World Service Office

2026 ABC Report - September CBM Supplement

Progress since the Annual Business Conference

Report period: May 16 - September 18, 2026

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Purpose of this supplement. The May 2026 ABC report established three priorities for the coming year: improving efficiency through automation, positioning the office to meet the needs of a growing international fellowship, and broadening member and public outreach through integrated communications. This CBM supplement highlights major progress against those priorities and other significant operational responsibilities since the ABC.

The period since the ABC has been unusually active. The Office moved several long-running international projects closer to local fulfillment, completed major regulatory and publishing milestones, implemented stronger financial and fraud controls, continued the ComLine and Traveler rebuild, protected ACA intellectual property, and reorganized publishing and translation work to preserve continuity while reducing costs.

Executive Highlights

- **Global literature access accelerated.** Egypt moved through U.S. authentication and legalization into local registration steps; Australia/New Zealand advanced to a finance-ready regional hub proposal; Japan confirmed a 60-copy local Loving Parent Guidebook pilot; and Mexico import and tax compliance was completed with the first pallet of books being shipped to Mexico for distribution on Amazon Mexico.
- **Publishing output continued during transition.** July included 10,000 Newcomer Booklets received, 3,000 H&I posters transferred, expanded digital publication of Spanish and Slovak Strengthening My Recovery, and continued production of multiple translated titles. The office received its annual shipment of 10,000 English LLWB from India and they have been restocked in the Signal Hill warehouse.
- **Financial stabilization shifted from analysis to action.** After encountering an unexpected deficit the midyear budget revision focused on implementing a list of stabilization measures recommended by the office and discussed by the Finance Committee. The list was ultimately approved by the board and is already in effect. Targeted literature and handling adjustments were implemented, contractor expenses were reduced, senior management voluntarily reduced paid schedules through year-end, donor stewardship was expanded, and revised forecasting was developed around current sales performance.
- **Fraud exposure was contained.** Automated Beacon controls were implemented after a card-testing attack against a digital product; the controls began reversing authorizations and cancelling the fraudulent pattern within seconds.
- **Communications moved from relaunch to an operating system.** The refreshed Traveler and ComLine Blog are being supported by a defined editorial workflow, automated copyright-release and intake processes, scheduled publishing, and increasingly formal website and readership analytics.
- **Publishing and translation continuity was strengthened.** WSO added project-based production support, expanded the translation operations lead role, and formalized a translation sign-off and production workflow so responsibility from linguistic approval through print and eBook production is clearer.

- **Intellectual-property protection remained active.** WSO and outside counsel pursued unauthorized digital copies and marketplace listings, addressed a hijacked ACA-related domain, and continued strengthening copyright controls in publishing workflows.

1. Strategic Priority 1 - Improve Efficiency, Automation, and Operational Resilience

The ABC report identified continued automation of Office and fellowship-service workflows as a strategic priority. Since the ABC, the emphasis has expanded from automating individual forms to building resilient operating systems that reduce manual work, improve controls, and make information easier to manage.

