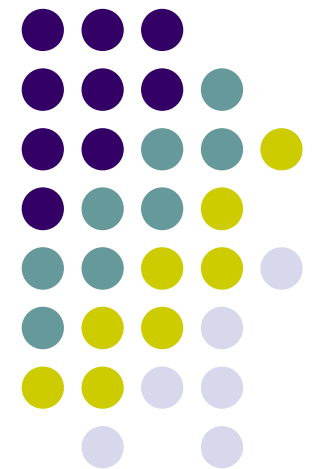


# **NAWS Strategic Plan Update**

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## **2009 Environmental Scan**





# Purpose of Report

- ❖ Environmental scanning is a process for identifying and assessing factors that are shaping the environment in which an organization operates.
- ❖ Leaders use environmental scanning to better understand the changing world around them and how change could impact the organization's ability to realize its vision.
- ❖ Environmental scan data provides insight into the challenges and opportunities the organization will face and the development of the most effective strategy to achieve the organization's goals.

# Purpose of Report



This report captures key findings from research conducted in preparation for the NAWWS World Board planning sessions. Its purpose is to support World Board deliberation and decisions regarding the future direction and priorities of the organization.



# Research Methodology

- Survey to members of the NAWWS World Board and WSO management staff (33 responses)
- Review of UN 2008 World Drug Report, Volume 1: Analysis.
- Review of National Institute for Drug Abuse (NIDA) Drug Report 2008
- Review of Substance Abuse and Mental Health Services Administration (SAMHSA)
- Seven Measures from 7 Measures of Success: *What Remarkable Associations Do That Others Don't*, ASAE & The Center for Association Leadership, 2006.
- NAWWS operational records and reports, including fellowship inquiries and requests, literature orders, financial performance, etc.



# Content

**Findings are organized into three parts:**

- **Key Drivers – External and Internal**
- **External Trends and Issues**
- **Internal Trends and Issues**

# Drivers Shaping the External Environment



## **Political**

- The medical and government attitude about addiction and its treatment through medication
- Greater scrutiny and shifting attitudes towards Non-Profits

## **Global Economics**

- The current economic crisis and the interconnectedness of the world economies

## **Demographics**

- The growing trend of drug use in both youth and the aging population

## **Technology**

- The ever changing technology environment and the demand for and access to information

# External Environment: Political



## *Government Attitudes*

- ❖ In 2008, NAWS attended the **United Nations' *Beyond 2008* global NGO Forum in Vienna, Austria** which set the UN's drug policy platform (declarations and resolutions) for the next ten years.
- ❖ The UN continues to put more funding into drug interdiction than treatment. The greatest division in those attending the policy session is between the “**drug free**” versus “**drug replacement**” approach to treating addiction.
- ❖ The medical communities, and obviously **pharmaceutical companies**, typically lean much more towards drug replacement therapies. And they have the statistics and information to influence future generations of medical professionals as well as current government policies. The drug free community lacks the same type of scientific statistics and influence.

# External Environment: Political



## *Government Attitudes*

- ❖ This trend makes it even more critical that we are seen as a stable, accessible, and reliable option.
- ❖ We continue to attend international addiction conferences, **the US government sponsored recovery month planning sessions**, and other professional events as well as “sponsoring” local NA communities to attend professional events.
- ❖ We have also invested in **Public Relations work in Spain** in conjunction with and before the Barcelona World Convention. We do so consistently to try to convey that NA is consistent, reliable, and effective. We have held off participating in research outside of NA, but we may need to examine this idea for the future.





# External Environment: Political

## *Government Attitudes*

- ❖ In 2007 we said *“An increase in acceptance of NAWS by government entities will translate into a growing expectation of the organization’s cooperation in drug related initiatives and policy development.”*
- ❖ We have been extremely cautious in our efforts in emerging communities in areas of the world where NA is not developed yet. **Our resources are already stretched thin and the expectations of the government agencies in communities like China and Africa is high.**
- ❖ Looking at the phenomenal growth of the NA community in **Iran it is clear that a positive relationship with government has made a tremendous difference in the ability for NA to develop in that country.** We still have much to learn about what efforts we can make in this area and which have the most benefit. **Spain will certainly be a learning experience for us this cycle.**

# External Environment: Drug Usage and Treatment



## *Young Adult Drug Use Continues to Increase*

- ❖ Data from National Institute on Drug Abuse (NIDA) indicate a significant **decrease in drug use by teens age 17 and younger** in all drugs classified.
- ❖ However, in NIDA's five year strategic plan 2009, the report stated that **18-25 year olds are by far the greatest users overall.**
- ❖ **Nonmedical use of prescription pain relievers was cited for the increase of drug use; this could foster demand for NA meetings on college campuses as well as more young peoples' meetings.**

# External Environment: Drug Usage and Treatment



## *Referrals by Those Involved in Treatment and Corrections*

- ❖ This remains a significant challenge for our organization. In 2005 we said, “*Our continuing experience in professional events over the last several years would indicate that **we are steadily losing credibility with an increasing number of referring agencies who interact with younger addicts because we have no concerted efforts to reach younger addicts through our literature or meeting structures.** There have been instances where referring professionals have discontinued sending their clients to NA as a result.*”
- ❖ In 2009 most of this statement is still true despite the fact that we have developed one IP focused on youth. Professionals seem to appreciate our efforts with youth IPs yet **internally NA still falls short with identifying meetings which may be more population specific.**

