

Narcotics Anonymous World Services

-
- **STRATEGIC**
-
- **PLAN and**
-
- **PROJECT PLANS**

2010 – 2012 Conference Cycle

♦

NA World Services Vision Statement

All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed.

Our vision is that one day:

- ♦ Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;
- ♦ NA communities worldwide and NA World Services work together in a spirit of unity and cooperation to carry our message of recovery;
- ♦ Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving Higher Power.¹

¹ This statement will be replaced if A Vision for NA Service, contained in the 2010 *Conference Agenda Report*, is adopted at WSC 2010.

◆ NAWS Long-Term Goals

In a continuous effort to realize our vision, NA World Services strives to achieve the following long-term goals:

CONCERNING THE SERVICE WE PROVIDE	<ul style="list-style-type: none"> ◆ <i>To be a trustworthy leader with the foresight to identify trends and issues affecting the fellowship and the ability to develop innovative solutions to address them.</i> ◆ <i>To be a reliable resource for information about Narcotics Anonymous recovery and about access to our recovery process.</i> ◆ <i>To represent the interests and concerns of Narcotics Anonymous and the issues that affect the fulfillment of our vision.</i> ◆ <i>To create and deliver products and services that meet changing fellowship needs.</i> ◆ <i>To foster a worldwide community of members with unity of purpose and a keen sense of mutual accountability and support.</i>
CONCERNING HOW WE OPERATE	<ul style="list-style-type: none"> ◆ <i>To build productive partnerships throughout NA to fulfill our vision: relationships with other components of the service structure and local communities, and between board and staff.</i> ◆ <i>To build and sustain cooperative relationships with other organizations and entities that address issues of addiction in order to raise awareness of Narcotics Anonymous as a viable option for recovery.</i> ◆ <i>To be a model of professionalism, setting high standards for service, efficiency in operations, and an unwavering focus on the needs of those we serve.</i> ◆ <i>To be responsive and accessible, inviting involvement and dialogue, and ensuring efficient delivery of products and services.</i> ◆ <i>To be an organization characterized by integrity and consistency, whose words and actions are driven by principles.</i> ◆ <i>To be a sound organization with the structure and capacity, human and financial, to achieve our goals and priorities.</i>



How Do We Get There?

The diagram below illustrates how we get from our vision statement to an actual project plan and how the steps are connected. Each project is inspired by our vision, “our vision is our touchstone, our reference point, inspiring all that we do.”





Introduction

Purpose and Use

The 2010 Strategic Plan for NA World Services is the vehicle that will help us move forward toward our vision. The plan contains the long-term goals and interim objectives we need to attain so that “every addict in the world has the chance to experience our message...” Each conference cycle, the plan also outlines the work we would like to accomplish during the next two years in order to move closer to those objectives and goals, but it does not include specific actions or timetables. These specifics are detailed in the related project plans. We will use this plan to a) guide decision-making and deliberation of related strategic issues, b) establish and align our resources with our priorities, and c) evaluate progress toward our goals. The plan helps us focus on our common goals, not our differences or individual agendas, and keeps us focused on NA principles.

The strategic plan belongs to all of us. It represents the work and discussions of the World Board and NAWS staff over the past few conference cycles. The objectives and approaches it outlines, however, have been shaped through discussions between board members, delegates at the last WSC and other service events, and interested members of the fellowship through worldwide workshops and face-to-face and written contacts. The sessions at this conference will have the most significant impact on the strategic plan for the next cycle (2012–2014) as well as on the operational details of the projects we will undertake for the 2010–2012 cycle.

This has been a huge shift in perspective for all of us. Our conferences used to be largely concerned with looking backward (at events of the last year or two) or with fine-tuning and small details. To plan strategically, we have had to think about the forest, not just the trees; furthermore, we must think about the needs of the forest two years from now. The board has been challenged to change the way we look at and accomplish our work, and we look forward to WSC 2010 where we can meet this challenge together.

