

World Services Development Plan

Introduction

This plan is the result of the combined efforts of world services. It contains the goals and objectives of the WSO Business Plan developed by the WSO Board of Directors and the Fellowship Development Plan created by the World Service Board of Trustees. Though each set of goals was developed separately, both of these plans were created with the involvement of members of both boards, the WSC Administrative Committee, and the WSO staff. It is our hope that it can serve as the preliminary "blueprint" for the future of all NA services at the world level.

Purpose

The purpose of this plan is to allow world services to accomplish the objectives stated in the World Services Vision Statement and World Service Conference Mission Statement.

Cooperation for Our Common Good

The following goals with their accompanying rationales and objectives lay the groundwork for future world level service activities. They represent the cooperation among world services called for throughout the world services inventory project and affirmed by the adoption of the Vision Statement for World Services at WSC '96. Presented in a spirit of honesty, trust and goodwill, these combined goals from the Business Plan and Fellowship Development Plan truly represent a commitment to cooperation among world service leadership for the common good of our membership.

Goal One

To increase and improve world services available resources in the following areas:

- A. Financial Stability**
- B. Fellowship Development Tools**
- C. Data Management**
- D. Human Resource Management.**

Rationale

Limited resources—whether financial, human, informational, or otherwise—is the number one critical issue for world services' long-term viability as well as for successful fellowship development efforts. The demand for more development efforts has steadily increased over the last ten years while available world service resources have stayed the same or even declined.

One-A - Financial Resources.**Rationale**

Our current fund flow system and reliance on conventions and literature sales to support NA services are not meeting our collective needs. Some members even believe that reliance on such sources of income as conventions and literature sales has actually moved us away from our principle of self-support. Whether or not one subscribes to that belief, certainly history demonstrates that literature and convention revenues are precarious sources of income. In addition, should several calamities occur at once (as, for example, a sharp downturn in literature sales combined with a significant loss of convention income), the results to world services' viability would be disastrous.

Short-term goals to increase revenue and establish an operating reserve such as those outlined in the WSO Business Plan will help, but will probably not be sufficient to meet future needs. Changing our current fund flow and establishing a plan for direct group contributions will diminish our reliance on income from conventions and literature sales. A renewed reliance on member support in the form of direct donations will also move us closer to the kind of self-support discussed in our traditions as well as in the principles outlined in our concepts for service.

This goal will be accomplished by the following means:

- A. Having a ninety day operating reserve by 2000.
 - ♦ This work is being done by the WSO Business Plan Group
- B. Reducing the ratio of WSO personnel expense from 40.2% to 38% of WSO total sales (income less discounts) and the WSO cost of goods from 34.8% to 32% by 2001.
 - ♦ This work is being done by the WSO Business Plan Group.
- C. Developing a contingency plan to address a downturn in WSO revenue of 7.5% or greater.
 - ♦ The WSO Business Plan Group has already created this plan and it has been adopted by the WSO Board.
- D. Developing a sales and marketing plan that benefits the WSO and the end user by 31 December 1996.

Objective: To increase the retention of income to the WSO while improving services and literature distribution to the fellowship.

The sales and marketing plan will include:

- ⇒ An annual review of product pricing
- ⇒ An annual review of sales policy
- ⇒ The reevaluation all existing licensing and special agreements by June 1998
- ⇒ Stringent adherence to existing sales policy by 12 February 1996
- ⇒ An increase in the efficiency of our literature distribution system

- ♦ The WSO Board has adopted a plan which will be presented to WSC '97. The WSO Business Plan Group will continue to work on this plan.
- E. Finalizing and gaining conference approval on the implementation of a unified world services budget by WSC 1998.
 - ♦ A specific unified budget proposal will be developed by the Transition Group and presented to the WSC for action in 1998.
- F. Clearly defining routine operations of the WSO to allow for the identification of fixed costs of WSO operations in preparation for the development of a unified world services budget.
 - ♦ Identification of WSO "basic services" is ongoing, and examination of those services and their associated expense is being undertaken by the WSO Business Plan Group.
- G. Creating a new fund flow system by December 1997.
 - ♦ This work will be done by the World Service Board of Trustees' Internal Committee. The implementation of this system should take place as soon as possible after its creation. Education of and communication with the fellowship will be an essential component of any such system's chance for success.
- H. By 1999, identifying and developing additional revenue sources for world services that amount to 25% of operational expenses.