# External Environment: Drug Usage and Treatment



## *Referrals by Those Involved in Treatment and Corrections*

- ❖ **As the most dramatic increase with illicit drug use was evidenced in the 50-59 year old population by SAMSHA and NIDA statistics, NA may need to work internally to attract and to welcome professionals to meetings and be willing to identify meetings that each of these age groups would find attractive and feel a sense of belonging.**

# External Environment: Drug Usage and Treatment



## *Increase in Substance Abuse Treatment Programs in Correctional Systems*

- ❖ In the 2003 scan we said *“We have made major inroads into this sector. Our ongoing efforts to establish and preserve a presence in this community sector have been very successful. However, it is now time to re-evaluate our targets and shift out focus as appropriate.”*
- ❖ In 2007 we had reevaluated our targets and shifted some of our focus on new segments of this community, in particular, interacting with parole officers at events. **We are continuing our efforts with Federal Parole and Probation in an effort to be added to their addiction curriculum. Additionally we have been actively pursuing plenary or major presentation opportunities since it has been some time since we presented at most of the correctional conferences.**

# External Environment: Drug Usage and Treatment



## *Increase in Substance Abuse Treatment Programs in Correctional Systems*

- ❖ In 2009 **we see a need to put a higher emphasis on treatment** as well as some emphasis on the medical residency community. It seems clear that when there is an effective local H&I infrastructure we see members from institutional settings in our rooms from these facilities. **We should not abandon corrections in our PR focus but rather shift our resource utilization to the areas where we are seeing a higher influx of newcomers. The specific local H&I service committee issues, including effective coordination with PR, need to be addressed in our internal strategies soon.**

# External Environment: Drug Usage and Treatment



## *Increase in the Practice of Medicating Addicts in Recovery*

- ❖ This remains a major challenge and still requires a long term strategy focused on affecting medical professionals as well as government agencies. **Funding for treatment is often linked to drug replacement therapy, particularly in countries that have government sponsored health care. The drug replacement community has been effective at making their case for this approach.**
- ❖ **SAMSHA has awarded \$1.5 million to the American Society of Addiction Medicine (ASAM) to train doctors and other health professionals on best use of methadone to treat chronic pain and prevent overdoses. The goal of the three year network program is effective use of methadone for treatment of opiate addiction or pain.**

# External Environment: Drug Usage and Treatment



## *Increase in the Practice of Medicating Addicts in Recovery*

- ❖ **Integrating NA orientation into the training for medical professionals, in particular residency curriculum may help with this issue. San Antonio WCNA (2007) medical panelists informed members that they receive zero to six hours of addiction training. More attention to this strategy is required in the coming cycle.**
- ❖ **Medication abuse is still one of the most prevalent relapse causes: *In Times of Illness* review and input draft is trying to address the overall issue of medication and relapse.**



# External Environment: Drug Usage and Treatment



## *Increase in Funding of Drug Treatment by Government and Insurance Industry*

- ❖ Recent **changes in US government policy regarding evidence based strategies** and a change in the leadership of one of the principal agencies (SAMSHA) may have some impact on the US governments' attitude towards twelve-step-based recovery.
- ❖ Passage of the parity bill was to ensure equal coverage for substance abuse treatment as with all chronic relapsing diseases. Four states have comprehensive parity for all their citizens and all 9 million US federal government employees, including retirees, have access.
- ❖ We are at the beginning of a **new administration in a deep US recession with a former police officer as a nominee for Office for National Drug Control Policy (ONDCP). Government trends with funding for treatment may be too early to forecast.**

# External Environment: Drug Courts



- ❖ **We focus on drug courts both because of the number of people that they refer to meetings and treatment but also because it is one of the major initiatives that are in line with our philosophy – that an addict can recover and should be given an opportunity and chance to do so.**
  
- ❖ This issue continues to be a source of minor discord. February 2009 NA purist newsletter wrote views that signing of NA meeting cards whether treatment or drug courts is NOT NA. Responses to that newsletter (pro for signing) appeared on [na\\_pi.org](http://na_pi.org).
  
- ❖ Issues include:
  - ❖ **helping the fellowship deal with ramifications brought about by drug courts (e.g., forced meeting attendance, drain on group resources),**
  - ❖ **whether the relationship between NAWs and drug courts is consistent with philosophical interpretation of NA traditions.**

# External Environment: Drug Courts



- ❖ As drug courts continue to proliferate, **Narcotics Anonymous meetings continue to adjust to the influx of members even though there are communities that appear somewhat disgruntled and overwhelmed.**
- ❖ **Bulletin #31** helped to alleviate many concerns and misunderstandings, various newcomer workshops/meetings appear to assist new members, SP ***Introduction to NA Meetings*** is a recently released pamphlet to assist new members with understanding meeting procedures and the signing of court cards tends to have become standard protocol for many groups who provide this service.
- ❖ **Some drug courts have expectations of our members that have never been agreed to such as testifying in court. The issues surrounding drug courts can be mitigated by a strong relationship between the local NA community and their local drug court system but these cooperative and mutual relationships are certainly not the norm.**

# External Environment: Drug Courts



## *Drug Courts*

- ❖ Although the calls to Fellowship Services are somewhat sporadic and infrequent for drug court related concerns and questions, **there seems to be a concerted effort** on the part of some NA members, **primarily H&I trusted servants to spearhead initiatives in their local communities to discontinue the practice of signing meeting attendance records.**
- ❖ **This has been fueled by a few courts sending non-addicted drug related offenders to NA meetings, the referral of habitually disruptive clients, courts drawing NA members into legal proceedings against referred parties, as well as a host of other singular challenges that have come from referred populations.**
- ❖ It seems that we will continue to see an influx of addicts from this source and must find effective ways to deal with this system which varies from court to court.