We need to routinely review and analyze the needs and interests of the fellowship, as well as relevant external influences, to determine how these changes affect our priorities, and to ensure that we stay on course toward realizing our vision. The scanning of our external environment elicited a lot of discussion in the board this cycle. We have challenges to address, but believe we can make real progress in this together. The planning process is fluid and responsive, allowing us to address new trends and issues as they arise. We revisit the plan each conference cycle to outline our work for the years ahead and make sure that the plan is keeping pace with our rapidly changing fellowship and the world at large.

◆ Definition of Terms

NA World Services Vision Statement

The aims our fellowship seeks to reach through world services' efforts to carry the message.

NAWS Values

Shared principles, our traditions, and concepts that convey what we stand for and guide all of our efforts.

NAWS Long-Term Goals

Description of world services in a future state, when we are operating at a level of performance required to fulfill our vision statement.

Strategic Planning

In order to achieve our vision we need to be able to respond effectively to the changing landscape, both internally and externally. Strategic planning is the process by which we identify and prioritize areas where we need to focus our activity and draft outcomes we hope to reach within those areas.

Key Result Areas

Strategic areas that require change—*strategic* because they are based on an assessment of external and internal factors. Action taken in these areas will move us closer to fulfilling our vision.

Objectives

End results that must be accomplished within each key result area.

Outcomes

The progress we hope to make on our objectives within the upcoming conference cycle using the approaches listed under each objective.

Approaches

Interim work that needs to be done in order to reach our outcomes and accomplish our longer-term objectives and goals. For the most part, these are the things we hope to achieve *within the next planning/conference cycle*. However, many approaches take more than one conference cycle to accomplish and are thus carried over to the next strategic plan. They are labeled here as “existing approaches to be carried over.” Some of these approaches, such as holding workshops or disseminating issue discussion topics, have become part of our regular essential work each cycle and are labeled as such here.

Key Result Areas

To ensure progress toward NA World Services' long-term goals, growth is essential in the areas listed below. Sound organizational management is critical to realizing the services that will help us achieve our vision. This document does not intend to outline the entire range of world services' work or goals, but instead to help demonstrate the connection between good management of NAWS and the realization of our vision. The key result areas focus on areas that need change or areas that drive new change. The key result areas in the 2010–2012 strategic plan are:

- **Communication**
- **Fellowship Support**
- **Recovery Literature**
 - **Leadership**
 - **Resources**

◆ Strategic Plan

NOTE: Yellow highlights represent essential or carry over from previous cycle
 Purple highlights represent priority ranking
 Blue highlights represent second priority

KRA: Communication

Issue: Relevance of Communication

OBJECTIVE 1: Update and deliver more contemporary key messages in NAWS communications to inspire action around current issues and to help members and other components of the service system apply NA principles locally

Outcomes: By 2012 . . .

- 1.1. Through use of the IDT's, NA communities have events to increase awareness of key messages.

Existing Approaches to be carried over into 2010-2012

- ◆ Follow up on the results of Leadership, Our Freedom-Our Responsibility, and Communication.
- ◆ Frame and promote IDT's for the 2010-2012 cycle.

New Approaches for 2010-2012

- (A) Link IDT's more closely to key messages for the cycle.
- (B) Update the tone, look, and feel of existing IPs (e.g., more professional, more 'cool').

Issue: Communication Infrastructure

OBJECTIVE 2: Improve the effectiveness and efficiency of world service communication, adapting content and delivery methods to resonate with diverse targeted populations and to facilitate dialogue.

Outcomes: By 2012 . . .

- 2.1 New or existing communication tools are being used more frequently by targeted audiences (e.g., conference bulletin board).
- 2.2 There is greater utilization and awareness of existing publications and service tools.
- 2.3 Strategies are implemented to improve efficiency and impact of worldwide workshops.

Existing Approaches to be carried over into 2010-2012

- ◆ Continue effectiveness of online discussions boards to engage the fellowship with the "Living Clean" project. Investigate ways to make other online discussion boards more relevant for use as an input tool.
- ◆ Continue eblasts to conference participants and to interested members.
- ◆ Implement electronic enhancements for NAWS publications – particularly *The NA Way*.
- ◆ Maximize ways to talk with conference participants between conferences.

