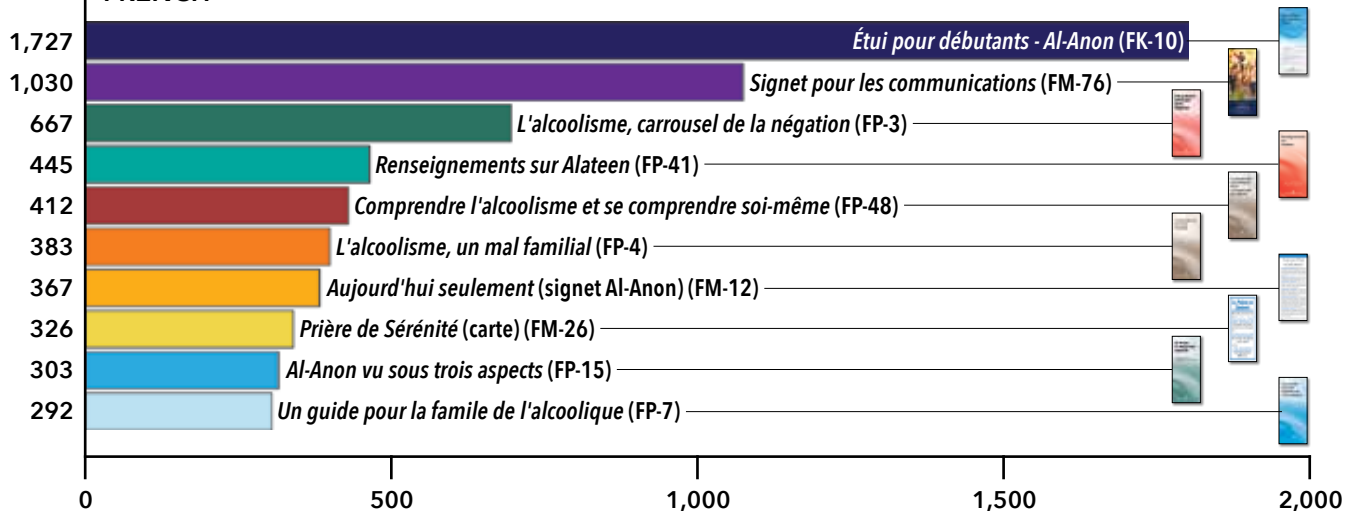
ENGLISH



SPANISH



FRENCH

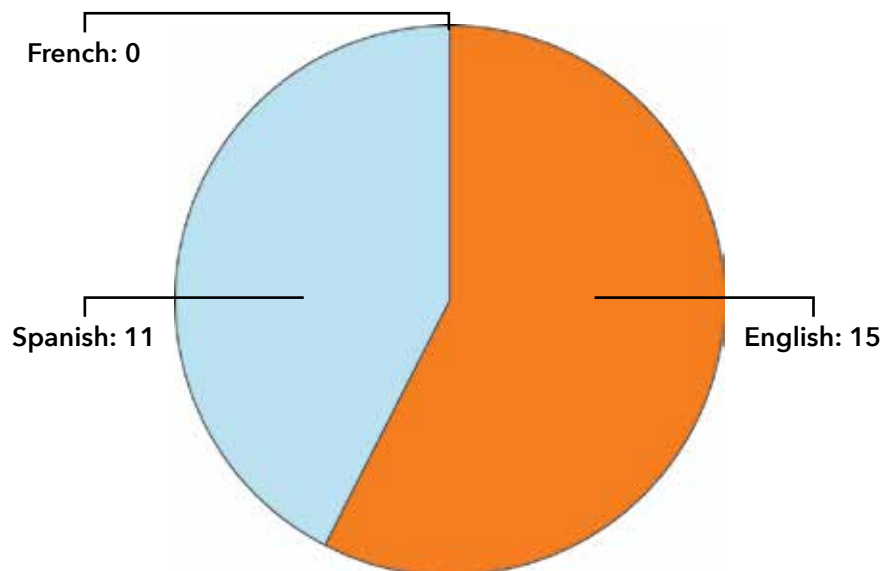


CONFERENCE APPROVED LITERATURE REQUESTS BY INTERNATIONAL STRUCTURES

International structures may request the right to reprint and sell English, Spanish, or French literature, whereas international structures in countries speaking other languages may request the right to translate and print the literature into another language to serve the members in their geographic country.

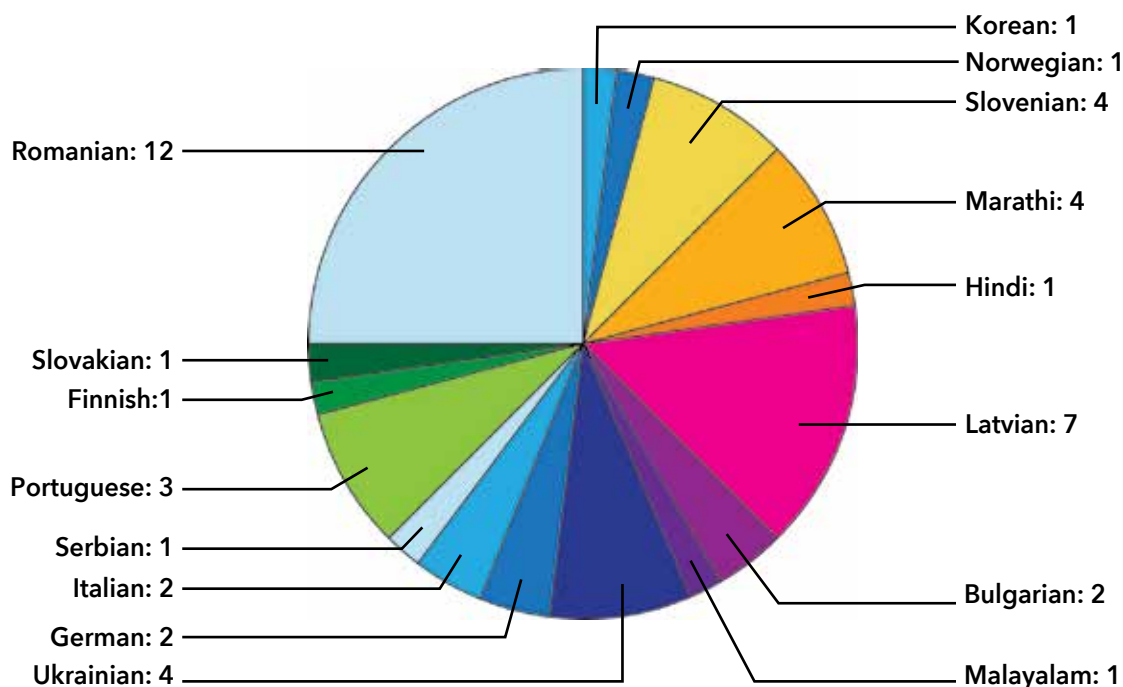
2025 REPRINT REQUESTS

The number of approved requests to reprint CAL.



2025 TRANSLATION AND PRINT REQUESTS

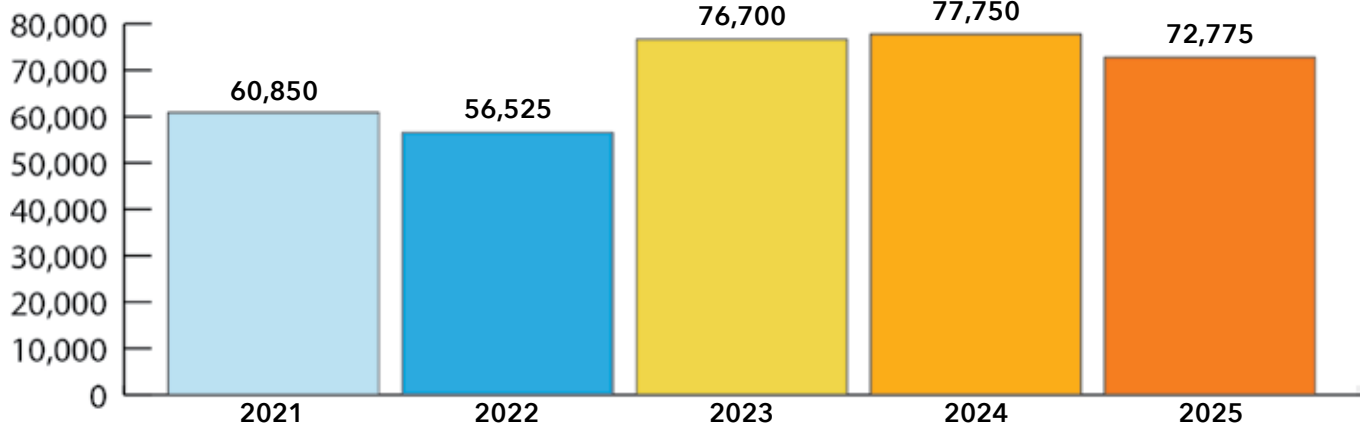
The number of approved requests to translate and print CAL by language.



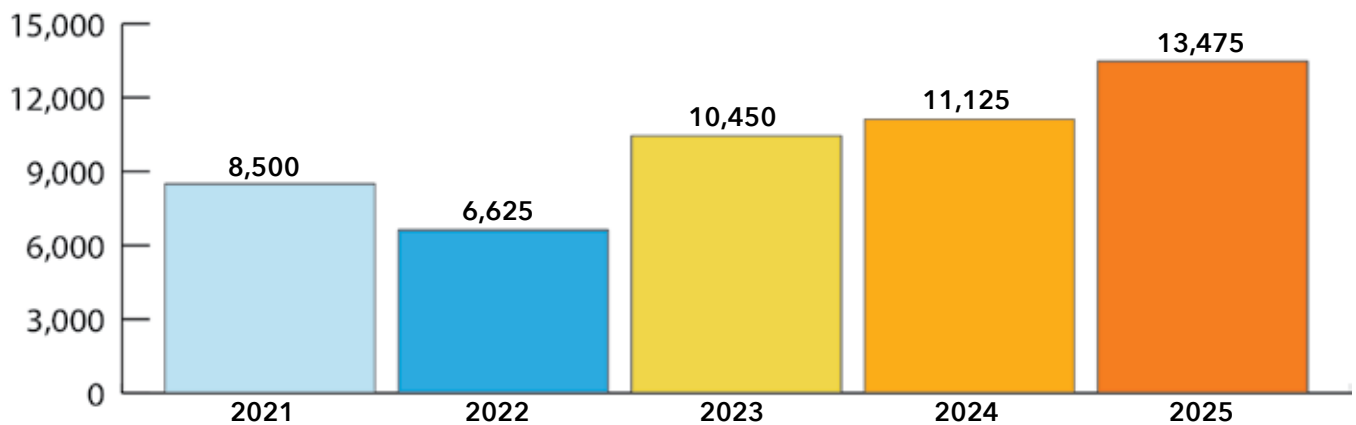
AL-ANON FACES ALCOHOLISM

Number of magazines sold per year.