# External Environment: Drug Courts



- ❖ **In 2008: there are 2,297 operational drug courts in the US and its territories, a 6.99% increase in a year's time and an almost 29% increase from 2004.**
- ❖ **Additionally, there are 31 Reentry Drug Courts in the US for inmates who are transitioning to society operating in twelve states** According to the figures released from the National Drug Court Institute
- ❖ **14 countries use the drug court model which is double the number from 2007. Several countries including Australia, Brazil, Canada, and Chile have many drug treatment courts.**
- ❖ **Problem solving courts continue to emerge in countries outside the US but the largest utilization is still in the US.**

# External Environment: Drug Courts



- ❖ **Drug court personnel may benefit from education about the value of recovery literature for their clients. When looking at CY 2006 and 2007, there continues to be a decrease (38%) in recovering literature sales to this customer base.** This is because most problem courts have had to re-prioritize the use of their resources.
- ❖ NAWS should continue to maintain a cooperative relationship with drug court professionals; local services may consider taking the same approach with maintenance of their relationships.

# External Environment: Public Attitudes



- ❖ In 2005 we said, ***"For many years the general public would not accept addicts unless they identified themselves as alcoholics. With the advent of the use of NA materials in movies, television, etc. the public is more accepting of people recovering from drug addiction. This trend is likely to continue and, as a result, NAWs will experience an increased demand for Public Relations services."***
- ❖ In 2007 we said, ***"Today there are more public figures that are making their personal recovery public knowledge. In some ways it has become fashionable to be in recovery. We may have a window of opportunity to build a group of advocates for NA."***
- ❖ This is still fundamentally true although we are still seeing the trend of entertainers identifying themselves as AA members rather than NA members.

# External Environment: Public Attitudes



- ❖ **The trend of requests from media outlets for cooperation and recovery materials continues at a steady rate. There were more movies and television programs with a focus on addiction produced in the last two years, including the highly acclaimed HBO addiction series and feature length film.**
- ❖ **We were contacted by two movie studios regarding our willingness to be consultants on their scenes on active addiction or the NA recovery process. To provide some idea of the demand here are the contact stats: 2 full length features, 12 television episodic series, 9 magazines, 3 radio news stations, and one Canadian media contact.**
- ❖ **We foster these contacts in order to help the general public understand that “recovery is then possible.”**



# External Environment: Greater Scrutiny of Nonprofits



- ❖ **With the economic scandals of the past many years, attention has focused on accounting practices and tax exemption for nonprofits.** We expect that this is something that will be evolving over the next several years and will require our attention.
- ❖ **Many US legislators see nonprofits as an untapped revenue opportunity for potential taxes.** We have already taken steps to institute an **Audit Committee, Ethics Standards, corporate Code of Conduct, etc.,** and are currently in compliance with **all US standards for nonprofits.**
- ❖ The trend in the world is also for greater transparency and accountability. We believe we are in a better place than most nonprofits in this regard. We still have much to do to convey the value of NAWS to our general membership.

# External Environment: Currency Fluctuations



- ❖ **The US dollar is still at low against the Euro but has gained in the past year.**
- ❖ **The British Pound is at one of its lowest levels in years.**
- ❖ **The current economic crisis, ongoing world conflicts, changing international banking laws, booming capital growth in China resulting in shortages of raw materials, cost of fuel, and a weak dollar have all acted to make our operations more difficult and costly.**
- ❖ **The standardization of prices at WSO Europe beginning in July should help to make this a more stable operation for us.**
- ❖ **The currency fluctuations in Russia and South Africa have doubled the cost of literature for them in the past few years.**

# External Environment: Demographics



- ❖ The information cited earlier about the populations of 18-25 year olds as well as the 50-59 year old prescription drug addicts supports our efforts of the past few years to begin to be willing to target specific populations.
- ❖ In the 2003 scan we said, *"Having a strategic objective that addresses this need has helped to diminish this pressure. It is reasonable to expect that the pressure about this issue will stay diminished as long as NAWS is committed to pursuing literature that speaks to specific demographics in the fellowship."*
- ❖ With the WSC 2008 approval of the youth IPs, the stories in the *Basic Text*, and project plans for *In Times of Illness* and *Living Clean – the Journey Continues*, we have begun the long journey of actually producing items that are demographically specific.