New Approaches for 2010-2012

- (C) Prioritize and implement suggested changes to Worldwide Workshops resulting from WWW program evaluation.

Issue: PR/Outreach

OBJECTIVE 3: Develop cooperative relationships throughout the service system with addiction professionals, researchers, and others to enhance perception of NA as a credible program of recovery.

Outcomes: By 2012 . . .

- 3.1 Cooperative relationships are being established and/or strengthened with professionals (in particular medical and researchers).
- 3.2 Targeted literature is developed for professional audiences based on results of roundtables.
- 3.3 Groundwork has been laid for outreach throughout service system.

Existing Approaches to be carried over into 2010-2012

- ◆ Continue work on PR tools.
- ◆ Attendance at professional events and coordination of cooperative events.
- ◆ Plan and conduct professional roundtables particularly with members who are also professionals. Conduct training for those who can speak on our behalf. This may lead to development of pamphlets geared to specific professional populations – treatment, medical, correctional, etc. (see below for priority focus).
- ◆ Evaluation of current strategies, with attendance at professional events and building relationships and refocus for the cycle.
- ◆ Develop a focus and strategy for building relationships with governments.
- ◆ Improve relationships with related fellowships like Nar-Anon and AA.

New Approaches for 2010-2012

- (D) Conduct professional roundtables with medical and research professionals.
- (E) Two-pronged approach: 1) Model for members how to develop a PR strategy and plan, making better use of experienced people in local communities, and 2) offer train-the-trainer sessions on using PR tools to implement the overall PR strategy and plan.

KRA: Fellowship Support**Issue: Service System Revitalization**

OBJECTIVE 4: Transition from a service *structure* to a service *system* that is driven by unity in fulfilling our primary purpose and that is flexible in meeting the diverse service needs and goals of NA communities.

Outcomes: By 2012 . . .

- 4.1 Based on final adjustments from fellowship input, revised service system models and guidance are readied for distribution.
- 4.2 Regularly update service tools; at least one per cycle.
- 4.3 All communities embrace and develop service based on a vision statement.

Existing Approaches to be carried over into 2010-2012

- ♦ Complete recommendations for fellowship discussion on Service System and WSC Seating.
- ♦ Develop, as needed, any new tools that arise from Service System discussions. This could include items like a regional reunification template.

New Approaches for 2010-2012

- (F) Use a focus on implementation of the new vision statement as a platform for the fellowship to discuss the recommendations coming from the Service System project. Create a session profile on the NA Vision Statement, including ways to utilize and apply it locally.
- (G) Begin development of segments of an events handbook.
- (H) Implement a regular process to review and evaluate service tools and propose projects as needed to the conference for approval.
- (I) Simplify the APT and the BSHG worksheet to increase usage.

Issue: Support to Developing Communities

OBJECTIVE 5: Help build and sustain all NA communities—emerging and established—recognizing their differing levels of development and need.

Outcomes: By 2012 . . .

- 5.1 Better insight is gained on the factors influencing community growth. As a result, more functional, practical support is being provided based on local need.

Existing Approaches to be carried over into 2010-2012

- ♦ Conduct workshops around the world.
- ♦ Plan ways to gather more consistent information each cycle about NA communities (see below – New Approaches). This can build on regional reports, but not be limited to conference participants.

New Approaches for 2010-2012

- (J) Conduct research on the growth patterns of all NA communities (established and developing) to gain insight into growth indicators and make informed decisions about support. In particular, use research to determine the cause behind the flattening of or decline in US membership, and to determine the types of information needed on a regular basis to support more effective community development efforts.

Issue: Philosophical Issues

OBJECTIVE 6: Provide clear guidance and support on philosophical issues that challenge NA groups.

Outcomes: By 2012 . . .