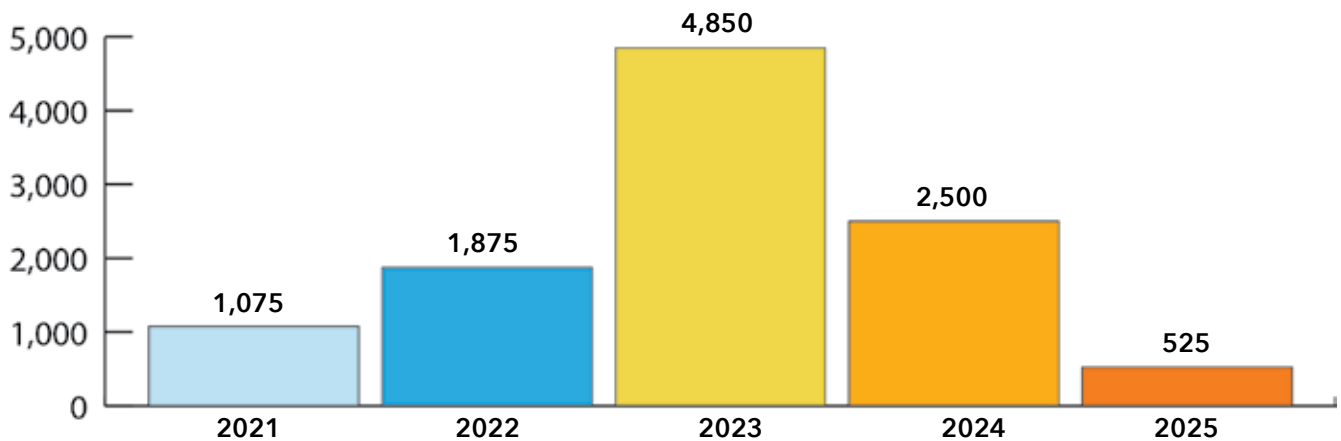
ENGLISH



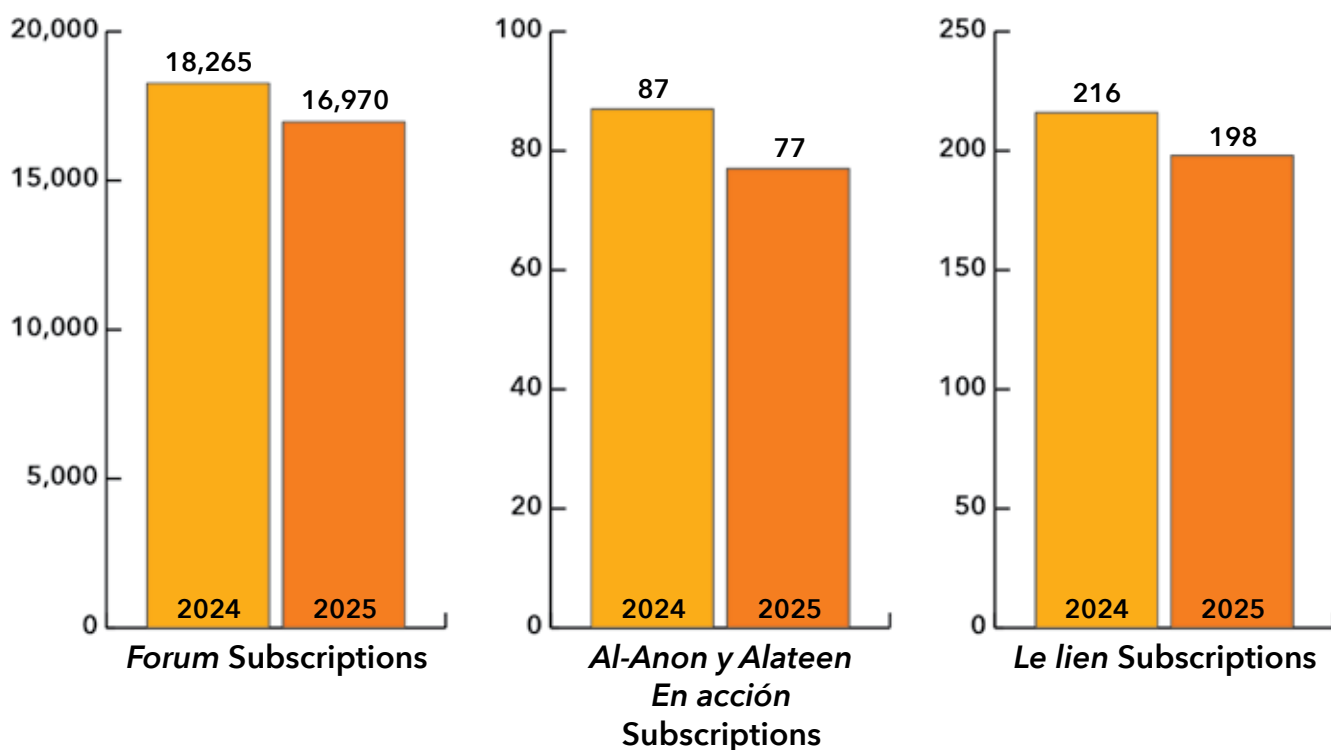
SPANISH



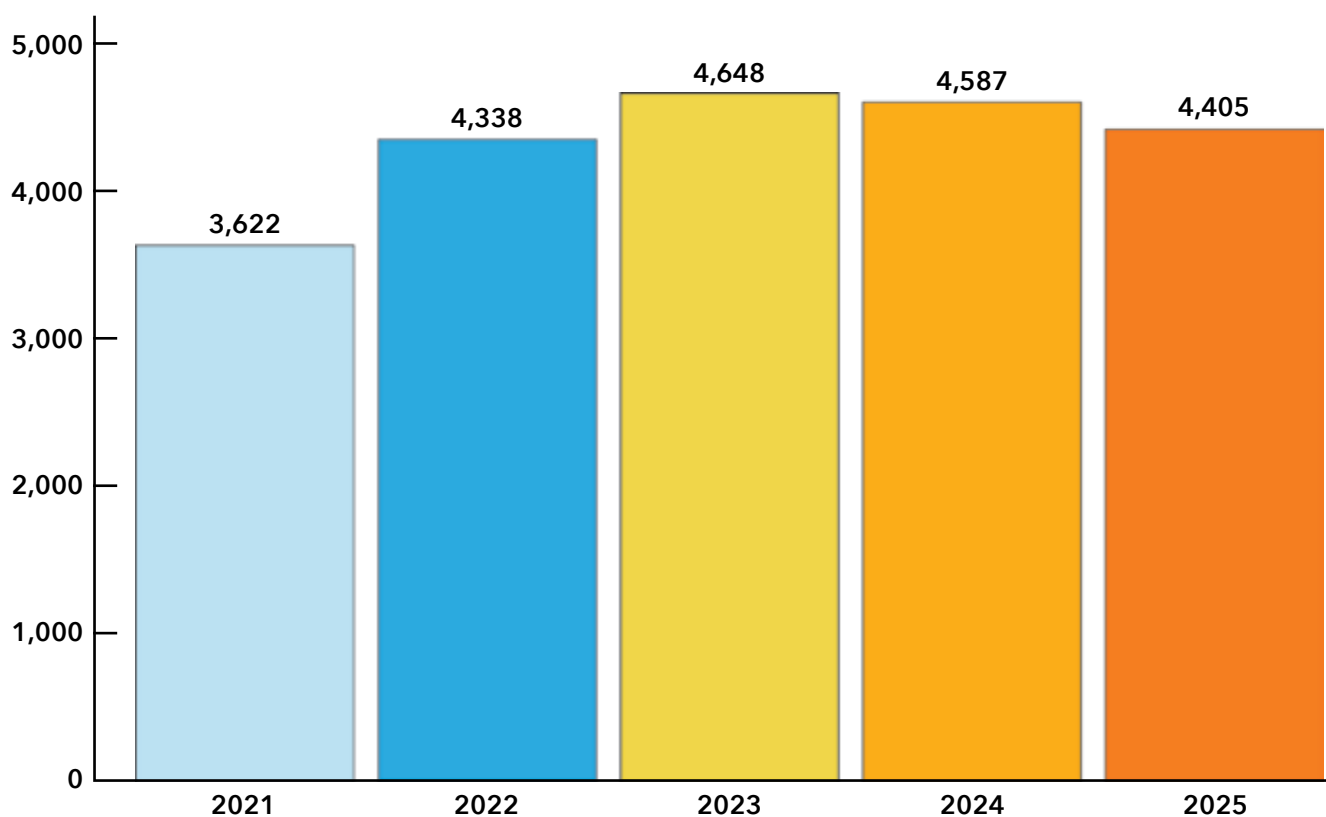
FRENCH



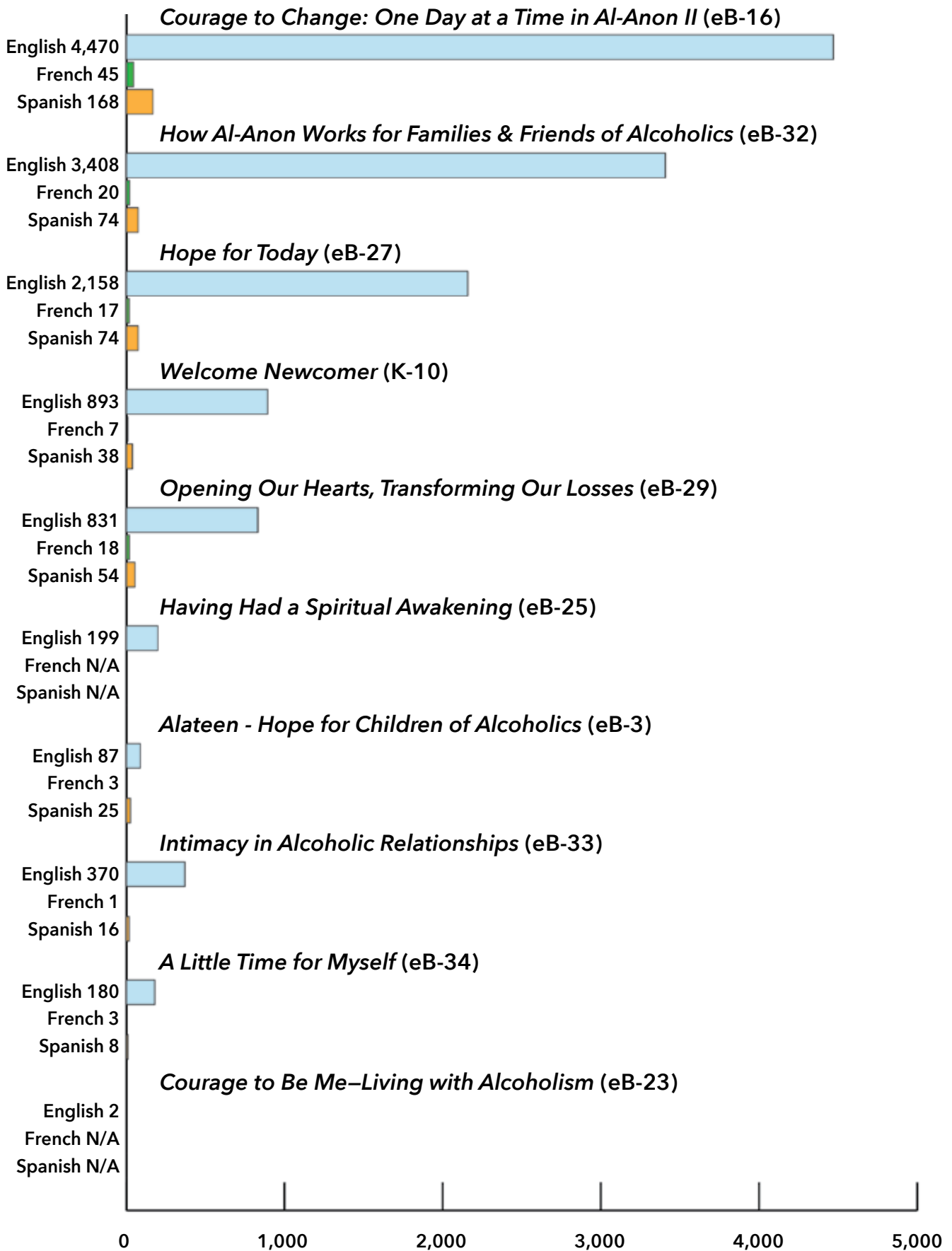
THE FORUM, AL-ANON Y ALATEEN EN ACCIÓN, AND LE LIEN SUBSCRIPTIONS



AFG MOBILE APP DAILY REFLECTION SUBSCRIPTIONS



SALES FOR eBooks (UNITS)



OUR WORK

Domain: Members

AFG, Inc. connects and supports the friends and families of alcoholics.

Meeting the Needs of Our Groups and Our Members

Sarah S., Director of Programs

Sue P., Associate Director–Group Services (retired August 2025)

Valerie Stump, AFG Records Manager (Non-member)

Christa A., Group Services & Alateen Coordinator

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At the heart of all work conducted by the World Service Office (WSO) is the Strategic Plan Member Goal. Inherent in our definition as the Al-Anon Family Groups clearinghouse is the need to continue focusing our efforts on supporting the friends and families of alcoholics, be that the individual newcomer seeking relief from the struggle of another's alcoholism or the trusted servant practicing the Al-Anon Declaration, inspired to ensure the message of Al-Anon Family Groups is always there.

Al-Anon Member and Group Communications

The Group Services team responded to an average of 120 phone and 75 email inquiries per month, ranging in topics from welcoming newcomers to resolving group conflicts, encouraging group growth, and more. The warmth and care with which information is shared from Staff to member to group is proof that the links of service are always working. This is especially important when members share about dominance or other issues that may provide the distortion that the disease of alcoholism is known to cause.

Group Services worked hand in hand with the AFG Records team and Areas to close the Annual Area Alateen Recertification window by the June 15 deadline, successfully recertifying all Areas currently certified to use the Alateen name. Group Services continues to review updated Alateen Safety and Behavioral Requirements (ASBR) submitted to the WSO for approval prior to being accepted by their Area Assemblies. ASBRs from seven Areas were approved in 2025: BC/Yukon, Manitoba/NWO, Mississippi, South Dakota, Illinois-North, and Georgia. Nine additional ASBRs have been returned for further updates and are pending a second review phase. Once approved by the WSO, Area Assemblies vote to accept the ASBR as current procedure.

Risk Mitigation: Enhanced Measures to Protect Member Information

Risk Mitigation was a strategic initiative and priority across the World Service Office in 2025. In keeping with Tradition Twelve, the WSO implemented two enhanced security measures related to Area and group trusted servants to safeguard members' personal information.

Area World Service Committee Roster

The Area World Service Committee (AWSC) Members Roster, which contains personally identifiable information about Area Officers, Coordinators, and District Representatives, is distributed biannually to Area Delegates for review and update. In 2025, the WSO began sending the Roster via encrypted email to ensure confidentiality.

In addition, a secure upload link has been provided for submitting AWSC Update Forms, allowing changes to be transmitted safely and efficiently. These improvements not only protect personal information but also streamline the process for updating records, making it easier for Areas to maintain accurate information and empower Area trusted servants to participate in service.

Al-Anon Family Group Annual Update Process

A major improvement in how groups update their information annually with the World Service Office was introduced in 2025. While the WSO continued mailing the Al-Anon Family Groups Annual Update sheet to groups, the key change was how groups reported updates back to us. A QR code was added to the Al-Anon Family Groups Annual Update flyer allowing groups to confirm the information on file or submit changes via an online form. This marked the first phase of a broader enhancement effort, which includes simplification of the Annual Update form to support both electronic and in-person groups and features that will become available once the Core Systems Overhaul: CRM/AMS system is implemented.

This addition allowed groups to transition from mailing paper forms to updating their information online, saving time and reducing costs. The WSO is able to process online submissions faster through automatic prioritization, built-in validation checks, and required fields that improve accuracy. A simple “no changes” option further streamlined the process, making updates more efficient and reliable.

Al-Anon Family Groups Mobile App

The *Al-Anon Family Groups Mobile App* continues to grow and attract new and current members. A milestone of 250,000 users was reached by early August, just in time to celebrate its fifth anniversary. Members support 50 well-attended groups taking place at nearly all hours of the day. Members also freely share experience, strength, and hope in the news feed feature.

Six of the groups are Alateen meetings approved as part of a pilot program to collect the findings necessary to make informed decisions about the safety of electronic Alateen meetings. These meetings were added to the *Mobile App* when the chat platform on which they originally met became obsolete in 2020. The certified Al-Anon Members Involved in Alateen Service (AMIAS) serving these Alateen groups are supported by quarterly service meetings hosted by the WSO as well as a dedicated AFG Connects Community.

Electronic Alateen Validation & Implementation Planning (EA VIP)

A presentation at the 2025 WSC shared that the possibility of electronic Alateen meetings could be in view. In a process similar to the one which led to the 2021 WSC voting to accept permanent electronic Al-Anon meetings as part of Al-Anon Family Groups, progress continues toward providing the 2026 WSC with information necessary to consider accepting electronic Alateen groups as part of Al-Anon Family Groups. At the 2025 WSC, Staff presented a final draft of what could become the WSC Electronic Alateen Safety & Behavioral Requirements (EASBR). While Area Delegates hold conversations with Area trusted servants, WSO Staff are developing training and record-keeping processes and tools, including questions to support Delegates with their Area discussions. Alateen training modules were reviewed and streamlined for clarity in anticipation of adding information related to conducting electronic Alateen meetings. The Staff EA VIP team held roundtable discussions throughout the year to determine additional ways the WSO can support Areas in safely bringing recovery to teens anywhere via electronic platforms.

Inmate Correspondence Service

The Inmate Correspondence Service (ICS) continues to struggle as the result of advances in prison communications. The ICS has historically attracted inmates in need of Conference Approved Literature and meetings via written correspondence. The WSO ICS used postal mail to protect the anonymity of Al-Anon “Contact” members supporting inmates. Recently, though, prisons have transitioned to using email vendors to support inmate communication, reducing the need for meetings via postal mail. As a result, only one inmate remains in the ICS with a dedicated Contact. Some Areas do now have outreach efforts to bring Conference Approved Literature (CAL) and/or meetings into prisons.

Archives: Engaging with Our History

Suzanne M., Associate Director—World Service Events & History

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During the year, the Archives Staff reviewed, updated, and streamlined internal processes to ensure better organization and accessibility of historical materials in the WSO Archives. A particularly timely effort involved creating a checklist for retiring Staff to use in preparing for their exit, with our Associate Director—Group Services being the first to pilot the checklist. Additionally, the Archives team developed plans for onboarding new team members to maintain continuity and preserve institutional knowledge.

Staff worked consistently throughout the year to improve internal system efficiency and optimize responsiveness, creating an archives request form for Staff use, automating the flow of AR-9 (Archives Request) forms into the WSO project management tool, and adding metadata to documents loaded into the WSO Archives digital system of record. These enhancements support the Board's Goal Statements of Members and Global Engagement, ensuring Al-Anon's history remains accessible and relevant for future generations.

A highlight for the Archives team was interviewing two longtime Al-Anon members about their experiences for retention in the WSO Archives. One member shared interesting stories and insights about public outreach, highlighting its importance in connecting with the broader Al-Anon community.

Through these efforts, the WSO Archives continues to inspire hope and continuity for future generations while supporting recovery and service tools that share the collective experience of families and friends of alcoholics.

World Service Events

Vali F., Executive Director

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

Sarah S., Director of Programs

Scot P., Director of Communications & Community Awareness

Heather S., Associate Director—Public Outreach

Suzanne M., Associate Director—World Service Events & History

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An exciting element of each year's work for the WSO Staff and Volunteers is the world service events planned and hosted by the WSO to support the Board's Mission: 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 barrier free meetings, information, and shared experiences. These events each require extensive planning and collaborating with local Areas and, in the case of this year's International Convention, with the Alcoholics Anonymous General Service Office. As always, Staff find the work both exhausting and spiritually fulfilling.

2025 A.A. International Convention

Al-Anon and Alateen members joined with members of Alcoholics Anonymous (A.A.) and guests at A.A.'s 2025 International Convention July 3-6, 2025, which was held to celebrate 90 years of the Alcoholics Anonymous program, in Vancouver, British Columbia, Canada. Although attendance at the International Convention, including the Al-Anon program, was lower than usual due to outside issues, the mood inside and outside the Convention Centre and across the city was reverent, as members of both programs expressed their gratitude for the lives they had gained as the result of working the Twelve Steps. The WSO's planning, participation in, and cooperation with A.A. in this quinquennial gathering supported the Board of Trustees' Goal Statement for Members: AFG, Inc. connects and supports the friends and families of alcoholics.

Volunteer members of Al-Anon's Welcome Committee provided invaluable support to the WSO by staffing Al-Anon's Information and Speaker/Moderator Sign-In Booths at the Convention Centre and at the Hyatt Regency. Welcome Committee members could also be found wearing commemorative t-shirts and broad smiles on the street and in the venues to provide directions and other helpful information for attendees.

Due to the color-coding of Convention badges, Staff and Volunteers were delighted to observe many attendees registered with A.A. as their primary program joining and appreciating Al-Anon's daytime sessions on Friday and Saturday. The sessions were held in English, Spanish, French, and American Sign Language. Spanish-speaking members expressed their excitement at having an opportunity to participate in a writing workshop to share their experience, strength, and hope in their native language for possible inclusion in one of two pieces of CAL in the works: Finance and Sponsorship! Some Spanish-speaking attendees had never heard of a writing workshop before, and Staff and Volunteers were grateful for the opportunity to expand participation and help ensure that the many voices of our fellowship feel empowered to share.

Forty-four teenagers attended Alateen meetings during Al-Anon's daytime sessions on Friday and Saturday, including four Spanish-speaking teens. Although Staff had planned separate Alateen meetings for the Spanish-speaking teens, attendance was lower than expected. Those who did attend were bilingual and were happy to attend the English-speaking meetings. Each day, there were three Alateen meetings, including an open Alateen meeting each day, which anyone interested in Alateen was welcome to attend. Certified Al-Anon Members Involved in Alateen Service (AMIAS) from the WSC Structure volunteered to maintain an appropriate AMIAS-to-teen ratio. The teenagers arrived at the Convention as strangers and left as friends, like the AMIAS who served them. Seeing the teens participate in recovery in their own space was fulfilling.

Prior to the official start of the A.A. Convention, an email invitation to attend an informal gathering was sent to more than 200 registered Al-Anon members living outside of the WSC Structure. Thirty-five members from approximately 31 countries attended the gathering, where members from the same countries were able to connect, while others exchanged insights about their service structures. These conversations provided valuable perspectives for members to take back to their home countries. Bringing Al-Anon international attendees together during the Convention created a meaningful opportunity to foster connections and strengthen unity among members worldwide. A key theme emerged: the importance of staying connected to service beyond the group level and how this deepens personal recovery.

Other highlights of the International Convention: a Block Party Thursday night at venues around the Convention Campus, the Big Meetings on Friday and Saturday nights and Sunday morning, and nightly dances.

Insight: Alateen Inspiration at the 2025 A.A. International Convention

Cindy M., Member of the Board of Trustees

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As a Trustee, I had the privilege of serving at the A.A. International Convention with Al-Anon participation by supporting the Alateen meetings. My job was to be the final gatekeeper confirming who entered the Alateen room. Only Alateens and certified AMIAS were allowed. They each had a tag for me to check before allowing them into the room. I felt like a bouncer at a club—it was a very important job! The safety of the teens was our number one priority. I was very surprised to see 11 teens show up at the first meeting on Friday, since Alateen has struggled since the pandemic. I was inspired seeing the teens come back for the afternoon session, along with some additional participants. I learned that the teens from the first meeting, who were from all over the world, had gone to lunch together and developed friendships! It was just like the way the teens back home in Arizona would act—welcoming each other and becoming instant friends!

Then, I attended the open Alateen meeting, nearly a full house, and was totally inspired by how well they ran their meeting in front of so many A.A. and Al-Anon members. In the third meeting on Saturday, 22 Alateens participated, and I realized then that Alateen had been nurtured by a Power greater than ourselves! What a great boost to the fellowship! I look forward to the effects those teens will have on the program as they take Alateen back to their Areas and eventually transition into Al-Anon. When I shared the attendance numbers at an AMIAS gathering in Northern California, there seemed to be hope that Alateen is coming back! I am already excited to attend the Al-Anon International Convention in Minneapolis in 2028 as a member willing to be of service!

2028 Al-Anon International Convention

Wrapping up vital pre-planning work for the 2028 Al-Anon International Convention, Staff were grateful to secure three affordable overflow hotels—each an easy walk from the Minneapolis Convention Center—to ensure ample, convenient lodging for all who want to join us in Minneapolis. These hotels complement the two primary hotels, which are connected directly with the Convention Center that will host the Al-Anon and A.A. programs! Alateens will enjoy their own space in a primary hotel.

Demonstrating a herculean commitment, Delegates, Volunteers, and Staff involved in the site selection process maintained strict confidentiality about the announcement until the 2025 WSC. It was very exciting to have many members of the selection task forces on stage to announce that Al-Anon's 2028 International Convention with A.A. Participation, scheduled for July 20–23, 2028, would be held in Minneapolis, Minnesota! The news was met with great enthusiasm, especially since shifting the event away from the traditional July 4th holiday weekend allowed the WSO to secure lower hotel rates and may also result in reduced airfares for attendees, making it easier for members to attend.