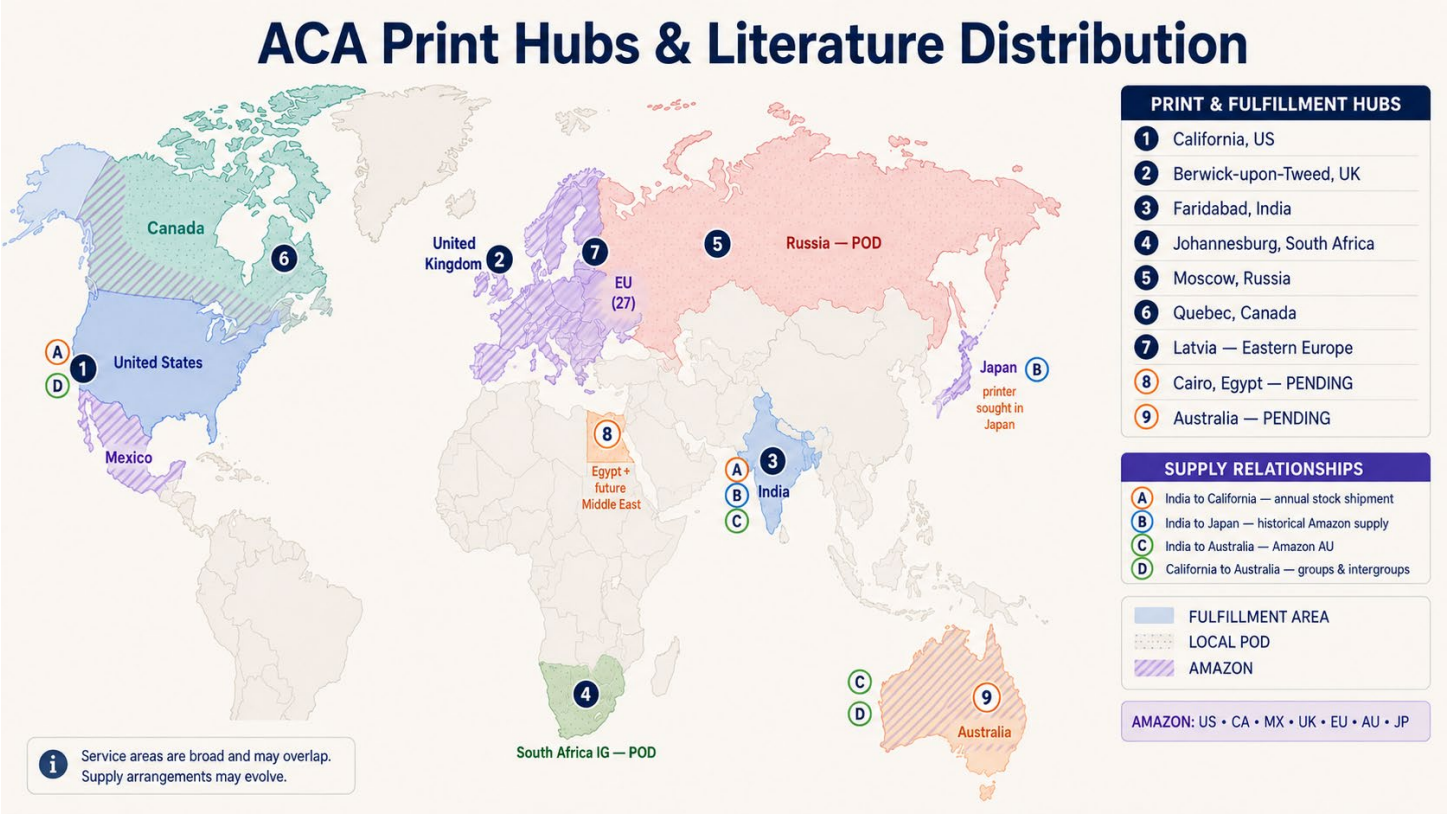
- **Fraud controls and refund workflow.** Following a coordinated card-testing attack through the Shopify US store, IT Staff implemented automated fraud rules that identify the pattern, reverse authorizations, and cancel orders rapidly. Staff then designed a lower-touch refund and accounting process to reduce exposure to chargeback fees while preserving an audit trail.
- **Financial-data protection.** WSO implemented an independent third-party backup for QuickBooks Online, adding a separate layer of protection for financial records.
- **Management portal and KPI development.** Work continued on a role-based Softr/Airtable management portal for KPI, office activity, sales, 7th Tradition, and operational reporting. This reduces dependence on scattered spreadsheets and makes data more usable for management and oversight. It is in the pre-deployment beta testing phase.
- **Publishing policy repository.** A structured repository for business publishing policies was built and placed into testing, including a review-date field that can support future reminder automation.
- **ComLine workflow automation.** The ComLine editorial process now includes structured intake, copyright-release routing, editorial review, tagging, scheduling, and publishing support, with analytics work underway to reduce manual reporting.
- **Communications distribution control.** When management identified that the Traveler distribution had dropped from roughly 20,000 to roughly 15,000 recipients without a matching unsubscribe trend, IT traced the issue to audience segmentation and created a consolidated distribution group for future mailings.

2. Strategic Priority 2 - Position WSO for a Growing International Fellowship

The Office has continued moving away from a single-country distribution mindset toward a network of regional printing, fulfillment, digital publishing, and local compliance arrangements. The work since the ABC shows measurable progress in markets that were specifically difficult or incomplete at the time of the annual report.