- 6.1 Local leaders have the tools to address several complex issues currently facing the fellowship (e.g., drug courts and drug replacement).

Existing Approaches to be carried over into 2010-2012

- ♦ Publish *In Times of Illness* adopted by the conference and create a session profile to frame discussions for introduction to the fellowship.

New Approaches for 2010-2012

- (K) Collect best practices regarding how to respond to drug courts. Develop tools and discussions with the service system, and separately for the groups, to help them better deal with this issue.

KRA: Recovery Literature**Issue: Diversity**

OBJECTIVE 7: Make the NA message available and relevant to a widely diverse membership and potential membership, meeting both the targeted and mainstream literature needs of the fellowship.

Outcomes: By 2012 . . .

- 7.1 Based on fellowship discussions, at least one new piece of targeted literature is identified for production in the 2012-2014 cycle.

Existing Approaches to be carried over into 2010-2012

- ♦ Continue work on "Living Clean" and send approval draft out in April 2011 for approval at WSC 2012.
- ♦ Engage the fellowship in identifying audiences for targeted literature.

New Approaches for 2010-2012

- (L) Create an abstract that describes our existing IPs and booklets.

Issue: Literature Development Process and Delivery Methods

OBJECTIVE 8: Institute more effective ways to develop, translate, and deliver literature that engages a diverse, global fellowship.

Outcomes: By 2012 . . .

- 8.1 Based on continuing investigations, alternative methods for distribution are provided to broaden access to literature, and to address barriers to shipping.

Existing Approaches to be carried over into 2010-2012

- ♦ Continue investigation and implementation (as feasible) of alternative methods to develop, translate, and deliver literature.

New Approaches for 2010-2012

- (M) Provide book-length literature in alternative formats.

KRA: Leadership**Issue: Leadership Development**

OBJECTIVE 9: Cultivate, encourage, and nurture the development of leadership potential in all members, including those who will take on roles within the service system.

Outcomes: By 2012 . . .

- 9.1 More members see the value in taking on service roles.
9.2 Tools are developed and disseminated that provide training for leaders.

Existing Approaches to be carried over into 2010-2012

- ♦ Develop pieces on how to be an effective RD and facilitator.
- ♦ Develop new leader orientation materials (self-guided or for use in an orientation session) for individual/leadership group use at group, area, and

region levels. Follow up with training and coaching on how to use these tools.

- ♦ Prepare and deliver train-the-trainer sessions for those who touch leaders/groups at each level to reinforce understanding of leadership principles, roles, and best practice (include, for example, RCMs in the training).

OBJECTIVE 10: Support leaders throughout the service system in building the skills and perspectives needed to deal effectively with complex issues and a changing environment.

Outcomes: By 2012 . . .

- 10.1 Leaders have access to tools and training to assess and analyze issues within communities.

New Approaches for 2010-2012

- (N)** Develop a training component that identifies and emphasizes the skill sets leaders need to serve in varied environments.
- (O)** Develop a presentation on the relevant aspects of the environmental scan and provide to local leaders. Include tools and training to help leaders assess and analyze issues within their communities (providing local scanning tools building from the APT).

Issue: World Board Development

OBJECTIVE 11: Continue to improve the effectiveness of the World Board as a strategic leadership body.

Outcomes: By 2012 . . .

- 11.1 Board member self-assessment tools have been developed and are being utilized.

Existing Approaches to be carried over into 2010-2012

- ♦ Conduct meeting facilitation training.
- ♦ Conduct new board orientation.
- ♦ Raise collective awareness of the board on issues of global development.

New Approaches for 2010-2012

- (P)** Develop performance evaluation tools for individual World Board member assessment. Develop written job descriptions for different roles World Board members play in preparation for an evaluation process.

KRA: Resources

Issue: Financial Capacity

OBJECTIVE 12: Ensure the long-term financial stability of NAWS, and the reliability of the income stream, in order to carry out priorities and service.

Outcomes: By 2012 . . .

- 12.1 A plan and strategy is in place to reverse trends in fellowship contributions and stem the use of operating reserves.
- 12.2 NAWS has sufficient resources to carry out its mission.