Following the announcement, Conference members enjoyed an extended break and the opportunity to connect with two representatives from Minneapolis's Convention and Visitors Bureau, who shared local treats, answered questions, and offered a glimpse of what awaits Al-Anon and A.A. members while visiting Minneapolis during Al-Anon's next International Convention.

Message from the Chairperson of the Board Re: Minneapolis Site Selection

Kathi M., Chairperson of the Board of Trustees

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The Board of Trustees has heard some members raise concerns about possible safety issues in Minneapolis, Minnesota, the site selected for the 2028 Al-Anon International Convention. We offer readers of this Annual Report reassurance that the Board is actively practicing good personal leadership as described in Concept Nine, exercising vision by making "good estimates, both for the immediate and for the more distant future." The Board is committed to monitoring conditions closely and will take any necessary actions or implement appropriate safety measures should these still be necessary as we move toward 2028. In the meantime, we remain grounded in trust—trust in our Higher Power, in our process, and in the belief that clarity will continue to unfold as "more is revealed."

75th Anniversary

2026 marks an extraordinary milestone for Al-Anon Family Groups: the founding of the Clearing House, now the World Service Office, and unification of groups under the name Al-Anon Family Groups. To recognize the efforts of the "many others" who, through service, have committed to carry our message of hope, the WSO will host an in-person 75th Anniversary celebration on Saturday, April 25, 2026. The celebration will kick off at Al-Anon's World Service Office in Virginia Beach, Virginia, where WSO Staff and Volunteers will welcome our fellowship home during an Open House from 10:00 am – 3:00 pm. Members and their guests attending the Open House will be invited to tour the WSO (last tour begins at 2:00 pm), connect with the Staff, stop by the WSO Archives, view public service announcements (PSAs), purchase literature, capture memorable photos, and experience the distinctive features of the building and gazebo that pay homage to Al-Anon Family Groups.

The Open House will be followed by an evening Gala. By year end, nearly 500 people had registered to attend the second element in Al-Anon Family Groups' 75th Anniversary celebration: the Gala Banquet being held Saturday evening in Newport News, Virginia, from 6:00 – 10:00 pm. The Board of Trustees and Staff are deeply grateful for the spacious and welcoming venue that makes it possible to celebrate this milestone together with so many of you! The Gala will include time for fellowship, dinner, in-person speakers, audio clips of some longtime and deceased members (including Lois!), and a membership countdown.

Public Outreach Initiatives for Al-Anon's 75th Anniversary

As we approach the 75th Anniversary, the Public Outreach team recognized a significant opportunity to highlight the program's longstanding service to families and friends of alcoholics. To support the Board of Trustees' Strategic Goal of Awareness: AFG, Inc. builds public and professional awareness of the Al-Anon program, a focused public outreach campaign was developed and initiated in 2025.

Efforts centered on laying the groundwork for a global awareness initiative, consistent with previous anniversary efforts, by creating essential materials and strategies to amplify our message. The team drafted and refined requests to government officials to secure public recognition of Al-Anon's contributions. In addition, media releases were crafted to share Al-Anon's history, Mission, and ongoing relevance. A media release template and guidance for usage will be shared with Areas and international structures to customize for local distribution while maintaining a unified global message.

By completing these foundational steps, we have positioned Al-Anon to publicly celebrate our milestone anniversary with purpose—honoring our legacy, strengthening current connections, and expanding awareness worldwide.

Domain: Recovery & Service Tools

AFG, Inc. develops and publishes materials to share the collective experience of the families and friends of alcoholics.

Literature: Collecting, Editing, and Maintaining Our Member Sharings

Carol C., Associate Director—Literature

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Conference Approved Literature (CAL)

Collecting Sharings for New CAL

Ever mindful of our goal of developing and publishing materials that share the collective recovery experience of our members, in 2025, Staff and Literature Committee efforts focused on collecting members' sharings for two new pieces of Conference Approved Literature: the PERSONAL/SERVICE SPONSORSHIP piece (working title), approved by the 2023 WSC, and the FINANCES IN RECOVERY piece (working title) approved by the 2024 WSC. A writing guideline for FINANCES IN RECOVERY (working title) was published in January 2025, and by December, approximately 100 submissions had been received. We continue to need and request sharings for both pieces.

The CAL process, by which an idea gains conceptual approval from the WSC and becomes a finished piece of literature, is dependent upon participation by members, who contribute the sharings—the collective experience—that make up Al-Anon's books, pamphlets, and magazines. Without member sharings, new literature cannot be developed.

Staff also began the search for a freelance writer/editor to write introductory text and to choose and edit sharings for each of the new pieces of CAL. The WSO received more than 30 applications from professional writers who are also Al-Anon members. A panel of WSO Staff from the Literature, Digital Communications & Community Awareness, and Group Services teams reviewed applications and narrowed the field to four potential candidates for our current projects. All 30 resumes will be kept on file for future opportunities. Final selection of the writer(s) and work on the new CAL is projected to begin mid-2026.

Trusting—and Documenting—the Process

As we undertake these projects, we do so with respect and gratitude for past longtime Literature Department Staff and Volunteer committees whose efforts established many of the processes still followed today. To document these processes, this year, we built and refined robust workflow templates in the project management tool that will help to preserve and safeguard vital institutional knowledge for generations to come.

To develop and maintain our literature, not only must sharings be collected and manuscripts composed, but revisions must be documented, translations updated, international structures notified, source materials archived, and copyrights registered. In reviewing these processes, Staff discovered that copyright of our two most recent books had not yet been registered with the US Copyright Office; that step was completed by year's end.

Member Feedback and Support

Once again, for members' convenience, the WSO provided 20 quotations in English, French, and Spanish for service arms to use in fundraising calendars and Area newsletters without having to seek written permission. This service reduces work for trusted servants as well as WSO Staff.

Throughout 2025, WSO Staff received 25 suggestions for new pieces of literature or revisions to existing pieces. These were shared with the 15 members of the Literature Committee as it discussed and conducted Committee work over the course of four quarterly meetings.

Insight: Literature Committee - The Value of Our Voices

Ana I., Chairperson of the Literature Committee (At-Large Member)

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I have been privileged to participate in the WSO Literature Committee as Chairperson again in 2025, a year in which the Literature Committee did significant work. In January, we finalized the writing guideline for a new piece of Conference Approved Literature on FINANCES IN AL-ANON RECOVERY (working title). This much needed and welcome exploration of a sensitive topic for all of us affected by the family disease of alcoholism is now gathering sharings from the membership. Also, as a result of a member's suggestion, the Literature Committee recommended and Policy Committee approved an update to a passage in Al-Anon's Twelve Traditions Illustrated (P-60), bringing the section on Tradition Twelve (p. 26) into closer alignment with the spiritual principle of anonymity expressed in that Tradition and reflecting the language of our Al-Anon Declaration. It was exciting to evaluate and discuss many innovative suggestions for improving Conference Approved Literature.

In fact, one of the most significant aspects of our Literature Committee work is considering the ideas and suggestions of our members. Every piece of our Conference Approved Literature starts with an idea, and during 2025, we received about 25 suggestions from the membership for new literature or revisions to existing literature. Learning about and considering suggestions from the membership has been particularly meaningful to me—and has been identified as a meaningful part of their service by other Committee members as well—because it highlights the value of our voices as members of this beautiful fellowship and is an excellent reminder that the goal of our literature is to share the collective experience of the families and friends of alcoholics. As Literature Committee members, we keep that in the forefront of our mission!

The loving and gentle spirit of the Literature Committee members makes it a pleasure to discuss the new and exciting additions to and revisions of this precious recovery tool—our Conference Approved Literature.

In addition to submitting sharings for new CAL and *The Forum*, our members responded to the call for sharings for an updated service tool—the 2026 edition of *Al-Anon Faces Alcoholism*, our public outreach magazine. During a short window from September through November 2025, the WSO received more than 100 submissions from Al-Anon members and professionals in the field of recovery.

Bringing Attention to Existing Literature

While the development of new material is important, so is bringing attention to existing literature. Once again, the monthly “CAL Corner” section of *The Forum* highlighted various pieces throughout the year. Additionally, several “Inside Al-Anon” articles and “Notes from the WSO” focused on CAL, including:

- some interesting facts about *How Al-Anon Works for Families & Friends of Alcoholics* (B-32) on its 30th anniversary (January),
- recognition of several other pieces celebrating milestone anniversaries in 2025 (October),
- a list of our top ten most-purchased pieces of CAL in English, French, and Spanish (May),
- an article on the value of sharing our experience in writing, encouraging members to submit their stories for the new CAL in development (June), and
- an article highlighting the gifts of serving Spanish-speaking groups and encouraging those who don’t speak English to share their experience for our magazines (September).

Refreshing *Al-Anon Faces Alcoholism*

First introduced as a book in 1965 to share knowledge of Al-Anon and support financial growth, *Al-Anon Faces Alcoholism* (AFA) is now a cornerstone of public outreach. After the book was discontinued in 1998, a new annual magazine launched in 2006—available in English, Spanish, and French—to provide timely, relatable information for professionals referring clients to Al-Anon. Initially distributed twice a year through advance bulk orders, AFA became available year-round in 2019 to broaden its reach. In 2021, the magazine adopted a timeless design by removing the year from its cover, ensuring ongoing relevance.

In 2025, 86,775 copies were sold, including 72,775 in English, 13,475 in Spanish, and 525 in French. (See infographic on page 16 for five-year comparison.) Members shared AFA with professionals, institutions, treatment centers, schools, and individuals unfamiliar with Al-Anon Family Groups across the United States (including Puerto Rico), Bermuda, and Canada—extending hope and increasing awareness of the program.

To renew and strengthen AFA’s impact and financial sustainability, a two-year initiative began this year to update and republish the magazine. Year One supported the Board of Trustees’ Strategic Goal of Recovery & Service Tools by developing materials that reflect the collective experience of the families and friends of alcoholics. Through close collaboration between the Literature and Public Outreach teams, more than 100 member sharings and professional articles were collected. The volume of professional submissions demonstrated the value of our Public Outreach team’s ongoing efforts to connect with professionals at conferences and through correspondence to bring greater awareness to Al-Anon’s message.

As part of the planning efforts for this initiative, Staff collaborated to develop a structured sharing submission review process based on CAL and *The Forum* practices. Year Two will focus on material review and selection, design, and publication, with anticipated availability by year-end 2026.

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

As the monthly magazine of Al-Anon Family Groups, *The Forum* continues to provide help and hope to families and friends of alcoholics, alongside our bimonthly Spanish and French magazines, *Al-Anon y Alateen en acción* and *Le lien*. In harmony with Al-Anon’s Mission and Vision, these publications remain vital tools for supporting recovery between meetings and offering discussion topics for group gatherings. As Al-Anon Family Groups approaches our 75th Anniversary in 2026, these magazines honor the legacy of shared experience while investing in the future of Al-Anon’s global fellowship.

Forum Editorial Advisory Committee and *The Forum*

Engagement with members and trusted servants remained a priority throughout 2025. The WSO welcomed two new *Forum* Editorial Advisory Committee (FEAC) members and a new Committee Chairperson, bringing fresh leadership and perspective to the Committee. Updated FEAC Guidelines now include clear requirements for Committee positions, providing clarity in service. Conference calls with Area *Forum* Coordinators fostered connection and facilitated the sharing of best practices among trusted servants.

Editorial and design processes saw important updates to help us communicate clearly and responsibly. The FEAC proposed, and the Executive Committee approved, a change to *The Forum's* masthead to clarify how the use of purchased, commercially licensed full-face images maintain alignment with Al-Anon policy and principles. The FEAC also voted to introduce a new feature within *The Forum* highlighting international sharings, titled "Al-Anon Worldwide," which showcases the global range of our fellowship and the universality of Al-Anon principles, further raising awareness of Al-Anon's reach and relevance.

Aware of ongoing challenges in timely delivery of *The Forum* to Canadian subscribers, Staff did their part by adjusting internal magazine production timelines.

Le lien and *Al-Anon y Alateen En acción*

The Magazine Editor, Designer, and Translations Manager streamlined the design process for *Le lien* and *En acción*, improving efficiency and consistency. Additional pages were added to both *Le lien* and *En acción*, allowing for more content and enhancing visual appeal, thoughtfully balancing member value with operational realities.

Planning and production of 2026 issues of all three magazines began in August 2025, and during AFG, Inc.'s 75th anniversary year, our magazines will celebrate the fellowship's legacy with features that honor our past and illuminate our future. Our magazines remain a cornerstone of AFG, Inc.'s Mission, offering information, shared experiences, and hope to families worldwide, today, into our 75th year, and beyond.

Insight: Forum Editorial Advisory Committee (FEAC) - Serving the Vision Through The Forum

Sally M., Chairperson of the FEAC (At-Large Member)

The Forum plays a vital role in Al-Anon's Mission of helping families and friends of alcoholics find hope and encouragement to live joyful, serene lives. As an At-Large member of the *Forum* Editorial Advisory Committee, I am privileged to join four other trusted servants and our Magazine Editor in reviewing approximately 50 member submissions each month. Together, we help ensure that the magazine reflects the heart of Al-Anon: members sharing their experience, strength, and hope.

Every submission reminds me why I am in Al-Anon: to know I am not alone. Though we may look different on the outside, inside we share the same struggles and the same path to recovery. Reading members' insights reinforces the principles that guide my life and deepens my understanding of our program.

The Forum is more than a magazine—it is a recovery and service tool that connects members worldwide, strengthens awareness of Al-Anon principles, and preserves our legacy for future generations. As we celebrate 75 years of the World Service Office, I am honored and grateful to serve on a Committee that supports our fellowship globally and helps families and friends of alcoholics find hope and serenity.

Publications: Publishing Recovery and Service Tools

Vali F., Executive Director

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

Suzanne M., Associate Director—World Service Events & History

Suzette McKinney, Publications Manager (Non-member)

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eBooks Globally

In 2022, the Board of Trustees approved the WSO releasing all existing CAL books as ebooks. This decision was met with both enthusiasm about the opportunity to expand availability of CAL globally and concerns about the impact this decision would have on the ability of international structures serving Al-Anon Family Groups to be fully self-supporting. After thoughtful evaluation and conversation with international structures, the Board of Trustees approved a plan to utilize an ebook consolidator to distribute to the many different ebook platforms globally and define and implement a strategy for sharing ebook revenues with international structures.

By 2025, the eBooks Globally team had selected a consolidator capable of supporting existing CAL content on one system while simplifying country-specific sales tracking for pilot evaluation. The implementation plan established a 13-month ebook rollout schedule, beginning with *Intimacy in Alcoholic Relationships* (B-33) and releasing at least one book per month in all three languages thereafter. After careful evaluation of the results related to the quietly announced *Intimacy in Alcoholic Relationships* “super soft launch” in July, Staff determined the pilot had been successful and prepared to move into full launch. In November and December 2025, the WSO released ebook versions of *A Little Time for Myself* (B-34) and *Courage to Be Me* (B-23).

As has been historically true with ebooks, WSO sales remain modest. Yet the strategy’s success remains evident in its ability to allow members without access to Local Distribution Centers (LDCs) within the World Service Conference Structure to access ebooks and to reach members in remote locations around the globe without access to English-, Spanish-, or French-language books. For instance, one of our first ebook sales was made to a member in Zimbabwe. Pilot and launch results continue to demonstrate no reduction in printed literature sales. As a result, Staff anticipate no adverse effect on LDCs’ revenue.

The second component of the eBooks Globally strategy addresses the challenge created by ebook sales through global platforms, which may negatively impact international structures’ self-support. Staff thoughtfully investigated options that could reduce or eliminate this impact. The Board approved a strategy for sharing net revenue with eligible international structures. The concept was well received by international structures invited in April to discuss the idea and again when it was shared at the 2025 European Zonal Meeting. The financial model for international structures would allow qualified GSOs that are legally able to enter into agreements and are willing to cover the wire transfer costs to receive net revenue funds for ebook sales generated in their country. Legal agreements will be drafted and financial details shared with international structures in early 2026.

2026-2029 Al-Anon/Alateen Service Manual

During the year, multiple WSO Staff teams worked to finalize the manuscript, complete the proofing process, translate the changes into Spanish and French, and create the design for the 2026-2029 *Al-Anon/Alateen Service Manual* (P-24/27) including a new cover. This project supports the Board’s Strategic Goal of Recovery & Service Tools: AFG, Inc. develops and publishes materials that share the collective experience of families and friends of alcoholics. In response to our fellowship’s desire for a clear correlation between Policy statements and information in *Groups at Work* (P-24), Staff revised applicable sections of *Groups at Work* to reflect policy updates approved by the 2024 and 2025 WSCs. As a result, the “Groups at Work” section of the 2026-2029 *Service Manual* is now aligned with the “Digest of Al-Anon and Alateen Policies” section. Allowing time for Staff edits of *Groups at Work* creates

a natural lag between Conference approval of a new or revised policy and the corresponding updates becoming available in *Groups at Work*. Other housekeeping edits were made to *Groups at Work* when necessary.

In addition to publishing an electronic copy on al-anon.org and offering printed copies through the Online Bookstore, Staff proposed releasing the *Service Manual* as an ebook for purchase. This decision will be brought to the January 2026 Finance Committee and Board of Trustees for approval. Staff hope offering this additional format will increase the availability and efficient use of this vital service tool across the fellowship.

Distributing Literature & Service Tools

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

Camille Peters, Associate Director–Warehouse & Customer Service (Non-member)

Suzette McKinney, Publications Manager (Non-member)

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Annual Holiday CAL Book Bundle

Each year, Staff has the opportunity to identify Al-Anon recovery and service tools to offer to individual members as a discounted bundle with free shipping to share the collective experience of the families and friends of alcoholics. This year, the 2025 holiday bundle was designed to celebrate 75 years of Al-Anon Family Groups history leading into the 2026 anniversary celebration. To highlight Al-Anon's history, the bundle included the following pieces of literature:

- *Many Voices, One Journey* (B-31)
- *The Al-Anon Family Groups – Classic Edition* (B-5)
- *Alcoholism, the Family Disease* (P-4)

It was offered at a price of \$25 USD, including free shipping just in time for the holidays. By year end, the WSO had sold 383 in English, 37 in Spanish, and one in French.