Objective: Increasing world service revenue \$1,000,000 by January 2000.

 - ♦ This will be accomplished by the implementation of the WSO Business Plan goals and by direct contributions through a new fund flow system.

One-B - Fellowship Development Tools that address the fellowship's recovery- and service-related questions and concerns.

Rationale

Our current handbooks, bulletins, and manuals do not address many of the issues faced by developing communities. Moreover, the background information or premises upon which many of our service strategies and procedures have been based are not usually stated in our service material and were not developed to be used in multicultural situations. More established NA communities frequently request more practical, "how to" guides than are currently available. And finally, the process to develop new tools needs to be streamlined.

Goal One-B will be accomplished by the following means:

- A. Developing a process to determine needed informational tools and bulletins to address fellowship issues by WSC 1998.
 - ♦ This assessment will be done by the Communications Task Force during the 1997-1998 conference year.

B. Creating a process for the selection, evaluation, creation and distribution of bulletins to address fellowship issues.

- ◆ This process will be created by the World Service Board of Trustees.

C. Creating informational tools that are needed and appropriate for Fellowship Development.

- ◆ This process will start after the evaluation and process described above is finished.

One-C - Data Management:

Rationale

Information from the fellowship about growth and development is sketchy and inconsistent. Establishing and maintaining a system to collect and maintain data and information from the fellowship is critical to effective evaluation of our efforts and identifying needs and general conditions. Having the ability to focus our resources to meet challenges before they become critical will benefit fellowship growth.

This goal will be achieved by the following means:

A. Creating a procedure by 1999 to gather fellowship information annually in order to measure growth, service delivery, and general conditions.

- ◆ This procedure will be developed by the World Service Board of Trustees' Internal Committee and the WSO.

B. Designing an effective information management system by 2000.

- ◆ This system will be created by the WSO.

One-D - Human Resources:

Rationale

Experienced personnel are the backbone of our services, and we need to do everything we can to prepare newly selected servants and special workers for their responsibilities. We can no longer thrust people into positions and expect them to learn their roles over time. The people we select as our trusted servants are an investment in our future and need to be trained and oriented as soon as possible if they are to participate to their full potential. While we ought to encourage members to rotate through the system, we also must recognize the fact that we lose valuable resources every year throughout the service structure; people come in and serve for a few years, but we have no method of retaining that experience.

All of our members should have access to the tools and philosophy of NA service should they have an interest. Training should provide interested members with the underlying premises of service, historical background, and access to the information they need to perform well. We also need to identify members who have specific skills and experience as resources for future needs.

Goal One-D will be accomplished by the following means:

- A. Providing training and orientation for Trusted Servants and WSO Staff.
 - ♦ An orientation was done at the beginning of this conference year for elected conference leadership and the new members of the WSO Board of Directors and the World Service Translation Committee. This orientation needs to be continually improved and provided each year to all new trusted servants. This orientation will be further developed by the WSO and the Fellowship Development Team.
 - ♦ Training for WSO staff has been a priority for the past several years. During 1996, more focus was given to in-house training (as opposed to outside courses and seminars) due to financial constraints. All training needs to continue and to be improved.
- B. Creating a process for the succession and continuity of Trusted Servants.
 - ♦ A process needs to be developed by which to gather experience about specific areas of service or expertise. This information needs to be retained and passed on to new trusted servants. The process through which to accomplish these aims will be developed by the WSO and the Fellowship Development Team.
- C. Identifying resources to meet specialized needs by 31 December 1996.
 - ♦ This list of resources (translators, printing, proofreading) has been identified by the WSO Business Plan Group and will be updated annually. It will also be addressed by the work of the Transition Group.
- D. Developing a training and education program by the 1999-2000 conference year.
 - ♦ This will be accomplished by the WSO and the Fellowship Development Team.
- E. Developing a human resources network by 2001.
 - ♦ This will be addressed by the work of the Transition Group on the Human Resources Panel.
- F. Incorporating a training and education component into all world service goals.