# External Environment: Demographics



- ❖ **It seems that the most pressing need is the lack of information for long term addicts in recovery, the seemingly dated nature of our existing material for those addicts facing medical challenges and using medication, and material for members as they age.**
- ❖ **Fellowship input on the Basic Text draft seems to convey the same message as the literature survey from years ago – our members are looking for information on relationships, service, spiritual struggles, steps, etc.**

# External Environment: Demographics



- ❖ In the 2007 scan we said, **“As diversity is increasingly celebrated around the world, it will become increasingly difficult to meet an increasingly eclectic set of expectations from demographically specific populations with NAWS’ present approach of homogenized materials.**
- ❖ **Despite the fact that we have created two pieces of literature that address one of these demographics, the young people’s IP and the IP to parents, we still must recognize that in the US 18–25-year-old drug users are the largest using population.**
- ❖ **Additionally one of the fastest growing addict populations is the “baby boomers” ages 45–60 who are suffering from primarily pharmaceutical addiction. It is possible that our literature in its current form may not adequately speak to this population.**

# External Environment: Technology



- ❖ We have and continue to focus great amounts of our resources to address this area. The **new website, emailing daily messages for *Just for Today*, the shopping cart, e-subscriptions of publications, posting literature on the web** – the list goes on and on. And at the same time we know there is much more we could do.
  
- ❖ Technology risks are advancing into video communication where anonymity can be breached. **Impact and use/misuse of technology to deliver the message and service (especially to young people)**
  - **The need to diversity communication strategies**
  - **Continued enhancement of website to provide for more web-based technologies**
  - **Social networking tools (MySpace, Facebook, Twitter, etc.)**
  - **Use of technology to gather input for a literature project (e.g., wiki)**

# Other Issues Shaping the External Environment



## *Medical*

- ❖ Other treatments competing with NA — drug replacement
- ❖ Image of NA in a more competitive environment
  - ❖ Enhanced, pro-active PR efforts, especially with professionals
  - ❖ **Research, developing evidence on effectiveness of the program**
  - ❖ Broadening understanding/perception of who is an addict
  - ❖ Collaboration with other nonprofit organizations on program awareness
  - ❖ Promotion of **NA as a no-cost treatment for drug addiction (outreach to insurance companies, etc.)**
  - ❖ More research
- ❖ **Increase in use of medication for those leaving treatment; increasing popularity of drug replacement treatments outside of the recovery community**
- ❖ **The need for new strategies that recognize that many addicts now get clean in treatment centers and NA is seen as the adjunct**
- ❖ **US government focus to treat older addicts and to educate medical professionals (residents) with a rise in prescription drug abuse**

# Other Issues Shaping the External Environment



## *Global Community/Politics*

- ❖ **US policies creating isolation and restrictive access to visas**
- ❖ **The negative position of the US with many other nations and peoples of the world**
- ❖ **Advancements/inroads in new overseas communities**
- ❖ **Growing demand for NA in third world countries where aid agencies embrace NA as viable**
- ❖ **The issue of language in a worldwide organization and the limitations this causes**
- ❖ **Changes in non-profit oversight/requirements by the US government**



# Other Issues Shaping the External Environment



## *Social/Demographic*

- ❖ Societal pressure to look for solutions to the increasing drug problem
- ❖ **Increasing visibility and acceptance of those in addiction and recovery due to celebrity rehab, recovery advocacy movement, and increased portrayal in entertainment media**
- ❖ **Aging of the population and increasing number of retirees vs. those in the workforce**
- ❖ **Better address the needs of increasing numbers of younger members and the elderly in NA**
- ❖ **Pay attention to outreach efforts with rural and "out-of-touch" populations**

# Other Issues Shaping the External Environment



## *Economic*

- ❖ **The gaps between rural and urban and between economic classes and the resulting cultural divides (and disconnects).**
- ❖ **Global economy becoming affected by changing cultures in Asia and Africa**
- ❖ **The rising costs of health care (e.g., rehab)**
- ❖ Global warming/changes in the weather and impact on fuel and tax issues
- ❖ Global financial crisis



**TREND ANALYSIS: The growing  
Attitude that addiction is treatable  
through medication**



## Potential Implications

- ❖ **Medical model is evidence based so people will believe it is proven**
- ❖ **Medical profession wants to own the 'disease model'**
- ❖ **Emphasis on 'disease' concept can be detrimental with a clear message about the need for mental/spiritual healing as well**
- ❖ Professionals may choose this alternative over NA; less referral by treatment centers
- ❖ **Potential for increased antagonism toward professionals by NA members**
- ❖ Cut in funding for institutions to buy self-help literature
- ❖ **Funds currently earmarked for treatment and education go towards medication**
- ❖ **Existing members may see medical treatment as an option; more members on medication in meetings**



## Potential Implications

- ❖ **Controversy within NA on the role and status of those on drug replacement; addicts on medication may feel unwelcome; confusion over clean time and ability to take on service roles**
- ❖ **More complex sponsorship challenges**
- ❖ **There is a desire for an quick fix to the problem of addiction; NA seen as a less desirable option or not needed**
- ❖ Some segments of society may lose faith in 12-step programs
- ❖ Some may stay sick and the residual effect of the disease will manifest itself more widely in society
- ❖ **Mixed messages about recovery and confusion about NA**
- ❖ **Drug Courts, treatment centers, etc. wanting a definition of clean**
- ❖ **Contributing factor to flat line meeting growth and impede development of the fellowship**
- ❖ **Pharmaceutical lobby better positioned and funded to spread the message of medication vs. recovery**