In preparing to price the bundle, the Finance Committee discussed the availability of the holiday bundle for LDC purchase. The Committee reflected on the original intention for creating holiday bundles, which was to provide individual members with the opportunity to purchase lesser-known pieces of CAL by packaging multiple items at a discounted price and offering free shipping, and acknowledged that discounts developed for individuals with the holiday bundle were compounded when purchased through LDCs. Given that LDCs already benefit from a longstanding discount, the Committee decided to only allow members to purchase the holiday bundle at the discounted price. LDCs were proactively notified and reminded they were welcome to create a bundle using the same CAL and sell it at the same discounted price to their local members.

Domain: Awareness

AFG, Inc. builds public and professional awareness of the Al-Anon program.

Digital Communications

Scot P., Director of Communications & Community Awareness

Carol C., Associate Director–Literature

Suzette McKinney, Publications Manager (Non-member)

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Website Security Risks Accelerate Refresh Strategy

In the spring of 2025, al-anon.org came under attack from outside bad actors, at times causing the website to become unavailable, redirect to other more harmful pages, or simply create pages that would not display properly. These attacks took advantage of vulnerabilities in underlying website technology, specifically plug-ins, which support many key features on the website.

WSO Staff, particularly our Webmaster, worked around the clock with our hosting provider and web technology vendor to isolate the attacks and restore the website repeatedly to reduce the impact on the families and friends of alcoholics searching for help and hope. Through these collaborative efforts across the year, the website was brought to a stable state.

Evaluating the situation, Staff and our vendors concluded that underlying cybersecurity vulnerabilities inherent in the eight-year-old technology could not be resolved without a wholesale refresh. In making this decision, Staff acknowledged that best practice for website redesigns and upgrades is typically three to five years. Considering the risks, these needs were discussed by the Strategic Leadership Team (SLT), who in July 2025 recommended to the Board of Trustees prioritization of a website refresh strategy above the existing scope within some other strategies.

Staff partnered with our current website vendor to execute the strategy, which will include content updates and easier navigation for members, professionals, and those new to Al-Anon Family Groups seeking relief from the family disease of alcoholism.

Noteworthy Social Media Mentions and Public Service Announcements on Radio, TV, and Online

When social media influencers mention Al-Anon Family Groups, our message of recovery is shared with an audience outside of the World Service Office's normal sphere of influence. These mentions help carry Al-Anon's message to individuals who may have no idea that there is a recovery program for people affected by someone else's alcoholism. Staff monitor social media conversations, podcast interviews, and television coverage, reporting monthly to the Executive Committee. In 2025, Staff identified over 1,500 mentions on social media, with eight carrying Al-Anon's message to an audience of more than 14 million people and garnering more than 24 thousand reactions.

Communication Process

In 2025, the WSO celebrated work across multiple years optimizing a communication process for sharing help and hope with our members with the most simultaneously streamlined and spiritual experience to date. The process, known internally as our "communication calendar," generates WSO magazines, *In The Loop* messages, announcements, and distributes the Chairperson of the Board (COB) Letter content.

The process begins each summer, when WSO Staff develop a plan for sharing information with the fellowship for the upcoming year. This communication calendar process includes plans for articles written by Staff to include in the "Inside Al-Anon" section of *The Forum*, which are translated into French and Spanish for the *Le lien* and *Al-Anon y Alateen en acción* magazines respectively. The process begins with a request to each Staff team to consider the experience, strength, and hope or highlights they believe would be helpful to share with the fellowship. The communication calendar is augmented with ongoing features, such as the monthly sharing from Delegates, Staff, or WSO Volunteers on the annual Conference theme. Content creation concludes when the Staff member or WSO Volunteer submits their article.

The publication process, which runs concurrently with content creation, begins with theme planning. Four stakeholders across three Departments meet to discern monthly themes, which seem to naturally surface from the Staff content suggestions. Content is allocated to appropriate months based on theme and a comprehensive communication calendar is developed within the WSO project management tool. Publication begins in earnest as each article written by Staff is evaluated by four additional Staff members, including three who are Al-Anon members, and goes through a style and proofing process to ensure consistency and quality. Design efforts include designing the beautiful magazine covers and selecting images both from member submissions and an image vendor to protect member anonymity.

Over years, the communication calendar process has evolved to expand availability of these articles, along with a number of shorter messages, each month through release of the trilingual electronic email newsletters, *In The Loop*, *Le Messenger*, and *En Contacto*. A selection of the key messages is also provided to District and Area level Officers and Coordinators to use in their newsletters, emails, and websites to continue to carry the message throughout the links of service. In 2025, WSO uploaded 248 pieces of content to be shared, which were downloaded 7,495 times by trusted servants.

Public Outreach

Scot P., Director of Communications & Community Awareness

Heather S., Associate Director—Public Outreach

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Cooperation: The Cornerstone of Public Relations

Alcoholics Anonymous

In keeping with Tradition Six, although a separate entity, the World Service Office cooperates with Alcoholics Anonymous. A.A.'s concept, "Let's Be Friendly with Our Friends," aligns closely with the WSO's commitment to working with professionals. To deepen our understanding of needs within the broader recovery community, the Public Outreach team holds monthly calls with the Cooperation with the Professional Community (CPC) Staff member at A.A.'s General Service Office. These ongoing, informal conversations help identify opportunities for exhibits at national conferences, shape public outreach strategies, and strengthen Staff's ability to support professionals effectively. In 2025, Staff were honored to welcome the A.A. CPC Staff member for a visit to WSO, further reinforcing the spirit of cooperation and goodwill that benefits both organizations and the communities we serve.

Academic Researchers

The Al-Anon Membership Survey has proven to be a valuable resource for advancing scholarly understanding of family recovery, as its data provides unique insights into the effectiveness of Al-Anon Family Groups as a recovery program for individuals affected by someone else's drinking. From time to time, the WSO is approached by academics requesting assistance with research on friends and families of alcoholics. In alignment with this objective, Staff has maintained communication with a professor who advised a dissertation published in 2023 that utilized Membership Survey data to examine the therapeutic elements of Al-Anon participation. The professor has shared that additional students were interested in using data from the Al-Anon Membership Survey for their dissertation research.

In 2025, one request for data from a doctoral candidate was evaluated and approved by a Policy Committee Researcher Review Task Force, after determining cooperation with this research project would benefit Al-Anon. This dissertation proposal explores the impact of parental history of addiction on adult children's relationships.

Substance Abuse and Mental Health Services Administration (SAMHSA)

The WSO was invited to attend SAMHSA's Family Education and Care Navigation Meeting at their headquarters in Rockville, MD, in February. This two-day invitation-only event brought together more than 40 national family-focused organizations to discuss the development of a Family Education and Care Navigation Toolkit. The invitation resulted directly from WSO Staff's participation in Recovery Month events in Washington, D.C. in September 2024, where valuable connections were made with SAMHSA leadership. By participating, the WSO Staff contributed to ensuring the toolkit addressed the specific needs of family members affected by alcoholism, while also raising awareness of the Al-Anon Family Groups program among attendees.

Expanding Al-Anon Family Groups' Reach Through National Conferences

In 2025, AFG, Inc. advanced public and professional awareness of the Al-Anon program by exhibiting in four major national conferences:

- American Counseling Association (Orlando, FL)
- National Council for Mental Wellbeing (Philadelphia, PA)
- National Association of Social Workers (Chicago, IL)
- American School Counselor Association (Long Beach, CA)

These events provided opportunities to engage thousands of professionals and raise the visibility of Al-Anon Family Groups. WSO Staff cooperated with 32 member volunteers from four local Areas, resulting in more than 360 direct contacts. Follow-up emails were sent to all contacts, with some connected to Area Public Outreach Coordinators for further engagement. Additionally, every contact was invited to contribute an article to *Al-Anon Faces Alcoholism*.

Longitudinal Membership Study: Year Four

In 2025, some of the original group of Al-Anon members participated in the fourth year of the five-year study. These were members who participated in the 2021 Al-Anon Membership Survey and responded positively to the opportunity to opt in to the Longitudinal Study. In 2022, members were sent the first Longitudinal Study survey, which included ten questions measuring a number of elements of their current well-being. Over the course of the Longitudinal study, Staff will develop a data set showing the effects of continued Al-Anon recovery over time. In 2026, the final survey will be conducted. Staff will develop a presentation to share the results with the World Service Conference, international structures, and the fellowship and make anonymous data available to researchers interested in evaluating it for further scientific evidence of the effectiveness of Al-Anon recovery.

Domain: Financial Sustainability

AFG, Inc. encourages membership and organizational self-support by aligning resource allocation with its core purpose and strategic priorities.

Human Resources: Recruiting, Growing, and Retaining Staff

Vali F., Executive Director

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

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In 2025, the WSO Staff turnover was 15.6 percent, which represents a decrease over the prior year. The 2025 turnover reflects the retirement of three long-term Staff members—the International Specialist, Associate Director—Group Services, and Customer Service Coordinator—as well as career development opportunities for other employees. As a result of these retirements, two long-term employees were promoted into two of the vacant roles in recognition of their hard work and dedication to their teams and the WSO. With each vacancy, the Directors Team takes the opportunity to review the existing position and evaluate whether position and responsibility evolution is required. Throughout 2025, Staff have been evaluating the Associate Director—Group Services position in the context of Programs Department and WSO needs. In the meantime, recognizing the criticality of ensuring Group Services continuity, the Directors were pleased to promote a Staff member to Coordinator responsible for Alateen and Group Services.

This year, the WSO has continued to struggle to fill positions that require long-term Al-Anon membership. For instance, the International Specialist position, which was announced to Area Delegates and the public on our website, has been unfilled for the bulk of 2025.

This year, the organization conducted an internal benefits analysis to assess and ensure the employee benefits offered are both competitive and equitable within the broader nonprofit sector and the

Hampton Roads (Virginia Beach) area and in alignment with the organization's compensation philosophy. As a result of the study, Staff and the Compensation Committee recommended and the Board of Trustees approved offering new employees eligibility for health benefits and enrollment in our 401(k) plan sooner. With the assistance of the WSO benefits broker, Staff avoided a significant increase in health insurance costs by transitioning to a new coverage plan type. This transition maintained the health benefits offered and kept the cost to employees competitive with industry benchmarks.

Human Resources, in collaboration with the Directors Team, shined a light on employee engagement this year by implementing a new monthly Staff newsletter and promoting employee wellness initiatives throughout the year. The monthly newsletter announces upcoming events, highlights employee milestones or celebrations they wish to share, welcomes new employees, and distributes Directors Updates on cross-Department activities. Employee wellness initiatives included the creation of a Staff team who participated in a local 5k, an internal steps challenge, a summer wellness scavenger hunt, and a lunch 'n' learn session about overall wellness.

WSO Volunteers: Improving Application and Nominating Processes

Kathi M., Chairperson of the Board of Trustees (Trustee)

Jeffrey F., Chairperson of the Executive Committee (At-Large member)

Cindy M., Chairperson of the Nominating Committee (Trustee)

Vali F., Executive Director

Scot P., Director of Communications & Community Awareness

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Evolution of Trustee Application and Scoring Process

Staff responsible for converting the new Trustee application into a survey exceeded expectations by transforming the former Excel resume scoresheet into an efficient, user-friendly tool for Delegate committees—Regional Committees on Trustees and the Conference Committee on Trustees—and the Nominating Committee. The new format, supported by a clear instructional video, made scoring intuitive, and reviewers reported that it helped reduce the natural tendency to align results across applicants.

The updated consolidation process also protected anonymity and confidentiality while removing a significant administrative burden from Delegate committee Chairpersons and WSO Staff who previously handled the compilation of results. After scoring concluded, Staff conducted a retrospective to assess additional needs and found that only minor adjustments were necessary.

Because this was the first year that applicants completed—and Committee participants scored—the new application, the Nominating Committee conducted its own retrospective to review both the questions and the overall format. The Committee identified several opportunities to strengthen the questions, and further refinements are expected in future years. However, since the 2027 application cycle is already well underway, no changes will be made to the current year's application.

Refinement of WSO Resumes and Applications

Throughout the nominating process, questions about definitions—such as what constitutes “service beyond the group level”—and position requirements emerged across all world-service-level Volunteer resumes. As a result, the Nominating Committee has been tasked over the next several years with updating the Executive Committee resume and clarifying service requirements to serve on the Board, Executive Committee, and Executive Committee for Real Property Management (ECRPM). This work is in addition to the Committee's ongoing responsibilities: scoring applicants, preparing interview questions for Trustee and At-Large Executive Committee candidates, and evaluating Board Officer candidates.

The Executive Committee's review of recommended candidates for At-Large members on the WSO Committees—Literature, Public Outreach, *Forum* Editorial Advisory, and Audit—also revealed necessary updates to the application materials for these roles. In response, the Executive Committee

recommended that Staff, who collaborate closely with Committee Chairpersons during candidate selection, draft a revised application informed by both Staff and Executive Committee feedback. These updates will need to align with the refined At-Large Member Selection Process developed in 2025, which emphasizes shared leadership across the four Staff Liaisons supporting these Committees. The new process was piloted in 2025 and was widely viewed as a significant improvement.

One enhancement introduced through this process was inviting the Chairperson of the Board (COB) to participate in the first and last meetings of WSO Committees, except Audit, so At-Large members can share their experience and activities directly with the Board through the COB.

Evaluation of the Regional Trustee Selection Process

At the 2025 World Service Conference, a Thought Force facilitated a meaningful conversation about barriers to attracting applicants for vacant Regional Trustee positions, and a Board Task Force presented a proposal for creating a unified Trustee nomination process. Thoughtful participation in both sessions sparked significant Area-level discussion, revealed knowledge gaps in some Areas, and generated numerous questions for WSO Staff and Volunteers about the Regional Trustee process. A particularly encouraging outcome of the conversations was a notable increase in Regional Trustee applicants in 2025, offering the Board hope that this will reduce strain on current Trustees.

Operations: Managing the Business

Jeffrey F., Chairperson of the Executive Committee (At-Large member)

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

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

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Building Operations

The Executive Committee for Real Property Management (ECRPM) meets twice a year to ensure that the management of the real property is done in a prudent manner and does not interfere with the spiritual aspects of operations and services, i.e., service to the groups, individuals, or Al-Anon as a whole. The ECRPM includes the Sr. Director of Finance & Operations, the Chairperson of the Finance Committee, and three Al-Anon members who are not Trustees. The Committee operates in a landlord capacity, ensuring the maintenance of the building is completed and caring for the long-term oversight of the building.

In 2025, upgrades to the HVAC system were approved along with resurfacing the parking lot. The ECRPM is developing a strategic roadmap for long-term upgrades to the roof and the HVAC system, both of which are nearing the end of their useful life. The timing will be carefully scheduled to avoid having these repairs occur within the same year.

The Facilities team is responsible for the daily maintenance and care of the building. Tours of the building continued to be available and scheduled throughout 2025, using the online link at al-anon.org/tourwso. Guided by WSO Staff, the tours make the organization accessible and relatable to Al-Anon members and friends.

Business Operations

Executive Committee Oversight

While the ECRPM is accountable for oversight of the building, the Executive Committee holds delegated responsibility for overseeing World Service Office operations generally. The Committee takes this charge seriously, recognizing the importance of staying closely connected with Staff to understand overall morale and organizational needs. To enhance its ability to fulfill this responsibility, the Committee decided in 2025 to increase its in-person visits to the WSO from five to six each year, ensuring a consistent onsite presence.

Business Equipment

As Staff workload continued to be unrelenting in 2025, efforts were made to ensure comfort and efficiency. To this end, Staff office chairs were replaced with ergonomically improved former conference room chairs. Additionally, all laptops were updated to Windows 11 to provide Staff access to the latest technology and protect against security vulnerabilities.

Information Technology: Enhancing and Protecting Data and Systems

Vali F., Executive Director

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

Scot P., Director of Communications & Community Awareness

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Core Systems Overhaul: Customer Relationship Management/Association Management System (CSO: CRM/AMS)

According to the *2008 World Service Conference Summary* (P-46), in June 2007, the World Service Office launched its new Association Management System (AMS) software, iMIS, to manage group, member, inventory, shipping, and trusted servant data and processes. Over the years, Staff have customized the AMS software to meet our unique operational requirements, including the development of many customized automation processes. While iMIS has been developing and moving toward a new cloud-based version, the WSO continues to use an older, on-premises solution. As is typical for software vendors, iMIS announced that support for the on-premises versions would cease in the future and customers were strongly encouraged to migrate to the cloud-based solution.

Staff evaluated the iMIS cloud-based solution as it pertains to WSO needs and found that it lacked an integrated, trilingual capability, an essential element in reducing Staff workload and ensuring consistent member access to information across our trilingual structure. In response, Staff engaged with a consulting firm to assist us with evaluating and documenting WSO needs for a replacement AMS system. Staff and consultant efforts in 2025 included documentation, creation, distribution, and evaluation of the Request for Proposal submissions from multiple vendors and discovery that WSO needs were better aligned with a Customer Relationship Management (CRM) system rather than a traditional AMS system. The vendor identified our lack of need to fundraise and manage long-term donations as key reasons for their recommendation that we explore CRM solutions.

After deciding to move ahead with CRM options, Staff and the consultant participated in five CRM system demonstrations of proposed software solutions for the WSO. By year end, Staff had narrowed our solution candidates to two. Work on this Strategy is scheduled to continue in 2026, with a final decision to be made early in the year and the development phase to begin mid-2026. The development and implementation phase is expected to run an additional 18 to 24 months before completion.

In the meantime, we continue making minor updates to the iMIS system to meet current and evolving business needs. For instance, in 2025, Staff configured iMIS to record members' notification to the WSO of their plans to remember Al-Anon in their wills. By capturing this information on the member's record within iMIS, Staff can ensure adherence to the Seventh Tradition when accepting bequests.