Existing Approaches to be carried over into 2010-2012

- ♦ Continue to develop a strategy to increase reserves to one year of operating expenses.
- ♦ Continue to develop a plan to ensure the world convention breaks even (including allocated overhead).
- ♦ Implement the investment policy.
- ♦ Continue work on literature distribution and pricing. Conduct a literature distribution and convention workshop.
- ♦ Examine ideas for potential new stream(s) of NAWS income.
- ♦ Frame discussion about the issues, pros, and cons of considering purchasing a building.
- ♦ Evaluate essential services, what they are, and how to accomplish them (including an assessment of cost/benefit and staff capacity).

New Approaches for 2010-2012

- (Q) Evaluate approaches to resource development and cost effective service delivery.

Issue: Financial Capacity

OBJECTIVE 13: Raise awareness and a sense of responsibility on the part of the fellowship to adequately fund the cost of services, throughout NA, including NAWS.

Outcomes: By 2012 . . .

- 13.1 Increase the level of fellowship contributions throughout the service system, including NAWS.
- 13.2 NAWS is requested to provide workshops related to the issue of adequate funding.
- 13.3 The fellowship embraces the newly approved self-support materials.

Existing Approaches to be carried over into 2010-2012

- ♦ Use *NA Way* for foundation of a dialogue on contributions and self-support.
- ♦ Initiate the 3-year message campaign that builds on group donations, with milestones and goals that reach across the spectrum of the service structure.
- ♦ Broaden efforts to encourage member/group contributions to the service system.
- ♦ Initiate an active campaign to solicit contributions and to encourage use of the online donations link (include creating a column in *NA Way* with factoids communicating the source and distribution of funds).
- ♦ Begin a discussion on a piece on "What Is NAWS."

New Approaches for 2010-2012

- (R) Create self-support session profiles and tools to aid local communities in their understanding of self-support. As part of this, introduce and discuss the two new pamphlets on self-support being presented to WSC 2010 for adoption.

Issue: Information Management

OBJECTIVE 14: Develop mechanisms to routinely gather information needed to support sound decision-making on issues, programs, and resources.

Outcomes: By 2012 . . .

- 14.1 Board has adequate data to facilitate sound decision making, especially regarding fellowship needs, community development, program effectiveness, etc.

Existing Approaches to be carried over into 2010-2012

- ◆ Continue and refine use of program/service evaluation process and tool.

New Approaches for 2010-2012

- (S)** Better define the information loop that provides the board with the ongoing data and analysis needed to support sound decision-making. As part of this, identify regularly reported key data (“operational indicators”) the board should receive to help them keep track of the health and effectiveness of NAWS. Also, take the next steps in the development of strategic plan performance measures to help the board assess the success of achieving plan priorities each cycle.

Issue: Staff Capacity

OBJECTIVE 15: Build and align the focus and capacity of staff to support identified priorities.

Outcomes: By 2012 . . .

- 15.1 Adequate resources and effective prioritization of resource use are in place to accomplish the mission and goals.

Existing Approaches to be carried over into 2010-2012

- ◆ Create trainings to further enhance basic skills for staff.
- ◆ Information management issues addressed.
- ◆ Start and maintain meetings on Mars.



Proposed 2010–2012 Project Plans

For the 2010–2012 conference cycle, we have created the following plans as a direct result of our discussions about how to achieve the objectives in our strategic plan. Those discussions resulted in our identifying our desired outcomes this cycle and the approaches for improvements that we believe are possible to reach those outcomes. We then discussed *how* to achieve the approaches that we had identified, which resulted in the following project plans. Each project plan includes the relevant objective(s), outcome(s), and approach(es) from our strategic plan to illustrate the connections between the strategic plan and the projects.

The color-coding below corresponds to the strategic plan.