## Potential Responses

### *Research*

- ❖ **Develop our own evidence with credible researchers (NIDA?); do longitudinal studies measuring abstinence as well as quality of life impacts**
- ❖ **Review and evaluate the studies being done and that treatment professionals are relying on, so can converse on an even par**
- ❖ **Make use of resources and research that focuses on the benefits of spiritual life, healing, etc.**
- ❖ Treatment and medical focus groups to gather better information on possible approaches
- ❖ Provide an atmosphere free of judgment where addicts can learn about NA and decide if it's right for them; more coaching of newcomers
- ❖ **Making a firm decision on whether or not we have an opinion on external affairs; members get drawn into conversations they are not prepared for; greater need to define NA's stance on medication**



## Potential Responses

### *PR/Promotion/Education*

- ❖ Position healing of the 'disease' as an approach that takes into account the mind, body and the spirit (which has established credibility and attractiveness to many people); promote the healing power of step work
- ❖ **Focus on what NA provides that other treatments do not (e.g., a focus on the life journey, search for deeper meaning, and the sense of community, camaraderie and celebration the program brings).**
- ❖ **Clarify messages about the impact of the NA program; present difference between abstinence and recovery**
- ❖ Effective PR within the professional/medical community and with the public
- ❖ **Update/create more PSA material for TV, Internet and Radio**



## Potential Responses

### *PR/Promotion/Education*

- ❖ **More PI that explains that NA is not in competition with a medical approach and can be a valuable complement to other treatment**
- ❖ **Find opportunities to dialog with those in the field who are searching for alternatives to medication; greater participation in non-NA events**
- ❖ **Focus more on the “H” in H&I (too focused on correctional facilities; have great potential to reach addicts, families and professionals in treatment facilities, hospitals, clinics, counseling centers, etc.)**
- ❖ **Use parents, relatives in treatment community as advocates**
- ❖ **Seek to be added to medical residency programs, healthcare social services and criminal justice curricula**





## Potential Responses

### *Literature/Training/Support*

- ❖ Increase distribution and awareness of new SP on this topic
- ❖ **Provide training for local/regional PR efforts to ensure this issue is covered**
- ❖ **Targeted brochure for medical professionals**
- ❖ **Target literature on transition from treatment, drug court or institution to living the program**
- ❖ **Get feedback on usefulness of SP on medication**; possibly update group booklet trusted servants section to reflect concerns, update suggested requirements, etc.
- ❖ **Review and possible revise bulletin on methadone**
- ❖ **More fellowship discussion about medication**
- ❖ **Provide an atmosphere free of judgment where addicts can learn about NA and decide if it's right for them**; more coaching of newcomers
- ❖ Making a firm decision on whether or not we have an opinion on external affairs; members get drawn into conversations they are not prepared for; greater need to define NA's stance on medication



**TREND ANALYSIS: The continued increase in drug usage by 18-25 year olds, as well as the growing number of baby boomer addicts (age 45-60) who suffer primarily from pharmaceutical addiction.**



## Potential Implications

- ❖ Member demographic base grows wider with differing needs
- ❖ **More professional or 'high bottom' members**
- ❖ **High turnover of young people coming in and out of NA**
- ❖ Mix of members at meetings will change; more first-timers in these demographics
- ❖ **Attitude of young people that recovery is not exciting/fun**
- ❖ **Lack of sponsors (e.g., old timers for boomers)**
- ❖ **Many will feel out of place at meetings, not welcome and that NA is not for them**



## Potential Implications

- ❖ **Greater number of members focusing on differences**
- ❖ **Professionals recommending AA as more suitable; increased disappointment of professionals about local NA communities**
- ❖ **Growing lack of identification in meetings**
- ❖ **Growing push to create young people's fellowship**
- ❖ **Demands for electronic versions of recovery resources, such as e-meetings and digital literature**



## Potential Responses

### *Literature/Resources*

- ❖ **Recovery literature targeted to the older addict (without calling it that) and the younger addict and their differing needs and perceptions**
- ❖ **Need for more contemporary recovery tools (such as virtual meetings, online resources, etc.) and use of the Internet to carry the message and coordinate services**
- ❖ **Use ITOI launch as a springboard for education regarding medications; but may need even more declarative statements about medication and abstinence**
- ❖ **IP on pharmaceutical drug addiction**
- ❖ **Review Am I an Addict? to reflect changing demographics**



## Potential Responses

### *PR/Outreach/Communication*

- ❖ **Need greater research into the trends and the profile of the older addict**
- ❖ **More outreach to educational professionals, medical professionals, pain management clinics, and others who are referring these demographics to NA**
- ❖ **Concerted effort to broaden the perception of the NA name (message: “it doesn’t matter what drugs are used”)**
- ❖ **Involve younger and older addicts in PR activities**
- ❖ **Use H&I to reach younger members and to reach older members dealing with pharmaceutical addiction**
- ❖ **More PI through mainstream media sources (population specific PSAs, more spots on Teen, Music channels; make sure of animation media, etc.)**
- ❖ **Need more of a ‘hip’ feeling in NAWS communications; need to step up the ‘professionalism’ so as not to alienate boomer addicts**
- ❖ **More events targeted to these audiences**
- ❖ **Do more high school and college campus PR events; more focus on youth meetings and events**