Core Systems Overhaul: Accounting System

In 2024, Staff acknowledged that our current accounting software was approaching end of life. As Microsoft discontinues support for Great Plains, we recognized the imperative for the organization to transition to a modern, fully supported accounting platform that can meet current and future operational needs. After evaluating available options, Staff selected NetSuite as our new accounting system. This transition will ensure continuity, improve efficiency, and position WSO finance operations for long-term scalability. The new software will eliminate the need for on-premises servers and manual upgrades. The solution is designed to connect easily with other business systems, such as the CRM/AMS systems Staff

are considering, and provides improved process automation. The Accounting team began implementation of the new accounting system in November and is targeting completion by March 2026.

Risk Mitigation: Establishing Data Classification & Applying Artificial Intelligence (AI)

Throughout 2025, the Risk Mitigation team continued its efforts to identify, assess, and mitigate operational and information technology risks in collaboration with our virtual Chief Information Security Officer (vCISO). Focus areas included development of a Data Classification Policy, evaluation of the impacts of new legislation related to minors' use of mobile applications, and management of building keys.

Data Classification Policy

In 2025, Staff defined a Data Classification Policy for managing data and correspondence within the WSO, when communicating with trusted servants within the service structure, and when posting publicly. The Data Classification Policy was shared with Staff early in the year and is being implemented gradually.

Applying Artificial Intelligence

As artificial intelligence (AI) technology and platforms have become more prevalent and accessible, the WSO continues to seek legal counsel as appropriate to confirm that it is adequately protecting its digital assets, specifically with respect to copyrighted Conference Approved Literature, and to evaluate how to effectively and appropriately integrate AI into its business operations. The WSO is aware of the convenience and usefulness of evolving technologies, but also keenly aware of the possibility that such use may result in unintended consequences. The WSO continues to research, explore, and understand options while keeping the legal protection of its assets and the good of AI-Anon as a whole at the forefront of any analysis and decision.

As relates to digital assets, the WSO legal counsel suggested minimal revision to the current AFG, Inc. copyright notice, which appears in all publications, and recommended the inclusion of additional language in the notice in audio and ebooks prohibiting use of publications to "train" generative AI and develop machine learning language models. The revised copyright notice is being applied with each new printing of Conference Approved Literature and appropriate service tools and is included with the release of new ebooks.

Related to its information technology solutions, the WSO uses the Microsoft suite of applications, which includes Outlook, Word, and Teams, as its primary productivity platform for daily operations. This year, Microsoft has more broadly incorporated their AI tool, Copilot, into many of the applications. Staff evaluated the software's Data and Privacy Protection statements to understand if there are any risks to AFG, Inc. related to the use of MS Copilot. Staff learned that under the terms of the license agreement, WSO information stays within the Microsoft 365 service boundary, so that AFG, Inc. data is not used to train AI models. This along with other security and privacy elements provided the necessary assurances to allow Staff to use Microsoft 365 Copilot to increase productivity.

Legal: Protecting Al-Anon's Name

Vali F., Executive Director

Sarah S., Director of Programs

Tracey S., Associate Director—International Services

Suzette McKinney, Publications Manager (Non-member)

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Trademark and Copyright Protection

While Step Twelve states, "We carry this message to others..." the World Service Office is charged by the Board of Trustees with informing the fellowship how to share the experience, strength, and hope of the program in ways that do not violate AFG, Inc.'s legal copyrights and trademarks. Al-Anon's literature is a precious resource and the ease with which it may be shared in this digital age creates challenges. In 2025, the WSO continued to educate members and organizations about the proper use of copyrighted and trademarked material. Copyright and trademark registrations help ensure AFG, Inc.'s ownership of its intellectual property. Such protection of its text also helps prevent the possibility of dilution or distortion of the program and its spiritual principles. Legal protection of the various Al-Anon logos helps ensure that Al-Anon materials are visually unified and globally identifiable across international structures and multiple languages.

In 2025, the WSO processed over 75 Requests for Permission to Reprint submitted via the al-anon.org online form and through email. Such requests are to reprint excerpts from AFG, Inc.'s publications for use by Al-Anon Family Groups service arms and in Al-Anon publications, as well as for publications outside Al-Anon, such as personal memoirs. WSO Staff checks the length and accuracy of the requested excerpt and reviews the submission in the context in which it will appear to reduce the possibility that it will be taken out of context or misunderstood. We appreciate individuals' attention to copyright and their willingness to provide the information necessary so that the WSO may request revisions to a submission or grant approval.

Throughout the year, the WSO responded to reports of alleged copyright and trademark violations in a variety of settings. Conference Approved Literature is often reported when posted on social media accounts, including Facebook, YouTube, and WhatsApp. These postings can take the form of screenshot images, videos of individuals reading from copyrighted material, or audio-only recordings from Al-Anon's daily readers. Once contacted, individual account holders are often receptive to the WSO's communication requesting that the account, reel, or recording be removed.

- More challenging is the removal of an account from a platform such as Facebook, where it is often difficult to identify and communicate with the account owner or administrator. In keeping with its delegated authority and responsibility, the WSO takes this challenge seriously and remains persistent in its efforts to protect its registered copyright and trademark assets by notifying individuals and platforms when violations occur.
- The WSO has had success with Scribd and Apple Books, which have removed illegal material on sites where users were invited to download copyrighted CAL for a fee. Similarly, the WSO has successfully requested that accounts infringing on AFG, Inc.'s rights be removed from the TikTok platform.

The WSO also acts when it receives reports of alleged infringements of its trademarked name or logo. In some cases, this infringement takes the form of using the logo without permission, for example, on a self-help book, on a social media account, or when the logo has been overprinted or graphics are added. Situations in which the Al-Anon name is used as the domain name for a website are particularly complicated, since these involve several additional steps to identify where a notice of violation should be sent and gain hosting platform action. This year, the WSO has had success in getting several websites using the name of Al-Anon taken down or the content removed.

As in situations involving copyright, the WSO reaches out to the individual or organization responsible, reminds them of our Warranty Four responsibilities while explaining how AFG, Inc.'s intellectual property rights are being violated, and requests changes that will protect the Al-Anon name, logo, and copyrighted material. The WSO continues to educate and inform members, groups, and international structures through its website and by responding to individual questions about the permissible uses of CAL and copyrighted and trademarked material and works to support efforts to spread knowledge of the Al-Anon program and its resources in accordance with Al-Anon policy and the law.

Making Amends When Necessary

While not a legal copyright matter, in 2025 the WSO nonetheless had the opportunity to practice Al-Anon principles after inaccurately identifying the “Girl in a Bottle” poster image as originating from a WSC Area rather than the South Africa General Service Office (GSO). After being notified about the error printed in a *Forum* article, WSO Staff confirmed the mistake and developed a “WSO Note” of apology for the October 2025 issue. The WSO is grateful to the trusted servants at the South Africa GSO for graciously accepting the amends.

Trademark Registration

To protect the Al-Anon name globally, the WSO is responsible for registering ownership of its protected trademarks—the Al-Anon and Alateen names and the three Al-Anon logos—in each country where Al-Anon Family Groups are present. International trademark registrations can take months and even years to complete. This year, trademark registrations were finalized in Bolivia and proof of use specimens provided for South Africa, Guatemala, and Argentina to keep those registrations valid.

Trademark applications were also filed in China for the first time, which has proven to be a more complicated process. Currently, two registrations have been approved, while others have been rejected or are in review. WSO Staff is working with its trademark counsel and local counsel in China to evaluate the options and determine the best path forward so that Al-Anon's trademarks can effectively be registered for use by the growing number of groups active in China.

Branding Guideline for Trusted Servants

Since the creation of the 1966 WSC Statement on Public Relations and its reaffirmation by the 1971 WSC, the WSO and international structures have honored its message “that if Al-Anon is to continue to exist, it must continue to grow” through public outreach and awareness. With consistency over time, the Al-Anon Family Groups “brand”—which consists of assets such as the blue triangle logo, the Al-Anon and Alateen names, and even the “Help and Hope for Families and Friends of Alcoholics” tagline—has become recognized globally as a recovery program for the families and friends of alcoholics. Today, these brand assets are used consistently across multiple platforms, including print, digital, and social media. Consistency strengthens recognition, reinforces the distinctiveness of our message, and prevents the brand from becoming diluted or generic.

Maintaining consistent branding is not simply a matter of aesthetics; it is also an essential strategy for safeguarding the Al-Anon trademark. These efforts ensure that the Al-Anon name remains legally protected against infringement and continues to serve as a reliable resource for those seeking help.

In 2025, Staff embarked on an evaluation of our brand to determine if the current assets presented any challenges or needed refreshing to be attractive. Through that process, Staff discovered that non-members were sometimes confusing the name “Al-Anon” with “A.I.-Anon” or Artificial Intelligence-Anon. Yikes! Staff were very glad to become informed, responding immediately by adding a little “right hook” to the “I” in the Al-Anon name to improve recognition. The third-party analysis offered other insights that were being explored at year end as well. Staff look forward to sharing a comprehensive Al-Anon Branding Guideline in 2026 that will provide trusted servants with clear, actionable standards for applying brand elements uniformly. By defining components such as logos, colors, typography, and tone, the Guideline will help ensure a more standard use.

CAL Globally

The Conference Approved Literature Globally Strategy was initiated in 2023 to answer ongoing international structure needs to access CAL in languages spoken by their members. Its primary goal is to expand the options available to structures already licensed to translate and reprint CAL by authorizing them to sell or share reprint rights with other structures that lack the financial capacity to print or are constrained by existing agreements from reprinting themselves.

In 2025, two pilot projects kicked off: the first is a buyer/seller scenario and the second permits both buying/selling and reprinting of the translations originated by the selling structure. Prior to kickoff, the WSO facilitated conversations with the board, volunteers, and staff members from each structure. Staff were moved by the commitment each of these trusted servants demonstrated when collaborating to create mutually beneficial agreements.

The WSO has been monitoring each pilot, checking in with the structures individually and jointly at regular intervals to receive feedback and make any adjustments as needed. As with most new processes, some initial delays were inevitable, making news that the first scenario pilot structures found the pricing model, shipping details, and quality of the literature mutually satisfactory all the more encouraging. The formal agreement for the second scenario was recently executed, and the feedback so far has been positive as well, particularly with respect to the feasibility of reprinting translations received from the seller structure. The WSO looks forward to learning how these agreements function in practice as the pilots continue and to supporting structures in obtaining literature for their members.

Domain: Global Engagement

AFG, Inc. invests in each new generation of trusted servants to preserve our legacy and improve our structure and operations to meet the needs of the global landscape.

Coordinating the World Service Conference

Jayne C., Chairperson of the Conference Leadership Team (Trustee)

Suzanne M., Associate Director—World Service Events & History

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2025 World Service Conference

Preparations for the 2025 World Service Conference (WSC), Al-Anon's annual business meeting, unfolded with a blend of practicality and inspiration. Choosing a new Connecticut location over New York alternatives gave the WSO an opportunity to be good stewards of the fellowship's resources, lowering lodging and dining expenses while ensuring Conference members could participate in the cherished spiritual visit to Stepping Stones. At the same time, the WSO introduced a new set of beautifully designed retractable banners featuring the Legacies (Steps, Traditions, Concepts of Service, and General Warranties of the Conference) in English, French, and Spanish. When displayed in the Conference space along with a banner depicting the World Service Conference Structure Graphic, they served as a gentle reminder of why we gather each April. Following Conference, the Legacy banner files were posted to the WSC Members community on AFG Connects for Areas to use to purchase their own banners.

The 2025 Conference members unexpectedly experienced an unwelcome room change one evening that caused the WSC to move from the roomy General Session set up to a smaller, oddly shaped breakout room with extremely close quarters. Although seemingly a problem at first, this unplanned detour provided an opportunity for an intimate spiritual experience—a closeness members sometimes miss in the General Session space—that served as a deeply healing moment in the week. In that space, Conference members recognized their Higher Power at work.

For years, Conference members have been voting electronically using different methods, which saves time and lessens the possibility of human error when counting paper ballots. The latest approach employed in 2025 was a web platform that proved very successful. Staff are grateful to have found a reliable, user-friendly voting system that will eliminate the need to research a new platform for 2026.

A Delegate-led Stepping Stones Task Force planned the optional visit held the day after Conference closed. Delegates as well as a few WSO Volunteers who had not previously visited Stepping Stones, the home of Lois W. and her husband Bill, traveled together in vans to the Co-founder's home in Katonah, New York. Attendees reported experiencing renewal and spiritual support as a result of both the journey together and the visit. Following the Board of Trustees' 2024 decision to continue Stepping Stone visits as part of the 2028 WSC experience, WSO Staff will again take responsibility for coordinating the 2028 visit.

2026 World Service Conference Planning

Initial planning for AI-Anon's 2026 WSC included laying out the agenda over five days, as the four-day Conference trial ended at the close of the 2025 WSC. The Conference Leadership Team (CLT) has been mindful of comments shared and is making enhancements to the Conference experience based on the 2025 WSC evaluations regarding the length of days and the need for more breaks.

With resounding support from the 2025 WSC, the WSC Agenda Collaboration Work Group (WG), composed of three Delegates and two members of the CLT, fulfilled its two-part Charge throughout second half of 2025:

1. Gathering Delegate ideas for the 2026 WSC; and
2. Evaluating the CLT's preliminary WSC agenda to identify concerns about timing or content and opportunities for Delegate participation.

The WG Chairperson was invited to participate during two CLT meetings to share the WG's comments and discoveries. The CLT held subsequent meetings to consider and incorporate the suggestions developed by the WG. CLT members felt inspired by the commitment and willingness of the WG members to participate and the thoughtful ideas generated. The Opportunities to Serve Invitation distributed at the end of the year included the WSC Agenda Collaboration Work Group as well as the Chosen Agenda Item (CAI) Facilitation Work Group, both products of the 2024-2025 Task Force: Delegate Participation on CLT for Agenda Development.

Insight: Importance of Delegate Participation

Jayme C., Chairperson of the Conference Leadership Team (Trustee)

Jean H., Co-Chairperson of the International Coordination Committee (Trustee)

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As we share our reflections, we recognize that this is not a solitary endeavor. We want to honor the spirit of service, weave our perspectives, and speak to the heart of what we learned.

The Agenda Collaboration Work Group (which is responsible to the Conference Leadership Team) undertook the significant task of reviewing the World Service Conference Agenda. This process offered valuable insights into its content, structure, and timing, thanks in large part to the contributions of Delegates.

Jayme: Admittedly, I began this process with some skepticism. The scope of the task seemed daunting, and I questioned how this group would manage such a comprehensive review. As the collaboration unfolded, I witnessed the strength that emerges when diverse voices come together with a shared purpose. What initially appeared to be a challenge became an opportunity for growth and understanding.

Jean: Our international structures are partners, freely sharing knowledge, offering help, and welcoming support. When Delegates participate in their own Conference, we see how they deepen their understanding of our principles and strengthen the foundation of hope we all share. Their participation brings fresh insights, and more importantly, they affirm that we are equal—regardless of structure size or years of membership in AI-Anon. Through this process, we see individuals grow.

These experiences underscore the importance of truly listening to the voices of our Delegates. Their insights expand awareness, enrich our decision-making, and reaffirm the collective wisdom that anchors our service work. By practicing Concept Four, we foster a culture of participation in which every voice is welcomed, every viewpoint is valued, and the shared journey becomes stronger through inclusive dialogue.

Policy Committee

Debbie P., Chairperson of the Policy Committee (Trustee)

Al-Anon's Fifth Tradition reminds us that our one purpose is to help families of alcoholics. The work of the Policy Committee supports this purpose as reflected in the Policy Digest. These guiding principles help ensure spiritual unity and inclusiveness for members and groups around the globe. The thoughtful, reflective process engaged when developing recommendations to the Board of Trustees, and ultimately the World Service Conference, is a responsibility we approach with deep care and sincere commitment.

This year, the Policy Committee continued its study of Al-Anon's Twelve Concepts of Service, reinforcing our ongoing commitment to spiritual principles.

The "Local Services - Autonomy of Groups" Policy Task Force completed their charge when the WSC approved the revised Policy, concluding work that originated as a Thought Force in 2017.

Conversations on the "Dilution of the Al-Anon Program" section of the Policy Digest have led to the creation of a Task Force, with further details to be shared in future reports.

At the 2025 WSC, discussions continued regarding the "Choosing a Group's Name" Policy that was adopted by the 2024 WSC. While there was alignment that the Policy itself was not the concern, questions were raised about its implementation. As a result, the WSC agreed to pause implementation related to group name identifiers until the 2026 WSC, allowing Delegates time to gather Area input while continuing to encourage a focus on fostering a welcoming environment for current and future Al-Anon members. The Policy Committee remains committed to listening to all voices as Delegates return to the 2026 WSC to share their Areas' perspectives.

During the October meeting, members were invited to reflect on the impact of the Policy Committee and Policy worldwide. The resulting conversation expanded our understanding and the depth of the Committee's commitment to its scope and responsibility today and in the future.

The Policy Committee continues its purpose of interpreting our basic guides, the Twelve Traditions and Twelve Concepts of Service, in all we do.

Supporting the WSC Structure and Its Trusted Servants

Sarah S., Director of Programs

Scot P., Director of Communications & Community Awareness

Heather S., Associate Director—Public Outreach

Suzanne M., Associate Director—World Service Events & History

World Service Conference Delegates

Prior to Delegates finalizing their travel plans for the 2025 WSC, Staff members from two departments collaborated and facilitated a WSC Travel Training session. This presentation helped to clarify information about how the Conference is financed, as well as what the Conference Budget does and does not cover. The WSO's travel platform, used by Delegates to book their flights, was also reviewed in this meeting. The session's success was evident from how smoothly the 2025 Conference reservation process went.

Staff and the Conference Leadership Team continued supporting the Delegates throughout the year using AFG Connects, a communication platform where Delegates can “talk to each other and reason things out,” as well as receive pertinent information, including documents needed to prepare for Conference.