Market	ABC-to-CBM movement	Progress since ABC	Current position
Egypt	From legal/document barriers to local registration	Required powers of attorney and corporate documents were authenticated and legalized through U.S. and Egyptian channels, shipped to Egypt, and placed into the local registration process needed for printing Arabic literature.	Local registration numbers and printer completion remain the next major steps.
Australia / New Zealand	From feasibility study to finance-ready hub proposal	A selected vendor has met pricing, warehousing, historical freight, Amazon AU needs, and regional demand were analyzed. A proposed local printing and fulfillment model was prepared for Finance review and fellowship consultation.	The funding of opening inventory remains the principal implementation issue.
Japan	Local pilot confirmed	After confirming that spiral binding was not available locally at a workable level, the Japan fellowship approved an initial 60-copy perfect-bound Loving Parent Guidebook run inside Japan.	Pilot will test print quality, demand, and future replenishment.

Market	ABC-to-CBM movement	Progress since ABC	Current position
Mexico	Import/tax barrier completed	Import process and required tax filings were completed. WSO also submitted its official RFC to correct an Amazon setup that was producing excessive withholding.	Remaining Amazon verification is administrative follow-through.
Europe / Latvia / UK	Distribution and multilingual supply continued	Translated inventory continued moving through Latvia, and UK printing channels, including recent Greek titles and other European-language stock.	Continue balancing local availability, freight, tax, and inventory levels.



Additional publishing and distribution milestones since the ABC include 10,000 English Laundry Lists Workbooks and 10,000 English Newcomer Booklets received at Signal Hill, 3,000 H&I posters printed and are being shipped with book orders, Unified Spanish Big Red Book inventory moved into Amazon US, Greek Big Red Book/Yellow Workbook/Strengthening My Recovery printed in Latvia, and continuing development of Hebrew, Chinese, Hungarian, Ukrainian, French, and Norwegian projects.

3. Publishing and Translation Systems

The translation management system (TMS) described in the ABC report is now being reinforced with clearer production accountability so the gains from the TMS continue through typesetting, proofing, printing, and digital publication.

- **Translation sign-off and 90-day feedback process.** A formal workflow is being implemented so the translation lead and service entity confirm linguistic readiness, Fellowship feedback can occur in a defined period, and early-print requests have a documented endorsement path.

- **Clearer production roles.** Responsibility is being separated and documented across translation approval, InDesign production, proof review, Smartling updates, printer coordination, metadata, copyright pages, and eBook production.
- **Publishing continuity after contractor transition.** Majka Beard was selected for project-based InDesign, prepress, printer-ready files, and related publishing support at $35 per hour with no weekly minimum, preserving essential production capacity while controlling fixed contractor cost.
- **Expanded multilingual operations role.** Mônica de Sales entered a new signed agreement as Translation & Publishing Operations Lead, expanding the role beyond TMS administration into broader translation coordination and multilingual publishing operations.
- **Digital publication.** The Spanish Strengthening My Recovery eBook launched through WSO webstores, Kindle, and Kobo; Slovak Strengthening My Recovery expanded through WSO, Kobo, and Apple Books.
- **Foundational text controls.** Publishing review identified the need for authoritative, WSO-controlled source text for Steps, Traditions, Concepts, and other foundational material so approved language is inserted consistently rather than recreated inside individual projects.

4. Strategic Priority 3 - Broader Member and Public Outreach

The communications goal in the ABC report called for an integrated approach using a refreshed newsletter, a stronger blog experience, social media, and connected digital pathways. The period since the ABC has focused on making that system sustainable and measurable rather than treating each channel as a stand-alone publication.

- **ComLine Blog operating model.** The relaunched blog now has a functioning submission, copyright, editorial, scheduling, and publishing workflow. By early September, 46 articles had been published, with multiple pieces being promoted through the Traveler each month.
- **Traveler refresh.** The updated Traveler continues to serve as the monthly communication hub, featuring ComLine content and stronger links to current WSO activity.
- **Analytics and measurement.** At the request of the GM the IT Staff developed reporting to track ComLine views by month and category and continued work to replicate reporting so performance can be reviewed without manual compilation.
- **New communications entry points.** Meeting registration and update confirmation screens now provide an opportunity to subscribe to WSO communications without adding more fields to the already lengthy registration form.
- **International-channel exploration.** WSO evaluated WhatsApp Channels as a lower-cost way to distribute Daily Meditation content and Fellowship announcements internationally, including the possibility of future multilingual channels.
- **7th Tradition communications.** Management and Communications work expanded into donor stewardship, a redesigned contribution experience, planned-giving workflows, and a September appeal explaining the financial shortfall and the services supported by contributions.