Goal Two

Increase and improve planning for fellowship development.

Rationale

Better planning is absolutely essential if we are to have more effective fellowship development efforts. Planning and implementing a comprehensive fellowship development strategy should happen immediately. World services needs to take a more proactive role in its interactions with developing communities. Objective evaluation of our efforts will help us determine whether what we are doing is successful and how we can improve.

Goal Two will be accomplished by the following means:

A. Planning fellowship development activities beginning CY 1997-1998 to include:

- ⇒ Short- and long-term goals
- ⇒ Research and evaluation
- ⇒ Increased ongoing communications between world services and targeted communities
- ⇒ Scheduling, budget coordination, and follow-up activities

- ◆ The Interim Committee will include these items in its planning for all fellowship development activities this year. The Interim Committee will develop a process for more effective planning, information management, and follow-up of fellowship development activities over the next conference year.

B. Creating a strategy for developmental trips (prioritizing, selecting, content, boundaries) by CY 1997-1998.

- ◆ This will be addressed by the Interim Committee.

Goal Three

Institute a quality assurance program at WSO.

Rationale

Over the past fifteen years, the World Service Office has grown from an essentially "mom and pop" operation to a multimillion dollar service center whose responsibilities encompass hundreds of procedures, protocols, and production-related operations. Due to the sheer complexity of these duties, and in consideration of their importance to our membership and to the public-at-large, the WSO must become a more efficient and quality-oriented service center. The institution of a quality assurance program will help ensure the WSO's increasing attention to efficiency and quality in all its products and services.

Goal Three will be accomplished by the following means:

A. Integrating a quality program with all necessary systems and training into the WSO by December 1999.

- ◆ This is currently being addressed by the WSO Business Plan Group.

Goal Four

Enact the necessary structural changes to allow world services to become more effective.

Rationale

It has long been acknowledged by different groups and consultants that our current world service structure is ineffective. Our current system adversely

impacts world services' ability to provide effective and focused fellowship development activities.

However, considering the resolutions that were adopted by WSC '96 and the current work of the Transition Group, we do not believe it necessary to create goals for structural changes in this plan. We trust that the World Service Conference will provide the appropriate direction and guidance to the Transition Group that will enable them to propose the necessary changes to our service structure.

Goal Five

Improve world services' written and face-to-face communication with the fellowship.

Rationale

Communication is a factor in everything we do. It was identified as a critical issue throughout the inventory process but has not been directly addressed by the resolutions. In addition to improving our written communications, world services also needs to increase communication with the fellowship in face-to-face workshops hosted by local NA communities. The communications plan initially developed by the WSO is comprehensive, involves all of world services, and is included in this plan.

Goal Five will be accomplished through the following means:

A. Establishing communication standards that address the following critical issues:

- ⇒ Education and Training of Staff and Trusted Servants
- ⇒ Technology Planning and Utilization
- ⇒ Relationship of Management and Leadership
- ⇒ Relationship with Membership and Service Structure.
- ⇒ Translations

- ◆ ~~A Communication Task Force (CTF) will be created in 1997 to address most of these issues!~~ This group will consist of a combination of the three arms of world services and will take approximately 18 months to complete their work. The outcome of this task force's efforts will benefit world services regardless of structural changes.

B. Developing a protocol for standardized responses to fellowship inquiries that includes response time.

- ◆ This protocol will be addressed by the *Communication Task Force*..