## Potential Responses

### *Meetings*

- ❖ **Create awareness of the need for ‘initial identification’ meetings outside of what is currently available**
- ❖ Information for groups to help create a welcoming meeting atmosphere
- ❖ More emphasis on mentorship and networking in recovery, beyond sponsorship
- ❖ **More special interest meetings where these audiences can be found**



## Potential Responses

### *Internal Operations/Structure/Culture*

- ❖ **Need to change attitudes internally first before can provide room for different age groups or pharmaceutical addiction (what is addiction and who is an addict)**
- ❖ **Use IDT vehicle to discuss these issues**
- ❖ **Encourage local communities to reach out to these demographics**
- ❖ **Support/encourage youth subcommittees and the NA youth movement**
- ❖ **Encouragement on local levels to embrace concept of common needs with supporting language on how this meshes with core philosophies and does not divide**
- ❖ **Move more to the AA model**
- ❖ **Consider the effect of this trend on the service delivery system**
- ❖ **Increase helpline training and how to identify like group meetings**



# Drivers Shaping the Internal Environment



## Changing Constituency Base

- The unabated growth of and demand from the fellowship
- Flattening or declining trends in the US

## Service System

- Leadership
- Communication
- Service System dysfunction

## Resources

- Mismatch between fellowship and resource trends

# Internal Environment: Changing Constituency Base



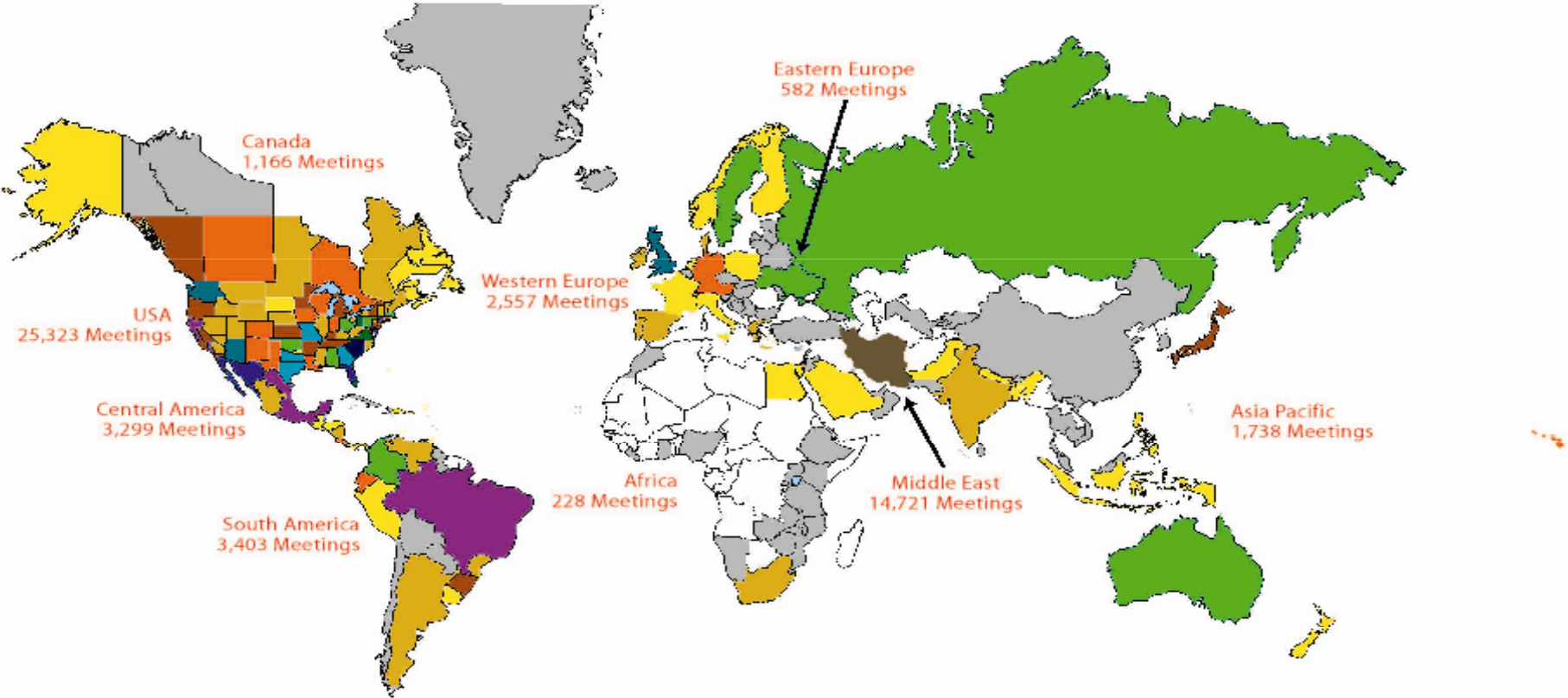
## *Unabated Growth and Demand and Declining US*

- ❖ For the first time, **the number of meetings outside of the US has exceeded that of the number in the US. Obviously, without Iran this would not be the case, but even without their unique growth, the trend line of a growing fellowship around the world and a flattening or declining US fellowship would still be true.**
- ❖ **This challenges NAWS in many ways. The growth is in communities that need support, tools, translations, and other types of assistance. The resources to fund this come primarily from the US.**
- ❖ **The trend of declining membership in the US should also be discussed for its own implications and not simply as a funding source.**