WSC Structure Areas

In 2025, Staff and WSO Volunteers hosted the 68 WSC Structure Areas for the Chairperson of the Board Letter virtual presentations following the January, July, and October Board Meetings. After hearing informal Delegate feedback during Area visits, the Board of Trustees invited all current Delegates to provide input via survey about the presentation to understand how it might be improved. As a result, the time for the “general session” questions and answers was extended, and the breakout sessions were shortened. This approach allowed for Delegate questions to be answered and seemed to be well received by all. The presentations include updates from the AFG, Inc. Treasurer, the Policy Committee Chairperson, and the Conference Leadership Team Chairperson and offer an opportunity for Delegates to ask questions of their assigned Trustees.

Additionally, WSO Staff and Volunteers are often asked to provide support and guidance to specific Areas struggling with challenges and growth opportunities. This year, the WSO Staff and Volunteers participated in both Assemblies and with Area Officers on topics including how incorporated Areas differentiate between traditional and legal authority and responsibility. Staff and Volunteers appreciate the opportunity to support Areas in applying the Al-Anon principles and Legacies to solving challenging situations and are grateful to observe how these trusted servants participate with humility to achieve a group conscience that serves their members and Al-Anon’s primary purpose.

In 2025, the World Service Office offered an amends for its backlog in reviewing submitted Meeting List Publishing Policies (MLPPs). The amends included posting a Preliminary Area MLPP Review Guide, which provided guidance on key steps needed for the WSO to support Area MLPPs. Staff addressed the matter of SPIRiT capacity and asked Delegates to provide clear insights into group issues occurring in their Areas that might increase the urgency of their Area MLPP being reviewed. Following the posting, two Areas informed the WSO of their plans to revisit their Area MLPP. Additionally, one Area notified the WSO of concerns and asked for an expedited review, which is underway.

WSO Staff & Volunteer Visits to Areas

WSO Staff and Volunteers feel privileged to have the opportunity to participate either in person or remotely in Area Assemblies, Conventions, and other service and recovery events. Staff and Volunteers are often asked to share on their Al-Anon personal and service journeys and to conduct a workshop. The WSO continued the practice of offering new WSO Volunteers and Staff the support of their mentor or an experienced colleague when visiting Areas for the first time in their world service roles. The WSO pays all expenses related to the mentor trip. Through collaborations, WSO visitors have shared a wide variety of topics. For instance, in 2025, the WSO attended four Area events to share about Public Outreach. The value of these visits was evident in two Areas where, after learning more about the service opportunities, members stepped forward to fill vacant Public Outreach Coordinator positions.

This year Staff participated in 16 Area events, while WSO Volunteers visited 18 Areas, including a Spanish-speaking Al-Anon Convention with A.A. participation. The ability to share our personal journey in recovery with members at the local level serves to bridge the gap between the clearinghouse and the fellowship. Staff and Volunteers welcome the opportunity to serve in this manner and provide any type of additional sessions for your events!

Insight: Connecting with Our Spanish-Speaking Members

Magdalena E., Member of the Board of Trustees

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I was invited to a Spanish-speaking Al-Anon Convention with A.A. participation. The convention committee requested that I speak in four different sessions about the disease of alcoholism and the dynamics this causes in the family as well as living a life using the tools and principles of recovery in Al-Anon.

In each session, I focused on the solution rather than the problem, trusting that most attendees were already familiar with the pain the disease causes. I emphasized the importance of sponsorship, practicing the principles in all our affairs, the spiritual growth that comes from service, and the value of the *Al-Anon/Alateen Service Manual* (P-24/27) as a guide for group, District, and Area functioning.

Outside the formal sessions, many members expressed enthusiasm and deep pride in seeing a Spanish-speaking Trustee and WSO representative who reflected their cultural and linguistic experiences. Members asked thoughtful questions about how to use the *Service Manual*, locate descriptions of service positions, and apply service guidelines in their groups. Others shared their own service journeys and the positive changes the program has brought into their lives.

Several members also spoke about the lack of in-person meetings in rural areas, which allowed me to introduce the *Al-Anon Family Groups Mobile App*. I offered a brief demonstration and explained that it includes access to Alateen meetings as well.

Overall, it was a positive and growth-filled experience, and it was an honor to carry the message on behalf of the WSO and to witness the renewed enthusiasm of members committed to recovery and service.

Insight: Connecting with Our WSC Structure Members

Jeri W., Member of the Board of Trustees

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I had the pleasure of attending the 2025 Missouri Convention in September. My assignment was to tell my story, but what I learned from my visit is that Al-Anon is everywhere and that the love is evident no matter where I travel.

My journey was enriched by my host from the moment she picked me up at the airport. What we discovered on our three-hour journey was how many people from the Georgia and Alabama Areas we knew from our past. I felt at home immediately.

Once at the site, the welcoming attitude was evident everywhere. The first thing I noticed was that the name badges did not identify the speakers, which I felt was a way of unifying all of the attendees. There were no strangers or guests registered, only friends whom I had not met yet. I felt the love and enthusiasm that being an Al-Anon member exemplifies.

I have two distinct memories from that weekend. I attended a candlelight meeting focused on "Shining a Light on Gratitude." Many of the sharings were about loss and how we were able to be grateful even when tragedy occurs in all of our lives. Also, I participated in a workshop titled "Plug in and Shine!," which involved lights, our relationship with our HP, and sponsorship.

On a personal level, I felt like I had lived in Missouri previously and knew the attendees personally. I was overwhelmed with the generosity, love, and support members showed throughout the weekend, not only to the speakers, but to all of the attendees. My first wish for you: If you ever get the chance to attend a Conference, it is my suggestion you don't pass up the opportunity. My second wish: Please invite Trustees to your events, because we want to meet you in your Area!

Growing Future Leaders: Passing It On

At the 2025 World Service Conference, the Growing Volunteer Future Leaders Board Task Force presented the background and concepts underlying the Strategic Plan Strategy: *"Passing It On: Bridging and Empowering Generations Through Knowledge Transfer."* This Strategy emerged organically over two years through multiple channels across the service structure. Conference members proposed the concept as part of the call for special projects to utilize excess funds in the Reserve Fund. Board members identified the need following a July 2024 Board Envisioned Future Work Group discussion on the generative question, "How do we grow future leaders?" WSO Staff introduced the idea through a high-level proposal titled *"Passing It On: Bridging and Empowering Generations Through Knowledge Transfer."* The overall goals that emerged consistently were the need to reignite the passion for Al-Anon service and ensure members are passing on foundational service wisdom from one generation to the next.

The 2025 WSC presentation shared the key phases of the *"Passing It On"* project, which will unfold across multiple years. The *"Passing It On"* project envisions WSO Staff collaborating with past Delegates and Trustees to identify educational gaps and missing institutional service knowledge. By capturing the experience and wisdom of these trusted servants, this project aims to develop comprehensive presentations to share at Area Assemblies. These presentations will emphasize the importance of preserving fundamental service knowledge and reigniting passion for Al-Anon service. This collaborative approach ensures that essential information is effectively passed on, contributing to the long-term resilience of Al-Anon Family Groups.

In 2025, the Strategy was presented at both the WSC and the 2025 European Zonal Meeting. Trusted servants domestically and internationally expressed strong enthusiasm for the project and a readiness to begin immediately. Members consistently acknowledged a shared challenge: important service knowledge is not always effectively passed from one generation to the next, which can create gaps in the service structure. Across both gatherings, members spoke with passion, hope, and excitement about the project's potential impact!

Area Coordinators

Across the WSC Structure, a vast number of trusted servants serve as Area Coordinators seeking to fulfill Al-Anon's primary purpose. In 2025, WSO Staff continued to expand their efforts to practice the Global Engagement Strategic Plan Goal Statement "invests in each new generation of trusted servants to preserve our legacy and improve our structure" by increasing the cadence of communication and training for these hardworking Coordinators. Coordinators are supported by various teams within the WSO who respond thoughtfully to the different needs of these roles.

Area Alateen Coordinators & Alateen Process Persons

Every January, incoming Area Alateen Coordinators are invited to attend a welcome service call to assist with establishing a solid foundation on which to carry the message of help and hope for teenagers affected by someone else's drinking. Area Alateen Process Persons receive the same warm welcome and introduction to WSO Staff, who serve as the primary WSO resources for carrying out their service roles. During the Annual Area Alateen Recertification of Al-Anon Members Involved in Alateen Service (AMIAS) and Alateen groups, training and frequent communications are shared. After the June 15 recertification deadline passes, continued support takes place through quarterly service calls. In 2025, the Group Services team continued to demonstrate opportunities to use the "Public Outreach to Professionals - Alateen" toolkit with various professional audiences during these Alateen service calls.

Area Archives Coordinators

Quarterly meetings, monthly discussion questions, and one-on-one support with Area Archives Coordinators strengthened collaboration and knowledge-sharing. These efforts align with the Board's Strategic Plan by supporting members, fostering awareness, and preserving Al-Anon's legacy globally, ensuring continuity and hope for future generations.

Area Forum Coordinators

A “getting to know you” questionnaire helped inform the Area *Forum* Coordinators spring kickoff meeting, attended by about 25 Coordinators. WSO Staff provided monthly *Forum* Sales Reports and answered questions on AFG Connects to support trusted servants’ role in raising awareness of *The Forum* and encouraging subscriptions and submissions.

Area Group Records Coordinators

As part of our ongoing commitment to Area Group Records Coordinators (AGRCs), we hold quarterly service meetings where we share experience, strength, and hope. This year, topics discussed at the meetings included Al-Anon groups meeting electronically, service rotation, and the benefits of service sponsorship for incoming AGRCs. There was also a special meeting in early June to discuss the implementation of the “Changing a Group’s Name” Policy.

More than 100 participants—including AGRCs, their Alternates, and all 68 Area Delegates—joined the discussion on implementing the “Choosing a Group’s Name” Policy and the importance of welcoming newcomers. The call provided an opportunity to explore a collaborative approach between WSO and the Areas for confirming groups’ understanding of the Policy and the Traditions underlying it. In response, WSO implemented a new approach that incorporates the Area Delegates into the review process for new group registrations or name changes involving an identifier. Area Delegates, in collaboration with AGRCs, took responsibility for confirming these groups intend to honor Al-Anon’s primary purpose of welcoming anyone affected by someone else’s drinking. WSO Staff also introduced tools and resources to support Area-level discussions.

Area Literature Coordinators

Four quarterly conference calls took place in 2025, at which Area Literature Coordinators exchanged ideas and shared best practices with one another. Attendance ranged from 16-28 participants, and recordings were posted on AFG Connects for others to view as they were able. Coordinators reported conducting numerous writing workshops in their Areas, both in person and virtually, and generously shared workshop formats and presentations in the Literature Coordinators community. Following a writing workshop for the PERSONAL/SERVICE SPONSORSHIP piece (working title), one Coordinator sent the WSO a packet of 65 member sharings!

Area Public Outreach Coordinators

Area Public Outreach Coordinators—including those for French, Spanish, Cooperating with the Professional Community, Institutions, and Public Information—had the opportunity to participate in seven meetings during 2025. Attendance averaged 20-30 participants out of potentially more than 67 Coordinators (some Areas have multiple positions). When an Area’s position is vacant, the Area Delegate is encouraged to invite another member who may be interested in serving or any member who can liaise for the Area. WSO Public Outreach Committee members observed these meetings to help inform their work at the world service level.

The series of meetings were bookended by a fellowship orientation in January and a gratitude gathering celebrating service in November, with topic-focused sessions in between. Facilitated by the Associate Director—Public Outreach, additional WSO Staff and trusted servants—including an AIS Public Outreach Liaison, a Past Area Delegate, and a former WSO Public Outreach Committee member—shared on topics such as exploring the *Service Manual*, using the links of service to help carry the message, how Public Outreach supports the Seventh Tradition, and strategies for raising Al-Anon awareness during September’s National Recovery Month. Recordings of the sessions are posted confidentially in the AFG Connects Public Outreach Coordinator Community.

A special joint meeting was held in February for 55 Public Outreach and Alateen Coordinators, where Public Outreach and Group Services Staff collaborated to introduce the new Public Outreach to Professionals – Alateen service tool, posted on the Public Outreach Toolkit page of the al-anon.org website. Materials were shared and demonstrated along with guidance on customizing them for local

use. A recording of this meeting was posted in both the Alateen Coordinator and Public Outreach Coordinator communities on AFG Connects. Later in the year, a survey was conducted to better understand how Coordinators were utilizing the service tool. Feedback was positive, and another joint meeting is anticipated in 2026 to further support members in cooperating with professionals who work with young people with the aim of raising awareness of Al-Anon and Alateen.

Area Technology Coordinators

In 2025, the WSO posted a monthly discussion topic to the Technology Coordinators community of AFG Connects. Some of the discussion topics that garnered vibrant responses were related to how Areas manage their hardware and software inventories and how Technology Coordinators remain informed on evolutions in technology.

Area Web Coordinators

The Web Coordinator Community held a conference call in November 2025 to share WSO updates on the *Al-Anon Family Groups Mobile App* and the upcoming Website Redesign project, discuss best practices, and facilitate peer-to-peer problem-solving among Area Web Coordinators. Monthly discussion topics in AFG Connects continued to keep conversations lively and engaged, encouraging Web Coordinators to share their experience, strength, and hope on subjects like website security, accessibility, and technical troubleshooting. This combination of live connection and ongoing discussion threads has strengthened the community's ability to support one another in their service roles.

Al-Anon Information Services (AISs), Literature Distribution Centers (LDCs), and Combined AIS/LDC (Intergroup) Communications

Group Services and AFG Records worked together in a concerted effort to update AIS, AIS/LDC, and LDC information. The team continued personal outreach to these service entities and held informational service meetings to help inform their trusted servants. Through conversation, a central theme emerged: confusion about the relationship between the service entities, their Area service structures, and the World Service Conference (WSC) Structure. To increase understanding, WSO Staff held separate informational service meetings for the different service entities and shared insights to help avoid conflicts and the potential for double-headed management.

Supporting WSO Volunteers

Vali F., Executive Director

Sarah S., Director of Programs

Scot P., Director of Communications & Community Awareness

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WSO Volunteer Onboarding & Mentoring

Each year, World Service Office Volunteers commit enormous energy to support the Strategic Plan Goals and primary purpose of Al-Anon Family Group Headquarters, Inc. Considering insights gained from attendance at the American Society of Association Executives, the Leadership Team recognized the importance of expanding the WSO investment in leadership development for new Trustees and At-Large Executive Committee members. The Chairperson of the Board facilitated updates to a Mentoring Tip Sheet to offer Volunteer mentors the guidance they need to support members stepping into these strategic roles. Together with Staff, she and the Vice-Chairperson refined orientation presentations and materials to improve the virtual onboarding meeting and the in-person orientation sessions in May and July. Improvements streamlined key information, focused on "First Things First," and increased engagement through interaction. Although work continues, preliminary feedback from this year's new Trustees and At-Large members confirmed that they felt significantly more supported and prepared for their roles than the previous year's incoming group.

Road Trip! You and Your Board Connect

The location of our tenth Road Trip! You and Your Board Connect was Omaha, Nebraska. 123 enthusiastic members pre-registered to participate, and two more registered onsite. As always, planning for the event began much earlier, with Staff finalizing hotel contracts in January, the Work Group and Welcome Committee collaboration beginning in February, and WSO Volunteers preparing their personal shares and presentations starting in June.

This year the enthusiastic Nebraska Welcome Committee requested, and the Board of Trustees approved, the sale of Conference Approved Literature at the event, provided that the *Service Manual* and pamphlets referenced at the event were available for interested participants. Future Road Trip! Welcome Committees may choose whether to offer literature sales.

The 2026 Road Trip! location was chosen from the hat containing submitted Area bids. Board direction to the WSO Staff is to evaluate the feasibility of locations in the order pulled from the hat. Immediately following the meeting, an event planner supporting the International Al-Anon General Services Meeting site selection and World Service Conference logistics began a robust evaluation process for the first location selected. The WSO was grateful to have such a knowledgeable planner to augment Staff resources. The Chairperson of the Board (COB) will announce the site for the 2026 Road Trip! in the January 2026 COB Letter.

International: Increasing Access to Al-Anon Globally

Diane B., Chairperson of the International Coordination Committee–2024-25 (Trustee)

Ann Marie Z., Chairperson of the International Coordination Committee–2025-26 (Trustee)

Sarah S., Director of Programs

Tracey S., Associate Director–International Services

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Supporting Structures Worldwide

As a global organization, AFG, Inc. continues to strengthen its connections with trusted servants supporting collections of groups, Al-Anon Information Services, evolving structures, and General Service Offices (GSOs) in more than 140 countries. Continued connection is vital to the well-being of our members and to the unity of our fellowship. The International Services team assumes primary responsibility for communication with the international community, although this team works collaboratively across the WSO to provide comprehensive and timely information.

In 2025, this team adapted to reflect the evolving needs of our worldwide fellowship through frequent collaboration with our Paralegal and the onboarding of the International Assistant and Spanish Interpreter. The WSO Paralegal expanded her responsibilities to coordinate translation and reprint permissions, provide detailed guidance to structures, and coordinate with independent reviewers of Conference Approval Literature (CAL) translations. At year end, one team position remained vacant: Member Services Specialist - International, a Staff position requiring Al-Anon membership and service experience, which the WSO hopes to fill early in 2026.

Additionally, this year, the team met with the International Coordination Committee (ICC) at least monthly and sometimes more often, increasing the frequency of meetings in shared leadership to carry Al-Anon's message of hope to international structures across the globe. Since each country's journey toward developing its Al-Anon service structure unfolds uniquely, the frequency of conversations evolves as the structure develops and needs change.

This past year, a member residing in the United States who frequently travels to Nepal reached out to the International Services team to explore how we could provide support to the members there. Their outreach helped open the door to a brand-new connection, which led to collaborative conversations with members who used to reside in Nepal and members of India who have personal connections to Nepal. As web conferencing and secure instant messaging solutions become more widely available,

these collaborative partnerships make it possible to build and maintain consistent connections. As new countries reach out or reestablish connection, there is hope that additional support can be given and Al-Anon Family Groups can continue to grow worldwide.

Keeping in mind Tradition Seven, which reminds each member and service structure that being fully self-supporting includes and extends beyond financial contributions, the development of long-term service structures is essential. Building the links of service within each country requires members who typically reside in that geographical area and who are willing to be of service. It also requires understanding the details of translating, printing, and reprinting CAL and the significance of protecting CAL copyright.