Considered essential or carryover from previous cycle

Priority Ranking

Second Priority

The project plans proposed for 2010–2012 are:

Fellowship Issue Discussions

This project focuses on framing fellowshipwide discussions on the 2010–2012 Issue Discussion Topics (IDTs), as well as the following items pending decision at WSC 2010: A Vision for NA Service, *Money Matters: Self-support in NA*, *Funding NA Services*, and the revised *In Times of Illness*.

Service System

This is the second cycle of this two-cycle project to create possible options for the service system. At WSC 2010, participants will begin to discuss ideas for alternatives to our current system, with fellowshipwide discussions held throughout the 2010–2012 cycle and decisions made at WSC 2012. The focus of the project will be to develop options for the service system – the people, resources, processes, and structure – to best serve our worldwide fellowship in more effectively carrying the message.

“Living Clean – The Journey Continues”

This project is to create a book that reflects NA experience about ongoing recovery. This is the second cycle of this two-cycle project to create this book. It calls for an approval draft to be released by late April 2011 and a decision at WSC 2012. By WSC 2010, the second set of chapters will have been distributed for fellowship review and input.

Public Relations

This project is to enable us to conduct focus groups with specific professional populations in order to develop more effective strategies and improve our communication. This project was approved at WSC 2008, but we were unable to do any of this work due to human and financial constraints.

Leadership Orientation Material

This is a continuation of the discussions and focus that we have had for several cycles. For the upcoming cycle we plan to focus on how to be an effective RD, as well as orientation, training, and best practices for trusted servants.

Service Material

This project plan is offered to allow us to begin development of pieces of tools and resources for NA services if the human and financial resources allow. We currently do not have a handbook or tools for conventions, activities, or events even though thousands of events are held in NA each year. We believe we can collect best practices and create chapters or smaller, more focused pieces rather than an entire handbook. We also plan to develop simplified tools for PR Basics and planning at a local level.

2.3 Strategies are implemented to improve efficiency and impact of Worldwide Workshops.

Existing Approaches to be carried over into 2010-2012

- ◆ Continue effectiveness of online discussions boards to engage the fellowship with the “Living Clean” project. Investigate ways to make other online discussion boards more relevant for use as an input tool.
- ◆ Continue eblasts to conference participants and to interested members.
- ◆ Implement electronic enhancements for NAWS publications – particularly *The NA Way*.
- ◆ Maximize ways to talk with conference participants between conferences.

New Approaches for 2010-2012

- (C) Prioritize and implement suggested changes to worldwide workshops resulting from WWW program evaluation.

OBJECTIVE 6: Provide clear guidance and support on philosophical issues that challenge NA groups.

Outcomes: By 2012 . . .

6.1 Local leaders have the tools to address several complex issues currently facing the fellowship (e.g., drug courts and drug replacement).

Existing Approaches to be carried over into 2010-2012

- ◆ Publish *In Times of Illness* adopted by the conference and create a session profile to frame discussions for introduction to the fellowship.

OBJECTIVE 13: Raise awareness and a sense of responsibility on the part of the fellowship to adequately fund the cost of services throughout NA, including NAWS.

Outcomes: By 2012 . . .

13.1 Increase the level of fellowship contributions throughout the service system, including NAWS.

13.2 NAWS is requested to provide workshops related to the issue of adequate funding.

13.3 The fellowship embraces the newly approved self-support materials.

Existing Approaches to be carried over into 2010-2012

- ◆ Use *NA Way* for foundation of a dialogue on contributions and self-support.
- ◆ Initiate the 3-year message campaign that builds on group donations, with milestones and goals that reach across the spectrum of the service structure.
- ◆ Broaden efforts to encourage member/group contributions to the service system.
- ◆ Initiate an active campaign to solicit contributions and to encourage use of the online donations link (include creating a column in *NA Way* with factoids communicating the source and distribution of funds).

New Approaches for 2010-2012

- (R) Create self-support session profiles and tools to aid local communities in their understanding of self-support. As part of this, introduce and discuss the two new pamphlets on self-support being presented to WSC 2010 for adoption.