C. Creating a quarterly consolidated publication for world services by June 1997.

- ◆ This goal is addressed by *The NA Way* motions currently before the WSC.

D. Creating a fellowship-wide interactive workshop system by 1999.

- ◆ Workshops will be developed by world services and use all available fellowship experience.

Goal Six

Identify new recovery material(s) needed by the fellowship and develop a plan for their creation by 1999.

Rationale

Unfortunately, the late 80's was the last time world services considered a new idea for a recovery IR. What materials can we provide for our members that could assist them in realizing their recovery and helping us carry our message? Good question! Let's find a way to ask our members what they want and need and then develop a process that ensures quality and puts new literature on the tables within a reasonable time-frame. NA now has many members who have experienced recovery firsthand who can help us identify areas where we need to focus our written efforts—we need to let them help us help our newer members through new literature.

Goal Six can be accomplished by the following means:

A. Suggesting or creating a process for new product development.

- ♦ World services will develop a three- to five-year product development plan with annual components.

Several ideas have been considered. One would have us identify 10-15 project proposals from WSCLC files and fellowship input and present them to the literature committee for prioritization from the fellowship. Each proposal would suggest a project **subject, a process, and a timeline.** The implementation of this goal will depend on staff resources.

Goal Seven

Develop a public relations philosophy and strategy by December 1997.

Rationale

One of things the World Service Board of Trustees learned after adopting the Public Relations Plan was that they had not spent adequate time discussing the basics of our fellowship's public relations philosophy, particularly as it relates to questions about our traditions and our relationships with outside organizations and professionals interested in our fellowship.

In their enthusiasm to move ahead they did not hold the necessary preliminary discussions about fundamental questions regarding our fellowship's relationship to the public. However, after careful deliberation, they prudently decided to delay moving forward with the PR plan until they had held the requisite discussions regarding the following questions:

- ⇒ What can and should be our relationship with researchers?
- ⇒ Should we encourage local fellowships to work with specific researchers?

- ⇒ Should world services choose what types of research are done or not done? Could this place us in a position to be providing opinions on outside issues?
- ⇒ Would the recommendation of specific researchers be construed as an endorsement?
- ⇒ How are the lines between cooperation and affiliation defined?
- ⇒ How do we most appropriately work with governments?
- ⇒ How do we cooperate with outside organizations yet keep ourselves out of public controversy?
- ⇒ How can we participate in public forums yet not promote ourselves?
- ♦ The World Service Board of Trustees' External Committee will develop a statement of our public relations philosophy and seek full board concurrence by the end of 1997. Any future public relations plan must address the following issues:
 - ⇒ Orientation
 - ⇒ Professional events
 - ⇒ Tools for service and recovery information
 - ⇒ Training and coordination with fellowship
 - ⇒ Presentations
 - ⇒ Increased public visibility
 - ⇒ Networking and liaisons with professionals
 - ⇒ Research
 - ⇒ Follow-up
- ♦ The World Service Board of Trustees' External Committee will develop this plan after the public relations philosophy statement is accepted by the full board.

Conclusion

We hope that you support this "blueprint" for future world services activity. These goals, with their accompanying objectives and rationales represent our best thinking, based upon years of practical experience, as to where we, as a fellowship, need to direct our attention for world level service provision. It is also important to note that this plan is a culmination of two groups working separately, reaching the same conclusions, and then coming together in a spirit of unity and cooperation for our common good.

We understand the toll that the world services inventory has taken upon our members both in terms of individual frustrations with world services as well as in terms of local enthusiasm for providing services in Narcotics Anonymous. We believe, however, that the renewed sense of commitment, mutual trust, and respect embodied in the above work goes a long way toward demonstrating the value of the past four years of inventorying ourselves and assessing what we need to do in order to better serve our members.

We hope you agree. Most importantly, we hope you will support this effort to better serve Narcotics Anonymous into the twenty-first century.