5. Financial Stewardship and Stabilization

The financial environment changed materially after the ABC as literature revenue weakened and legal and operating costs were unexpectedly high. Management and staff responded with a combination of pricing, cost recovery, expense reductions, forecasting, and contribution-focused work intended to protect core fellowship services and presented it to the Finance Committee who in turn recommended it to the board. As of October 5th, all provisions will be implemented and should begin working together to stabilize the organization’s finances.

- **Targeted cost recovery.** July price and shipping adjustments increased the Big Red Book by $1.00, workbooks by $0.70, chips and medallions by $0.25, and added modest charges by order size.
- **Revised forecasting.** Management staff rebuilt the second-half forecast around actual sales, product-unit data, shipping recovery, discounts, salaries, contractor costs, IT expenses, and scenario analysis rather than relying only on the original annual assumptions.
- **Contractor reductions.** Management implemented contractor reductions during the publishing and translation transition.
- **Management participation in savings.** The GM, Controller, and IT Manager agreed to reduce paid schedules by 10% per week from September 1 through December 31, with estimated combined savings of approximately $16,460 including payroll-related costs.
- **Intergroup/Region discount analysis.** A detailed review lead to policy and implementation work around a lower standard discount and future certification expectations more in line with other 12 Step Organizations practices.
- **Donor stewardship.** WSO created a high-value donor list, began personalized outreach, advanced planned-giving processes, and prepared a September Fellowship appeal focused on sustaining worldwide services.

6. Intellectual Property, Compliance, and Risk Management

Protecting ACA literature and maintaining legal and regulatory compliance remain core Office responsibilities. Since the ABC, WSO has continued both proactive enforcement and the less visible administrative work needed to keep international publishing and distribution functioning.

- **Unauthorized digital copies.** WSO counsel issued DMCA and cease-and-desist notices concerning unauthorized files on hosting or marketplace channels. Where U.S. enforcement routes were ineffective, management evaluated realistic international options rather than continuing legal spending.
- **Marketplace enforcement.** Infringing Russia listings were compiled and handed over to a Russian attorney for takedown action, continuing the Office's international protection work.
- **Domain and trademark protection.** After a former ACA Brazil domain expired and was repurposed with copied ACA content and unrelated advertising, WSO sent a cease-and-desist notice to the host.
- **Publication controls.** A final proof review by management caught a missing copyright notice on the Board-approved Traditions and Commitment to Service trifold before the print run began, allowing the job to be corrected before production.
- **International compliance.** German VAT/ECSL work was completed and Mexico filing/import requirements were completed, while Finnish and Czech producer-responsibility compliance remained under active management.

7. Selected Measurable Results Since the ABC

10,000	English Laundry Lists Books received at Signal Hill in early September
10,000	English Newcomer Booklets received at Signal Hill in July
4,804	Physical books sold through Signal Hill and Amazon North America during July
3,000	H&I posters transferred to Signal Hill in July
46	ComLine articles published by early September following the relaunch
60	Japanese Loving Parent Guidebooks confirmed for the first local pilot print run

$16,460	Estimated savings from temporary four-hour weekly reductions by the three salaried management staff through year-end

8. Focus Through Year-End

The work completed since the ABC has moved several initiatives from planning into operating or near-operating status. The remaining priorities through December are concentrated on completing implementation, stabilizing finances, and protecting continuity during the publishing transition.

- Move the Australia/New Zealand hub from proposal and fellowship consultation to a funded first print order if funding is available.
- Complete the Egypt local-registration steps and begin printing the approved Arabic titles when legal and printer requirements are satisfied.
- Complete the first Japanese printing of a WSO Book - Loving Parent Guidebook pilot and evaluate quality, demand, and future local replenishment.
- Finalize the translation sign-off / Fellowship feedback workflow and embed it in the international literature ordering process.
- Continue developing publishing hand over process while keeping priority translated and English projects moving within the reduced cost structure.
- Implement the remaining financial stabilization measures and increase 7th Tradition participation through clearer communication and donor stewardship.
- Continue fraud, cybersecurity, backup, reporting, and policy-repository work that reduces operational risk and manual effort.
- Continue measuring ComLine, Traveler, website, social, and newcomer pathways so future communications investment is tied to actual engagement and service outcomes.

Closing

The strongest theme since the ABC is movement from isolated projects toward operating systems: a networked international literature model, a defined publishing and translation workflow, an integrated communications pipeline, stronger financial controls, and more resilient technology and compliance processes. Much remains to be completed, but several initiatives described as emerging or incomplete at the ABC are now implemented, in pilot, or positioned for final execution.