Direct expense items:

Distribution of material in NAWS publications and workshops \$ 25,000

Direct expenses: \$ 25,000

“Living Clean – The Journey Continues”

Purpose and scope:

WSC 2008 adopted a project plan to begin development of a book about ongoing recovery which we have given the working title of “Living Clean – The Journey Continues.” The timeline adopted by WSC 2008 was:

August 2008 – August 2010	Development of the material
Summer of 2009 – December 2010	Ninety-day R&I of chapters of the book
April 2011 – April 2012	Approval Form

We completed the first review and input period 15 September 2009, which included the outline for the book and chapters one and two. For this initial round, we had 830 downloads of the material and we received 103 input responses. We anticipate our second period of review and input will occur 1 April – 30 June 2010 and there will be three chapters to review. Our final review and input period will happen fall of 2010; we remain on target with the timeline outlined above. We want this book about ongoing recovery to reflect the shared experience of our members. We believe that development of a book-length piece is enhanced with member involvement during the narrative creation phase. We have tried to engage our worldwide fellowship in providing their ideas and experiences for this book through writing workshops which were held in regions, areas, zones, and conventions. In addition to workshops, a general online survey was posted on na.org from October 2008 to July 2009 which generated 947 responses (888 in English and 59 in Spanish). We have also created an online discussion board organized by the chapters of the book which has been online since February 2009, and has approximately 550 participants. An online survey and the discussion boards were new methods used to gather members’ experience; these have been productive and valuable toward the development of our book.

The current workgroup will continue for the next year. The workgroup consists of eight members, two board members, and three staff. The final book-length piece will be in the 2012 *Conference Agenda Report* for fellowship approval.



The objectives, outcomes, and approaches which led to this project plan are:

OBJECTIVE 7: Make the NA message available and relevant to a widely diverse membership and potential membership, meeting both the targeted and mainstream literature needs of the fellowship.

Outcomes: By 2012 . . .

7.1 Based on fellowship discussions, at least one new piece of targeted literature is identified for production in the 2012-2014 cycle.

Existing Approaches to be carried over into 2010-2012

- ♦ Continue work on “Living Clean” and send approval draft out in April 2011 for approval at WSC 2012.

Direct expense items:

Workgroup and focus group meetings	\$ 120,000
------------------------------------	------------

Direct project expenses:

\$ 120,000

Yellow - essential or carry over
Purple - priority ranking
Blue - second priority

- (E) Two-pronged approach: 1) Model for members how to develop a PR strategy and plan, making better use of experienced people in local communities, and 2) offer train-the-trainer sessions on using PR tools to implement the overall PR strategy and plan.

OBJECTIVE 6: Provide clear guidance and support on philosophical issues that challenge NA groups.

Outcomes: By 2012 . . .

6.1 Local leaders have the tools to address several complex issues currently facing the fellowship (e.g., drug courts and drug replacement).

New Approaches for 2010-2012

- (K) Collect best practices regarding how to respond to drug courts. Develop tools and discussions with the service system, and separately for the groups, to help them better deal with this issue.

6–8 Training and Orientation Sessions

Direct expense items:

Focus groups, training, and orientation sessions material \$ 83,000

Direct project expenses: \$ 83,000

Service Material

Purpose and scope:

We would like to raise the priority this conference cycle and begin work on convention and event material. The *Convention Handbook* was removed from inventory and there is nothing to take its place. We can only estimate the number of these events in our fellowship, but we know it is a major resource commitment for most NA communities and represents a sizable portion of funding for NA services. We would like to have the current best practices captured in a new handbook and would like to begin this by creating small pieces that seem the most critical. We would like permission to work on these as time and resources allow, and to possibly release pieces rather than an entirely new handbook. In addition, we would like to develop more basic service tools using approved resources such as the *Public Relations Handbook* and Area Planning Tool. These service tools will be aimed at the trusted servants providing services at the area level. Resource material would be approved by the World Board.