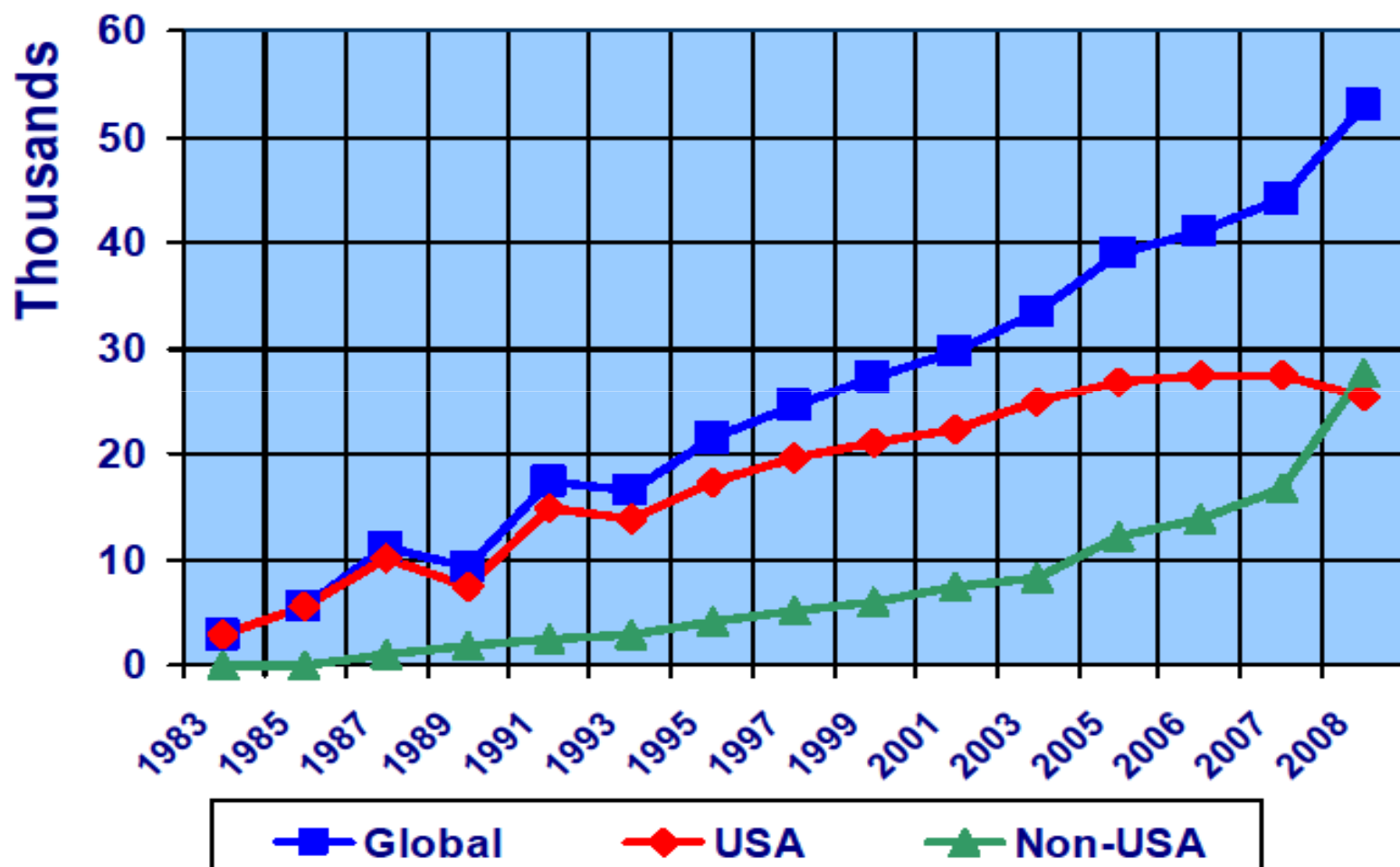
# Regions Around the World

## Over 53,000 Weekly Meetings Worldwide

(October 2008)



# Dynamic NA meeting growth



# Internal Environment: Changing Constituency Base



## *Making Literature Available*

- ❖ The need to plan **delivery of services so that they conform to the economic reality of NA communities in other countries (e.g., NAWS provides developmental subsidies to several countries to facilitate availability to literature) is still huge for us.**
- ❖ Local values of currency have required adjustments to the level of subsidies for many of these nations. This general condition is expected to last for the foreseeable future and will constantly result in a significant write-off of a portion of our Accounts Receivable to these communities.
- ❖ In the long term, it is still our belief that **NAWS continue to pursue more effective ways to meet the needs of NA communities in places where the only solution will be to establish localized production by NAWS and possibly warehousing and distribution.**
- ❖ **Our previous assessment that these nations will never be in a position to meet these distribution needs themselves still seems to be true. And for the communities that are able to handle the distribution needs, there is still an oversight and administrative function that remains with NAWS.**