Addendum Report

The attached addendum report was developed after the recent September Board with Fellowship Meeting where a point was raised concerning WSO not following its own bylaws because the gross sales were a larger percentage of total revenue than 7th Tradition Contributions. Management undertook a comprehensive analysis of the concern and is sharing its findings here for the fellowship's information.

We are always concerned when issues are raised about WSO not adhering to established policies or regulations and are pleased to report on the findings in this section below. We reviewed over 20 years of financial records to accurately benchmark sales revenue versus 7th Tradition Contributions over that period. We

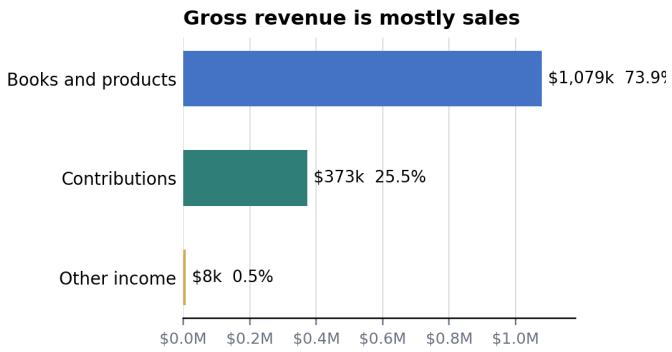
also split the costs for fellowship services and the costs for publishing literature into their respective cost centers. Then we applied the costs to the two different revenue streams.

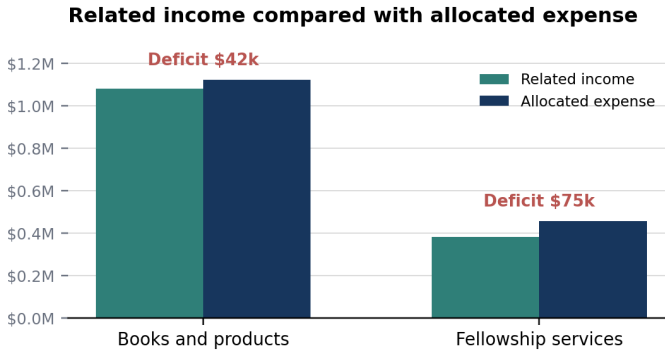
Contributions Do Primarily Support ACA World Services

Financial Analysis for the eight months ended August 31, 2026 – ACA WSO Office

Dating the bylaw provision - "*ACA WSO shall be primarily supported by the voluntary contributions of its members.*" The earliest known bylaws containing this provision are the archived Bylaws from 1998.

Notably, ACA WSO had published no books in 1998, so book revenue would not have been a factor in establishing the provision. Although some literature and ComLine subscription sales were recorded, they were not a substantial portion of the revenue. Financial statements from 1998–1999 show that contributions were the organization's primary support before ACA began its book publishing operation.