The objectives, outcomes, and approaches which led to this project plan are:

OBJECTIVE 4: Transition from a service *structure* to a service *system* that is driven by unity in fulfilling our primary purpose and that is flexible in meeting the diverse service needs and goals of NA communities.

Outcomes: By 2012 . . .

- 4.1 Based on final adjustments from fellowship input, revised service system models and guidance are readied for distribution.
- 4.2 Regularly update service tools; at least one per cycle.
- 4.3 All communities embrace and develop service based on a vision statement.

New Approaches for 2010-2012

- (G) Begin development of segments of an events handbook.
- (H) Implement a regular process to review and evaluate service tools and propose projects as needed to the conference for approval.
- (I) Simplify the APT and the BSHG worksheet to increase usage.

Direct expense items:

Workgroup or focus group meetings	\$ 32,500
-----------------------------------	-----------

Direct project expenses:	\$ 32,500
---------------------------------	------------------



Status of Projects Adopted for the 2008–2010 Cycle

♦ Business Plan Workgroup

This is an ongoing essential service. The 2008 conference supported that the work of this workgroup is vital to the operations of NAWS and no longer needs to be presented as a project plan. This means that the funding for workgroup meetings will be included in the fixed operational section of the budget and it will no longer be necessary to approve a project plan at the conference. This group is charged to routinely review the business activity of NAWS and makes recommendations to the World Board. Some of the members of the Business Plan Workgroup serve as the Audit Committee which has direct interaction with the auditors as required under nonprofit regulations in the United States.

♦ Self-support IPs

This work was completed and has been presented to the WSC in the 2010 *CAR* for approval.

♦ Consensus-Based Decision Making at the WSC

This project plan was presented to WSC 2008 as a contingency for the proposals we made to the conference were these not adopted. Since the revisions to *GWSNA* for consensus-based decision making were accepted at WSC 2008, no further work was done this cycle as was agreed to at WSC 2008. We still believe that our practices with decision making at the conference need more discussion and concurrence with implementation of consensus-based decision making. In other words, we have more work to do in order to have WSC decision-making practices meet the ideals we have adopted, particularly with our business sessions.

♦ Fellowship Issue Discussions

This is an ongoing essential service. There is a project plan proposed for 2010–2012.

♦ Public Relations

Although our level of PR activity remained consistent this past cycle, the focus groups called for and approved in the 2008 project plan were not conducted. We still consider this an important activity and plan to have focus groups this cycle, specifically for medical and research professionals.

♦ Service System

This work was adopted in 2008 with the plan that it would be a two-conference-cycle project. A revised vision statement has been presented in the 2010 *Conference Agenda Report* for consideration, and we plan to have discussions of the work to date at WSC 2010. We are presenting a plan to continue this work and the existing workgroup for the upcoming cycle.

♦ Targeted Literature – *In Times of Illness*

The work on revising *In Times of Illness* was completed and has been presented to the WSC in the 2010 *CAR* for approval.

◆ Workshops

These had been presented in a project plan. The 2008 conference discussed and agreed that workshops were an essential service of NAWS and did not need a project plan. This can now be found under Fellowship Support in the Fellowship Development section of the budget under fixed operational funds. Although we have tried to be more cost effective with our efforts, this continues to be a major resource commitment from NAWS.

◆ “Living Clean – The Journey Continues”

This work was adopted in 2008 with the plan that it would be a two-conference-cycle project. We plan to have discussions of the work to date at WSC 2010. At that time, we will have completed fellowship review on the first part of the book and have the second section out to the fellowship for review. We are presenting a plan to continue this work and the existing workgroup for the upcoming cycle. The approval draft will be completed by April 2011.

◆ Leadership Orientation Material

Leadership was one of our discussion topics and we plan to continue this in the upcoming cycle.

◆ Service Material

Due to resources, we have not been able to make as much progress on this as we would have liked. We have created the first of many pieces, PR Basics, and have revised H&I Basics. This was offered last cycle as the lowest priority and we would like to move it up a bit this cycle and begin work on pieces geared toward conventions and events as well as continuing to develop more PR tools.