The WSO offers guidance regarding these and many other topics to individual members, collection of groups, AISs, evolving structures, or GSOs regularly throughout the year during one-on-one calls, emails, or web conference meetings. Every WSO department contributes to International Services in some way, whether by registering new international groups, supplying CAL, receiving contributions, or sharing specialized knowledge during conversations.

Translation of Conference Approved Literature

In Spring 2024, the GSO of France expressed a renewed interest in updating one of that structure's most popular pieces of Conference Approved Literature: *From Survival to Recovery—Growing Up in an Alcoholic Home* (B-21). Following the 2007 publication of the updated English version, WSO resources were limited and an update to the French version had not yet been completed. Early in 2025, discussions resumed in earnest. By the spring, agreements between the WSO, the French GSO, and individual member translators were finalized and the process of creating an updated French-language version began. The WSO is grateful for the efforts of the translators as they work diligently to ensure the update to the French version will be both linguistically accurate and reflective of the spiritual message of the Al-Anon program. We expect this project to continue through calendar year 2026 and look forward to the future when the experience, strength, and hope of a new edition of *De la survie au rétablissement* (FB-21) will be shared with French-speaking members.

In 2025, the Board of Trustees gave approval to Serbia and Bulgaria to translate and print Conference Approved Literature in their native languages. Requests were first presented to the ICC, which considers them for recommendation to the Board of Trustees. In addition, Trinidad and Tobago were granted permission to reprint CAL in English, and Tanzania expressed interest in beginning the process of being considered for approval to translate into Swahili. In the meantime, discussions also began with Nepal.

In accordance with WSO procedures, structures translating into their native languages for the first time are subject to the independent review process, in which a bilingual member who was not involved with the translation of the material reviews the translation. The purpose of the review is to confirm linguistic accuracy and to ensure that the spiritual message of the Al-Anon program is conveyed in the translated version. Currently, Bulgaria, Latvia, Serbia, Romania, and Slovakia's translations are subject to independent review. At multiple points during the year, the WSO put out a call for independent reviewers in needed languages: Farsi, Swahili, and Mongolian, among others. We are mindful that our members can be our greatest resource!

WSO Staff continue to respond to questions and requests from structures and individuals regarding the WSO's CAL translation and reprinting policies and procedures. This year, the WSO granted new permissions for 15 English reprints and 11 Spanish reprints, the majority of which were pamphlets and service tools. In addition, the WSO granted permission for 47 first-time language translations, 15 of which are currently subject to independent review. The WSO also works with structures to collect the information needed to assign International Standard Book Numbers (ISBNs). Each translated publication contains an original and translated ISBN, which identifies the specific edition of a book. In 2025, the WSO assigned and filed 60 translated ISBNs for publications in a wide range of languages, including Korean, Marathi, Telegu, and Bulgarian.

Regular Structure Meetings

This year, the International Team has facilitated 40 Regular Structure Meetings (RSMs) with 45 different countries. RSMs offer opportunities to exchange ideas, reflect together on how to apply spiritual principles within the service structure, and discuss how the policies of the *Al-Anon/Alateen Service Manual* are applied within varying cultural and legal frameworks. These meetings have become a valuable space for shared learning where members in service roles engage in collaborative dialogue about the development of organization in their structures. The International Services team serves as a resource to international structures, and our work at the World Service Office is strengthened by the collaborative partnerships we share as we learn from one another.

Global Gatherings

Global Gatherings were regular occurrences in 2025, covering topics including Service Tools and Resources, Highlights of the WSC, the Traditions (shared by volunteers), the Concepts, and personal experiences shared by International Al-Anon General Services Meeting (IAGSM) Delegates or representatives. Each Global Gathering attracts around 40 countries and over 120 attendees. The WSO is committed to providing French and Spanish interpretation for Global Gatherings and other international meetings. When other languages are spoken, each structure takes responsibility for providing interpretation. Some countries hold a “watch party” so that members can gather and listen in their native language. As electronic platforms provide enhanced translation transcription technology, the reach of the Global Gatherings is enhanced, creating a deeper sense of connection across the worldwide fellowship of Al-Anon Family Groups.

International Al-Anon General Services Meeting (IAGSM)

At the 2024 IAGSM, the IAGSM Delegates voted to continue two conversations via web conference. Delegates met electronically during 2025 to discuss key topics, including establishing a Thought Force to Investigate Alternative Funding Options for Future IAGSMs and a Task Force focused on Delegate Participation on the IAGSM Agenda.

Additionally, selection of the structure and host location for the next IAGSM occurs during the in-person gathering. Based on 2024 agreement, that process took place electronically in 2025. GSOs were invited to submit bids, and the IAGSM Delegates met via web conference to select the host country for the 2026 IAGSM. Slovenia presented a bid and was unanimously selected as the host country for 2026. They are very excited to welcome the IAGSM Delegates to their beautiful country, and we look forward to gathering to share global experience, strength, and hope.

Zonal Meetings

Zonal meetings take place in the years between the biennial IAGSM gatherings. These gatherings offer a space for international structures at all stages of development to connect, share, and support one another in unity and service. In 2025, WSO Staff and Volunteers participated in two Zonal meetings: the European Zonal Meeting (EZM), held in person, and the Reunión Iberoamérica de Servicios Al-Anon (RIASA), held virtually.

European Zonal Meeting

The EZM was hosted by the Italy GSO and attended by the Chairperson of Board and the Executive Director, who joined representatives from 17 countries. Twenty-eight members participated during the three-day event. Each structure presented historical background and shared updates on current activities, providing valuable opportunities for mutual connection.

One highlight of the EZM was reconnecting with a member who had been fairly new to Al-Anon when the WSO visited their structure in 2022. This same member represented their structure at the EZM. Their journey, from first meeting the WSO teams as a newer member to engaging in service at an international Zonal meeting, reinforced the concept of “Passing It On” and how service supports continued growth in recovery.

The next EZM will be held in Denmark in 2027 with the theme of “Recovery Through Service.”

Reunión Iberoamérica de Servicios Al-Anon

The 2025 Reunión Iberoamérica de Servicios Al-Anon (RIASA) was conducted virtually over two days, with the theme “El Fruto Del Amor Es El Servicio Es La Unidad” (“The Fruit of Love Is Service in Unity”). Fifteen structures from Spanish- and Portuguese-speaking countries participated, sharing their voices, experiences, and hope in a spirit of unity and service. Uruguay served as the host country for the 12th RIASA.

The WSO was invited to attend and participate by providing updates on recent activities and being available to respond to any questions. The Chairperson of the International Coordination Committee (Trustee), the Executive Director, the Director of Programs, and the Associate Director–International Services attended. Throughout the event, members demonstrated a strong willingness to serve and a deep commitment to carrying the message—an inspiring reminder that we are not alone.

Exploration of an Oceania Zonal Meeting

Preliminary conversations have begun regarding the formation of an Oceania Zone, which could include structures located in or near the Oceania geographic region that are not currently participating in an existing Zonal meeting. Ongoing discussions will help determine the next steps for establishing an Oceania Zonal Meeting in the years ahead.

International Visit to Central & South America

As Reunión Centroamericana y del Caribe de Servicios Generales de Al-Anon (RECACSA), the Zonal Meeting for Central America and the Caribbean, was not held in 2025, the Director of Programs, the Associate Director–International Services, and the Chairperson of the ICC (Trustee) had the opportunity to coordinate an international visit to Central and South America. This unexpected opportunity allowed the team to spend time with the structures in Guatemala, Ecuador, and Costa Rica. Despite a shorter planning timeframe, each structure responded with infectious enthusiasm and a deep willingness to serve. Their excitement to welcome the WSO, organize events, and prepare for the visit was truly inspiring.

The visits took place in early September. Each structure determined its own needs and typically formed a committee to plan and coordinate the agenda. In accordance with Concept Ten, “Service responsibility is balanced by carefully defined service authority and double-headed management is avoided,” the WSO prepared presentation topics, while each structure organized the venues and invited the membership to participate in the WSO visit.

Guatemala

Guatemala was the first stop on the 2025 international trip. Given a recent change in their Board of Trustees, the structure expressed strong interest in gaining a deeper understanding of the relationship between the World Service Conference and the Al-Anon Family Group Headquarters, Inc. Board of Trustees, including delegated authority and responsibility as described in Al-Anon’s Twelve Concepts of Service. Guatemala’s Board was eager to learn how the WSC functions, how decisions flow through the service structure, and how AFG Inc.’s Board carries out its legal and traditional responsibilities while remaining accountable to the fellowship as outlined in Concept One. Traveling with a Trustee who had experience serving on the Board of Trustees added value and provided firsthand insight to support these discussions.

Time was spent meeting with the committees and participating in a fellowship event featuring a panel discussion based on *Healing Within Our Alcoholic Relationships* (P-95). Both the WSO team and long-term members of Al-Anon in Guatemala participated on the panel.

Ecuador

During the visit, Ecuador celebrated its 15th anniversary as a General Service Office. Alongside this significant celebration, members participated in a Twelve Traditions workshop and engaged in open, thoughtful conversation focused on unity and growth. Many in attendance expressed that they had long dreamed of a WSO visit, and its realization strengthened their sense of connection to the worldwide fellowship.

Costa Rica

Costa Rica, a long-established structure, was eager to deepen its understanding of the Twelve Concepts of Service. Members demonstrated enthusiasm, commitment, and a strong desire to carry the message through the links of service. The fellowship event drew members from across the country and featured a workshop based on *When I Got Busy, I Got Better* (P-78). Members engaged fully and celebrated afterward with music, food, and dancing in a special venue used by the Al-Anon Family Groups for fellowship gatherings.

All Visits

In every country, newcomers were present at the fellowship meetings. Encountering newcomers served as a powerful reminder of both the ongoing need for Al-Anon Family Groups around the world and the personal growth members experience over time.

Members in each structure extended extraordinary hospitality, reflecting the same spirit Lois W. showed when she welcomed members into her home. In every structure visited, the host country demonstrated remarkable willingness and generosity in caring for the WSO guests. Members volunteered to transport the team to and from the airports, share meals, offer guidance through local places of interest, and offer an opportunity for immersion and connection to the unique cultures of their country. These personal moments are invaluable in strengthening the bonds felt for each other. Many members expressed that the visit fulfilled long-held dreams, reminding the WSO visitors of the shared purpose to help Al-Anon Family Groups grow. Through these visits, WSO Volunteers and Staff experienced how the language of the heart reinforces the unity that supports Al-Anon's growth worldwide.

Insight: International Trip

Ann Marie Z., Chairperson of the International Coordination Committee (Trustee)

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As the Chairperson of the International Coordination Committee this year, I had the honor of participating in an international trip to Guatemala, Ecuador, and Costa Rica. In *Hope for Today* (B-27), it states, "In Al-Anon I can say what is in my heart and know that my words will be received with understanding and compassion." I know this is true in my meetings, but this statement took on an even greater meaning on this trip. We had translators wherever we went, but there were many times when you didn't even need to hear the words to understand the message from the heart of another member.

I truly felt at home when I walked into the different General Service Offices and saw Conference Approved Literature for sale. The Twelve Steps were displayed, and I recognized the Serenity Prayer on the walls. We are truly connected with our fellow members worldwide through our common bond of alcoholism in friends and families.

Each country was so appreciative of the investment that AFG, Inc. made to send our team to visit and share our experiences in our structure and operations. They felt that if WSO has been doing it for almost 75 years, then we must be doing something right, and they could adapt our strategies to meet the needs of their countries.

Personally, one of the highlights of the trip was walking from our hotel to the meeting location with members. I was able to communicate one-on-one with members with the aid of a translation app. That truly connected us member-to-member on a more intimate level.

Just as in any service position I have held, my Al-Anon circle has, once again, expanded.

OUR FINANCIALS

Manage Our Budget & Financials

David B., Treasurer of the Board of Trustees (Trustee)

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

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Our Financials

In 2025, literature sales slowed compared to prior years. Because no new literature was released, a decline in sales was expected. Total literature sales for 2025 were \$3,141,508, representing a 19 percent decrease from 2024. Net literature sales accounted for 31 percent of revenue for 2025.

As a result of unwavering support from our members, contributions totaled \$3,571,021, which accounted for 46 percent of revenue for 2025. Contributions increased by 18 percent in 2025 compared to 2024. Contributions from groups provided approximately 37 percent of all contributions received, followed by bequests at 17 percent.

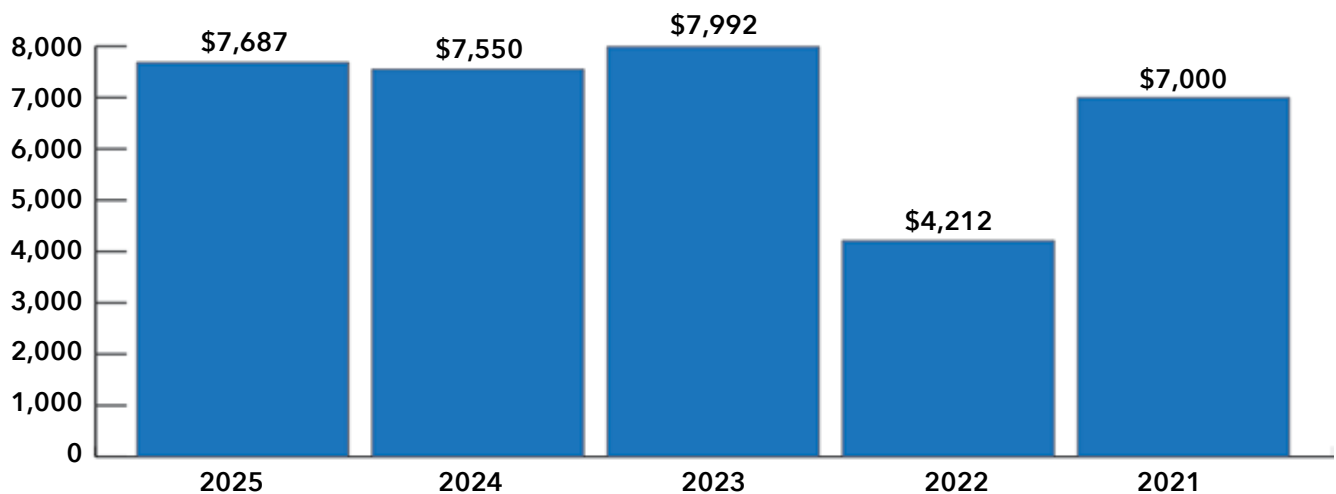
Positive market conditions increased our investments held in the Reserve Fund, allowing the WSO to build an ample reserve, which had decreased in previous years due to a tough market.

Thanks to the continued support of our members, even as literature sales have declined, the WSO was able to maintain essential services and accomplish several important initiatives. This support made it possible for the WSO to send a team to visit trusted servants supporting international structures in Central and South America, participate in the European Zonal Meeting in Italy, and attend the 2025 A.A. International Convention with Al-Anon participation. The strong support enabled the WSO to help grow subscriptions for the *Al-Anon Family Groups Mobile App Daily Reflection*, prepare to publish the *2026-2029 Al-Anon/Alateen Service Manual* in early 2026, and enhance public and professional understanding of our programs through the Public Outreach to Professionals – Young People Strategy.

Al-Anon's operating funds come from three main funding sources: revenues from literature sales, contributions, and other revenue. More than 70 percent 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.

Note: The complete audited financial statements of Al-Anon Family Groups Headquarters Inc. for fiscal year 2025 may be obtained online at al-anon.org.

FIVE YEAR REVENUE (IN THOUSANDS)



Finance Committee

David B., Treasurer of the Board of Trustees (Trustee)

As Treasurer of the Board of Trustees and Chairperson of the Finance Committee, I work with fellow WSO Volunteers to review the monthly financial statements and develop the Quarterly Appeal Letter. Through those processes, I am reminded that the activities carried out by the WSO to provide the services our fellowship wants are funded either by sales of Conference Approved Literature (CAL) or contributions from our members. Like so many of you, I have done my part to support that over the last year by purchasing some of the new ebooks that have been released as well as making individual contributions to the WSO.

The 2025 financial results present a more favorable picture than we can sustain due to the significant bequests we received throughout the year from the estates of our members. Without these bequests, we would have been running a deficit in our results, with expenses in excess of revenues as literature sales fell from the levels of the prior two years. While spending was tightened, reductions cannot offset these lower revenues while still providing all the desired WSO services.

For the WSO to most effectively maintain these many services, our groups need to consistently purchase CAL and maintain—or increase—their regular contributions. This is one way to put our 2025 Conference theme, “Investing in Each Other to Preserve Our Legacy,” into action. My recovery program works best for me when I consistently follow what I have learned here, and that includes regular support to ensure that Al-Anon remains available for the newcomer seeking help in the future, just as it was when I attended my first meeting many years ago.

Insight: Excess Reserve Fund

David B., Treasurer of the Board of Trustees (Trustee)

In 1970, the Finance Committee of the Board of Trustees established a reserve fund with a goal of eventually setting aside enough to cover a year’s worth of operating expenses if ever needed. In the decades since, the WSO Volunteers and Staff have prudently shepherded the growth of the Reserve Fund, providing updates about its status at the annual World Service Conference as part of the approval process for the Auditor and Finance Committee reports. I have been humbly privileged to be a part of that stewardship effort in recent years as Chairperson of the Executive Committee and then as Trustee and Treasurer.