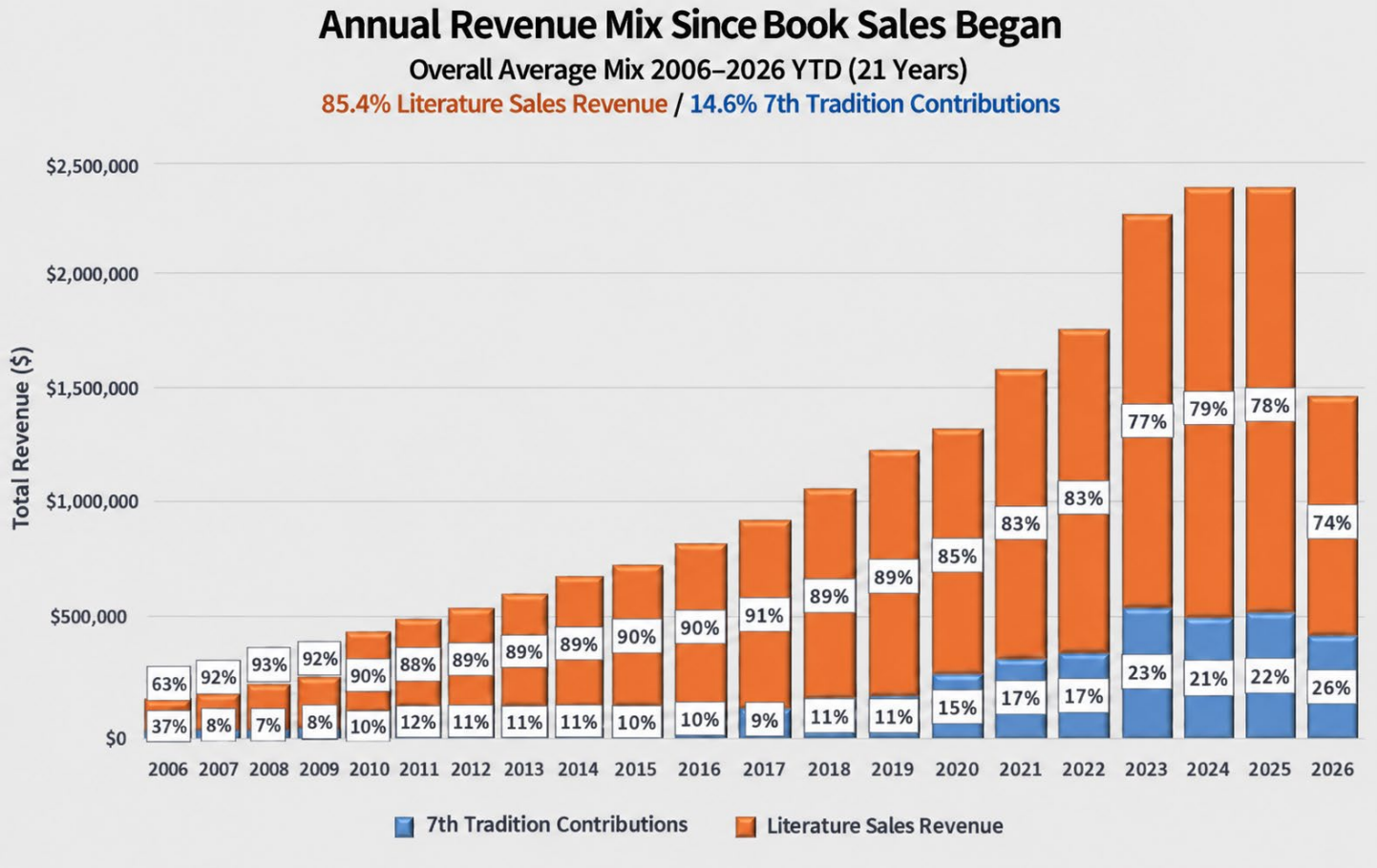


What the allocation shows

Activity	Related income	Allocated expense	Operating result
Books and products	$1,079,394	$1,121,723	($42,329)
Fellowship services	$381,066	$456,558	($75,492)
Total organization	**$1,460,460**	**$1,578,281**	($117,821)

The next chart is very revealing. Around the time the "Primarily supported by contributions" bylaw provision was adopted in 1998 ACA only sold the ComLine subscription and miscellaneous new sheet literature and limited trifolds and booklets. The contributions were the larger percentage of the total revenue.

However, that all changed in 2006 when the first ACA was printed and sold. The chart below shows the percentage of literature sales in orange and contributions in blue over a 21-year period.



Analysis: For the current year 2026 through August 31 books and products generated 73.9% of gross revenue, however those sales did not cover the costs for publishing, fulfillment, and related operations. Contributions provided $373,122, or 81.7%, of the $456,558 in costs allocated to fellowship services. In economic terms, contributions primarily fund the world service work performed for the fellowship; gross sales alone do not indicate otherwise.

Reasonable interpretation for the 2026 YTD analysis – An in-depth accounting analysis compared each activity's income with its costs to determine the support it generates. On that basis, publishing operations did not subsidize fellowship services in 2026; the publishing operations incurred a $42,329 deficit. Contributions remained the primary funding source for fellowship services but also fell $75,492 short of covering those services related expenses.

In summary, contributions funded 81.7% of ACA WSO's worldwide fellowship services during the eight months ended August 31, 2026. Book sales generated an operating loss, primarily because of discounts and literature provided at no cost for Public Information and H&I outreach. As a result, book sales did not support World Services fellowship activities during this period.

The chart shows that this pattern is longstanding: contributions have not exceeded sales in any year since the first book was published in 2006. This 20-year pattern suggests that the bylaw provision was not intended to require contributions to exceed gross sales. A more reasonable interpretation compares contributions with sales after deducting sales-related expenses.

In closing ACA WSO complies 100% with the IRS definition of public support. As a 509(a)(2) non-profit charity, ACA WSO includes program sales revenue as part of its public support when filing its 990 annual returns as the regulations direct us to do. If anyone would like to know more about this report, please feel free to contact the office at info@acawso.org.