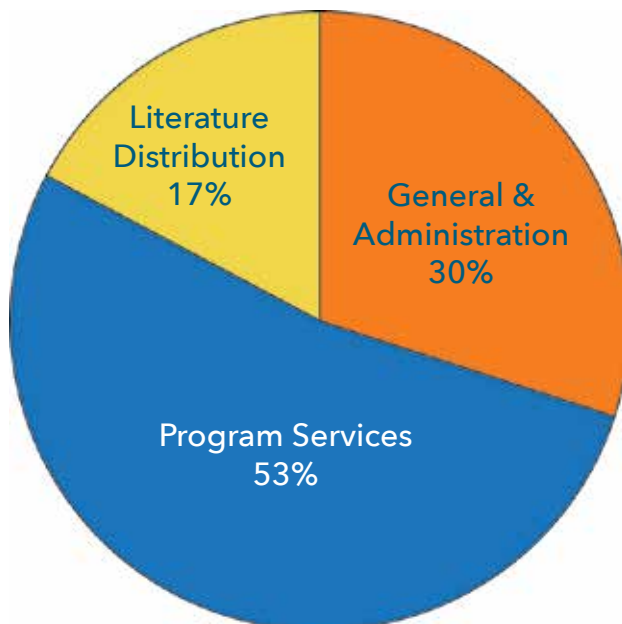
When WSO Staff determined in 2023 that we had an excess of one year’s operating expenses in the Reserve Fund, I was excited to hear the possibilities of potential uses of the excess to further the Al-Anon mission while staying true to the original intent of the fund. WSC input was solicited to go along with the recommendations of Staff, primarily resulting in three multi-year special projects to bolster our public outreach to young people, help grow future volunteer leaders, and transform the fundamental WSO core systems that will impact everyone who wants to find a meeting, purchase literature, make a financial contribution, or engage in service.

I am inspired to take part in the oversight of the tireless efforts of the WSO Staff to bring these initiatives to fruition in the years ahead, knowing that these projects will make a real difference in ensuring that Al-Anon remains as vital in the future as it has been in the past.

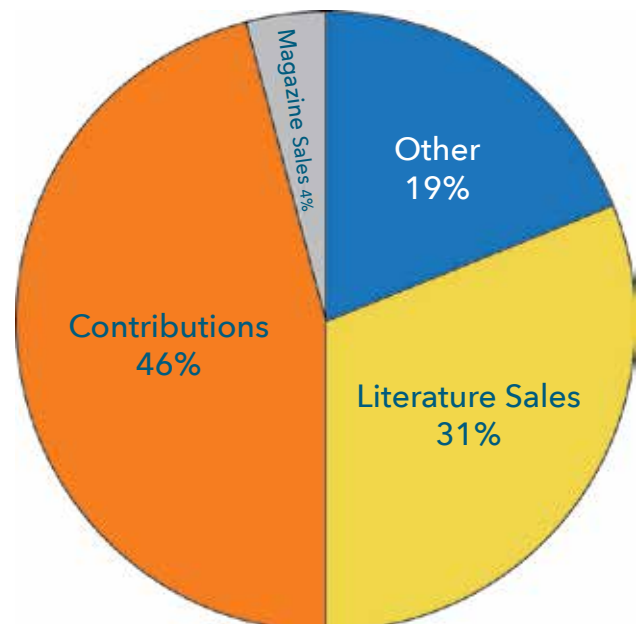
FINANCIAL HIGHLIGHTS

Statements of Financial Position	2025	2024	2023	2022	2021	2020
Total Assets (in thousands)	\$16,953	\$15,776	\$14,575	\$12,757	\$13,783	\$11,833
Liabilities and Net Assets <small>Total liabilities</small>	\$1,286	\$1,354	\$1,466	\$1,850	\$1,497	\$1,333
Net assets without donor restrictions	\$15,667	\$14,422	\$13,109	\$10,907	\$12,286	\$10,500
Total liabilities and net assets	\$16,953	\$15,776	\$14,575	\$12,757	\$13,783	\$11,833
Operating revenue (in thousands)	2025	2024	2023	2022	2021	2020
Literature sales, net	\$2,371	\$2,929	\$3,218	\$2,100	\$1,906	\$1,847
Contributions	\$3,571	\$3,023	\$2,916	\$3,338	\$2,623	\$3,295
Magazine and subscription income	\$279	\$261	\$262	\$247	\$238	292
Other income, net	\$1,466	\$1,337	\$1,596	(\$1,473)	\$2,233	458
Total operating revenue	\$7,687	\$7,550	\$7,992	\$4,212	\$7,000	\$5,892
Operating expenses (in thousands)	2025	2024	2023	2022	2021	2020
Program services	\$3,382	\$3,290	\$3,184	\$3,333	\$2,752	\$2,484
Literature distribution	\$1,127	\$1,005	\$891	\$904	\$922	866
General & administrative	\$1,933	\$1,942	\$1,715	\$1,352	\$1,540	\$1,571
Total operating expenses	\$6,442	\$6,237	\$5,790	\$5,589	\$5,214	\$4,921

FUNCTIONAL EXPENSES



OPERATING REVENUE



OUR PLANS

AFG, Inc. Envisioned Future

Kathi M., Chairperson of the Board of Trustees (Trustee)

Jean L., Chairperson of the Envisioned Future Work Group–2024-25 (Trustee)

Marco R., Chairperson of the Envisioned Future Work Group–2025-26 (Trustee)

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Insight - Talking to Each Other to Envision the Future

Marco R., Chairperson of the Envisioned Future Work Group (Trustee)

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As I approach the end of my current service as a Trustee, I can reflect on all the assignments I was entrusted with and the great lesson each one left imprinted on me. One of my assignments in 2025 was facilitating the Envisioned Future Work Group (EFWG). My impression has been that this work group is like a continuous thought force that renews its topic every three months. In 2025, the four topics brought for discussion to the Board meetings were in line with the AFG, Inc. Strategic Plan.

- The topic in January was in line with the Goal to “improve our structure and operations to meet the needs of the global landscape” as it was about fellowship. The Board discussed how technology has changed the way we engage in fellowship in and out of our meetings. The discussion gave us the opportunity to envision what fellowship would be like in the future.
- In April, the topic was “Board Transparency.” We discussed how to apply transparency while guarding the fiduciary duties vested in us. Some of our discussions were on misconceptions, misinterpretation, and misunderstanding. We also talked about how to improve transparency.
- The topic for discussion in July was “Misinformation, Disinformation, and Malinformation.” While misinformation is information that was misinterpreted, disinformation and malinformation are a malicious attempt to divert the information. The discussion was in line with the Goal to “build public and professional awareness of the AI-Anon program.”
- The October topic was “Why do good boards make bad decisions?” Once again, our Board was stimulated into a discussion of transparency while avoiding complacency.

In conclusion, I am satisfied that the four topics for 2025 allowed us to envision the future by engaging in discussion and stimulating possible new ideas.

2025 Strategies

Vali F., Executive Director

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

Sarah S., Director of Programs

Scot P., Director of Communications & Community Awareness

Heather S., Associate Director–Public Outreach

Suzette McKinney, Publications Manager (Non-member)

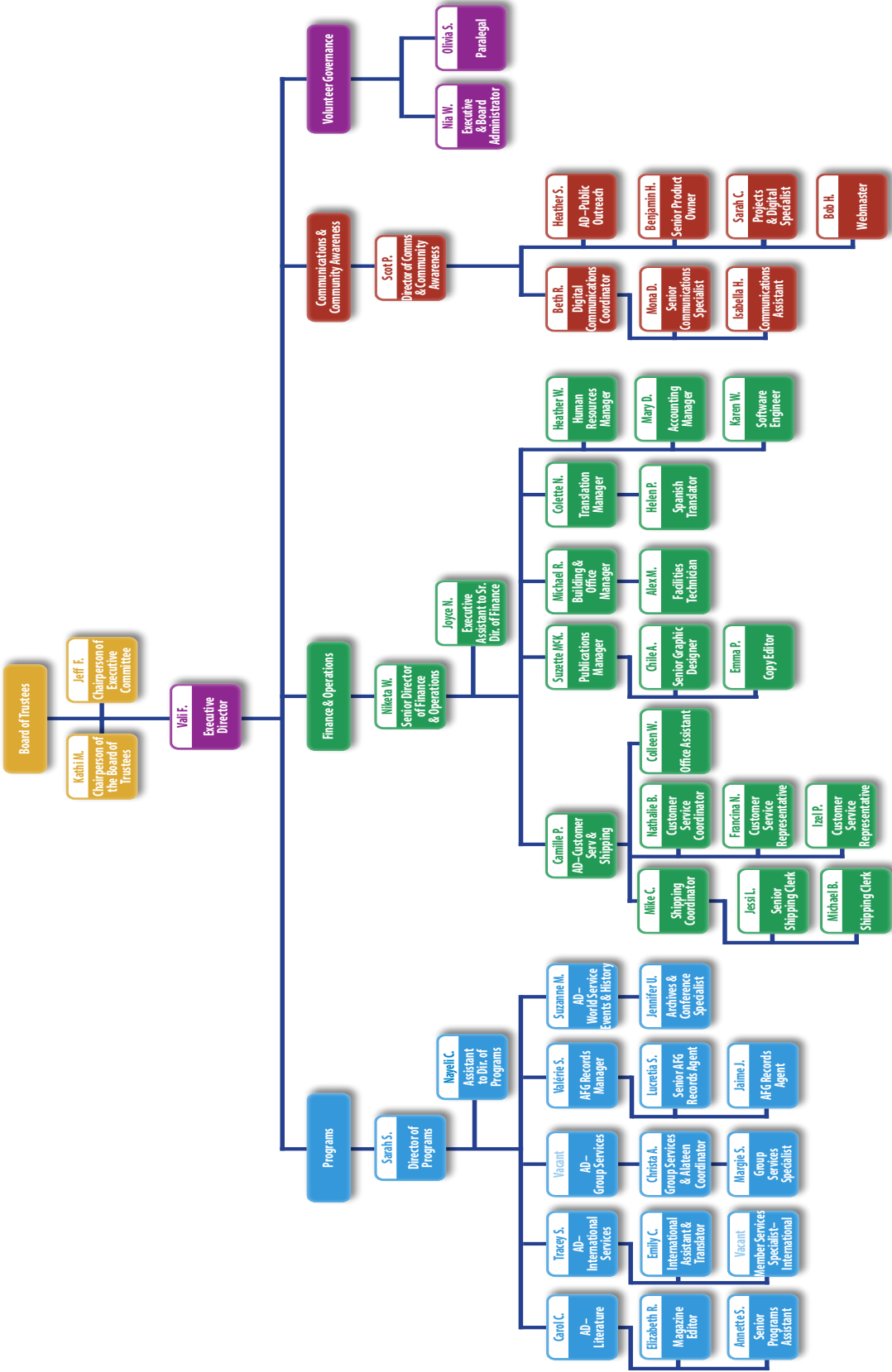
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In preparing to present the 2026 Strategies for Board of Trustee consideration, the Strategic Leadership Team (SLT) identified that many of the 2025 projects would carry over into 2026, leaving little capacity for additional Strategies. After thoughtful evaluation, the SLT recommended introducing only one new initiative for 2026. The complete list of 2026 Strategies will be announced in the January Chairperson of the Board Letter.



APPENDICES

ORGANIZATION CHART



Board of Trustees Motions and Decisions by Consensus²

Kathi M., Chairperson of the Board of Trustees (Trustee)

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

- Nominate Trustees, Executive Committee and Executive Committee for Real Property Management At-Large members and Chairperson, and Board Officers.
- Revise the Board of Trustees nominating procedures to adhere to the recent group conscience of the Policy Committee reaffirming the current Policy as relates to “Service Participation by Members of Al-Anon Family Groups Who Are Also Members of Alcoholics Anonymous” by removing the Board of Trustees’ restriction related to past membership for its WSO Volunteers.
- Direct the Nominating Committee to define the service requirements necessary for each WSO Volunteer position, so that the term “beyond the group level” can be replaced in the requirements section of each WSO Volunteer position.
- Accept amended Executive Committee for Real Property Management (ECRPM) Resume Form, Role Description for Trustee of the Board of Al-Anon Family Group Headquarters, Inc., and WSO Executive Committee At-Large Member Resume Form.
- Extend the time during the COB Letter Presentation when all attendees participate to one hour and ten minutes and shorten the breakout sessions to 20 minutes.
- Approve the preliminary 2025 WSC agenda.
- Hold a “Clearing the Air” session, broad in nature, which would cover anything that has come up during the last year or at the last Conference that 2025 Conference members wanted clarification on.
- Defer work on the WSC Chosen Agenda Items Education Work Group for 2025 due to Staff and WSO Volunteer capacity constraints.
- Assign responsibility for the facilitation of the two remaining Stepping Stones visits of the six-year trial to Staff and hold these visits outside the Conference agenda, consistent with the 2025 Stepping Stones Delegate Task Force feedback.
- Prepare a concise statement regarding elimination of the ten-year employment limit on the Executive Director’s position to share the facts with all Conference members at the same time.
- Approve the 2024 Annual Report.
- Extend the Annual Report development timeline and approve distribution as an interim Board action.
- Approve the quarterly Finance Committee Reports, the WSC Equalized Expense and Full Cost amounts, the IRS Form 990, and the 2025 Preliminary and Revised Operating Budgets.
- Adopt the Corporate Resolution related to Al-Anon member bequests to Al-Anon Family Group Headquarters, Inc.
- Approve the Investment Philosophy & Guidelines to reflect a single investment manager.
- Approve the Finance Committee recommendation that no further action is required regarding One Year’s Operating Expense in 2025.
- Approve the 2025 WSO Projects Landscape.

² Following best-practice recommendations provided by the American Society of Association Executives (ASAE) and confirmed by the AFG, Inc. attorneys, in 2022 the Board of Trustees, together with its Executive and other Committees, began using a consensus methodology for decisions except when matters, such as legal and other fiduciary responsibilities, required formal motions.

- Accept the SLT recommendation to modify the 2025 WSO Projects Landscape by adding the Website Redesign project; reducing the scope of AFA, Passing It On, and Public Outreach to Professionals – Young People; and transitioning Risk Mitigation to standard operating procedure.
- Approve holding the 75th Anniversary on April 25, 2026, following the 2026 World Service Conference.
- Approve the 75th Anniversary Gala Banquet price of \$75, including a 50 percent discount for non-working WSO Staff.
- Approve the sale or presale of CAL at the Road Trip! You and Your Board Connect event by the Area welcoming the event, if the Area wishes to do so, the space is available, and the Area agrees to bring at least the *Al-Anon/Alateen Service Manual* and any pamphlets being referenced by presenters during the event.
- Approve Slovenia to host the 2026 IAGSM and set the IAGSM Equalized Expense (EE) at the full cost per Delegate of \$1,714, which includes WSO commitment to absorb the cost difference between the low-cost options used to estimate the EE and flights booked on new travel platform.
- End the trial three-day October Board Week and return to a four-day schedule beginning in 2026.
- Approve the Executive Director 2025 Annual Performance Evaluation.
- Approve the revised Executive Director Job Description as substantially revised and updated, providing opportunity for further review and refinement at the January 2026 Board of Trustees meeting.
- Approve transfer of \$160,581 from Reserve Fund to General Fund for approved “Excess Reserve Funds” initiatives.

Executive Committee Motions and Decisions by Consensus²

Carol M., Chairperson of the Executive Committee - 2024-25 (At-Large member)

Jeffrey F., Chairperson of the Executive Committee - 2025-26 (At-Large member)

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

- Approve the Al-Anon Family Group Headquarters, Inc. Employee Manual as revised, subject to legal counsel review.
- Approve the Audit Committee, Compensation Committee, Conference Committee on Trustees, Conference Leadership Team, Envisioned Future Work Group, Executive Committee, Finance Committee, *Forum* Editorial Advisory Committee, International Coordination Committee, Literature Committee, Nominating Committee, Policy Committee, Public Outreach Committee, and Road Trip! You and Your Board Connect Work Group Guidelines as amended.
- Approve the At-Large Committee Selection Process as revised.
- Modify the WSO Committee selection process to include an invitation to the Chairperson of the Board (COB) to attend the first and last meeting each year of the WSO Committees that do not include Trustee members, so that the COB can extend appreciation and gratitude respectively for At-Large member and Delegate participation.
- Allow the returning At-Large members the opportunity to reapply annually via written confirmation to the Committee Chairperson rather than being required to submit an updated resume.

² Following best-practice recommendations provided by the American Society of Association Executives (ASAE) and confirmed by the AFG, Inc. attorneys, in 2022 the Board of Trustees, together with its Executive and other Committees, began using a consensus methodology for decisions except when matters, such as legal and other fiduciary responsibilities, required formal motions.

- Approve At-Large member and Chairperson appointments for the Audit, Public Outreach, Literature, and Forum Editorial Advisory Committees for the 2026 term.
- Recommend to the Board of Trustees that the At-Large member resume for WSO (aka At-Large) Committees be evaluated and updated to clarify the requirements and commitments generally, and for each Committee, for those interested in serving, particularly evaluating the requirement limiting participation to one Past Delegate and clarifying the requirement for what positions the At-Large members cannot hold in addition to their At-Large Committee service.
- Accept the monthly Finance Committee Report and financial statements.
- Accept the Finance Committee recommendation to limit sales of the Holiday Bundle to individual members only.
- Accept the Delegate Thought and Task Force as well as Staff and WSO Volunteers' 2025 WSC presentations.
- Accept the 75th Anniversary Public Outreach Strategy proposal as an addition to the 2025 WSO Projects Landscape.
- Approve the 2024 Membership Survey Results as amended for publication as a Public Outreach service tool.
- Forgo the posting of media mentions through *In The Loop* electronic newsletter to avoid the perception of endorsement of outside entities.
- Accept the revised 2026-2027 Board of Trustees, Finance, and Executive Committee meeting dates as amended.
- Change the Executive Committee September meeting from virtual to in-person, including arranging an opportunity for Committee members to engage in a meaningful way with Staff, on a three-year trial basis starting September 2026.
- Amend *The Forum* magazine masthead to read: "In keeping with the principle of anonymity and Al-Anon policy, any full-face image published in this magazine has been licensed for commercial use and does not depict anyone identified as an Al-Anon or Alateen member."
- Acknowledge the Literature Committee's recommendations regarding the benefits of proposed Literature Index Project and request the Committee consider the spiritual implications to member recovery of introducing such a tool; refer the idea to the Strategic Leadership Team for future consideration if and when WSO resource, technical, and financial capacity exists; and direct Staff to communicate appreciation and possibilities with the developer, with a caution about legal constraints.
- Accept the revised AFG Connects Purpose and Roles and authorize implementation, including posting the Purpose across all AFG Connects communities and updating related policy and on-boarding materials.