# Internal Environment: Changing Constituency Base



## *Making Literature Available*

- ❖ **We produce literature in Brazil to provide at cost. This saves us shipping, custom, and duties and makes literature more available to the average member.**
- ❖ **We also produce literature and key tags in India and have a contracted distribution site handled by a non-member.**
- ❖ **We began our first literature production in Russia and hope to move them to a similar arrangement as we have in Brazil. We paid for the first production and were to be reimbursed by the region. They spent over \$3,000 in customs and duties for IPs and did not have the funds to pay us. Getting groups used to paying for literature and setting up a distribution system over thousands of miles will take them some time. We plan to move IP production there as soon as possible.**
- ❖ **We have also begun to boat-ship literature to South Africa which they will then distribute on our behalf on the continent. In this way, they will have expenses in their own currency to offset their invoices from NAWS.**

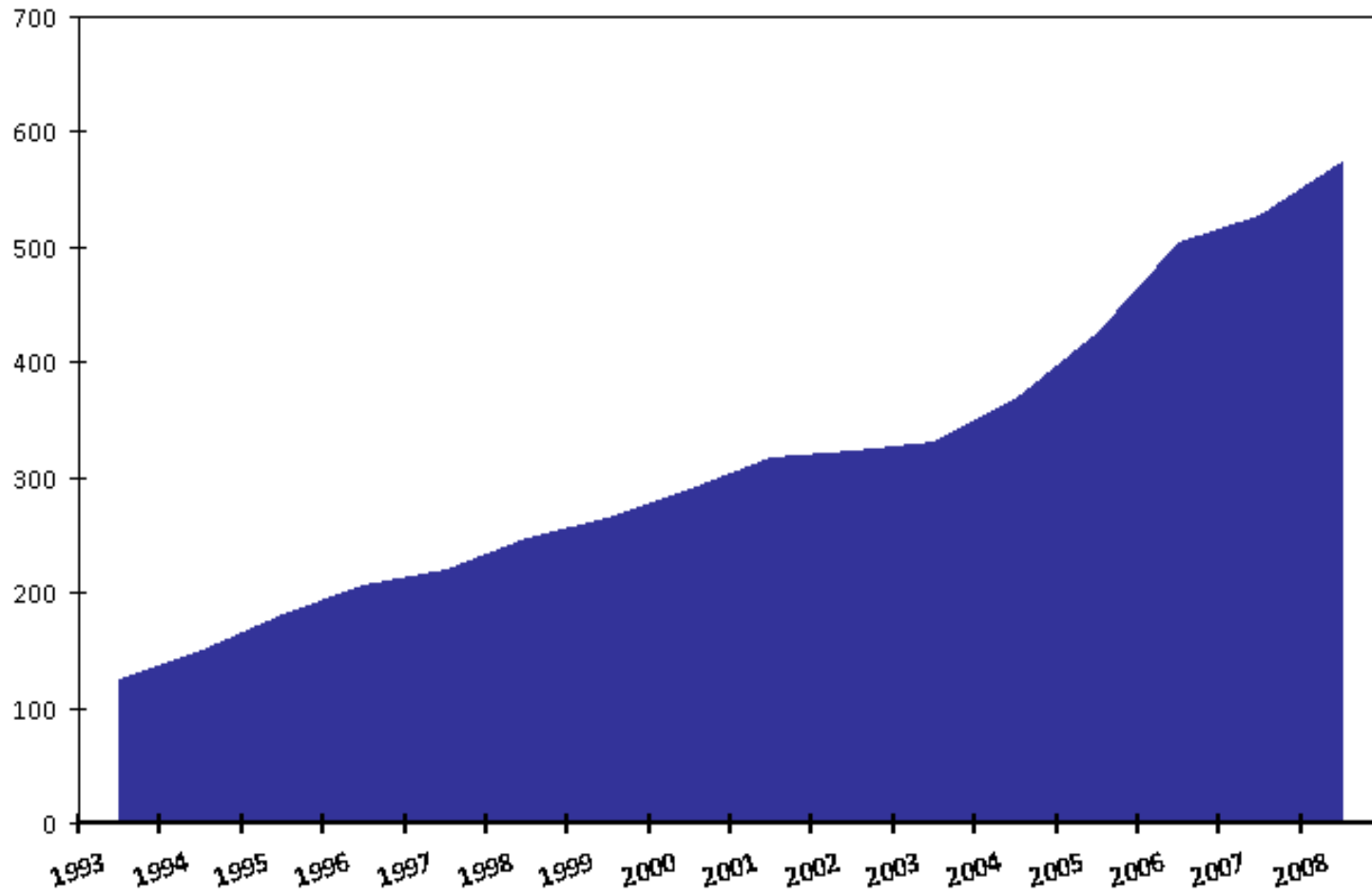
# Internal Environment: Changing Constituency Base



## *Making Literature Available*

- ❖ **NAWS provided free literature or subsidies in the amount of \$515,952 for fiscal year 2006, \$551,934 for fiscal year 2007, and \$623,063 in fiscal year 2008.**
- ❖ **In the first 8 months of this fiscal year we have spent \$481,232 which is \$122,568 more than budgeted. And we have 4 months or one-third of this fiscal year yet to go!**
- ❖ **This is a rising cost due to the number of communities who need free or subsidized literature as well as the amount of literature translated into these languages. We do not see this decreasing despite the efforts we have taken to help contain these costs.**

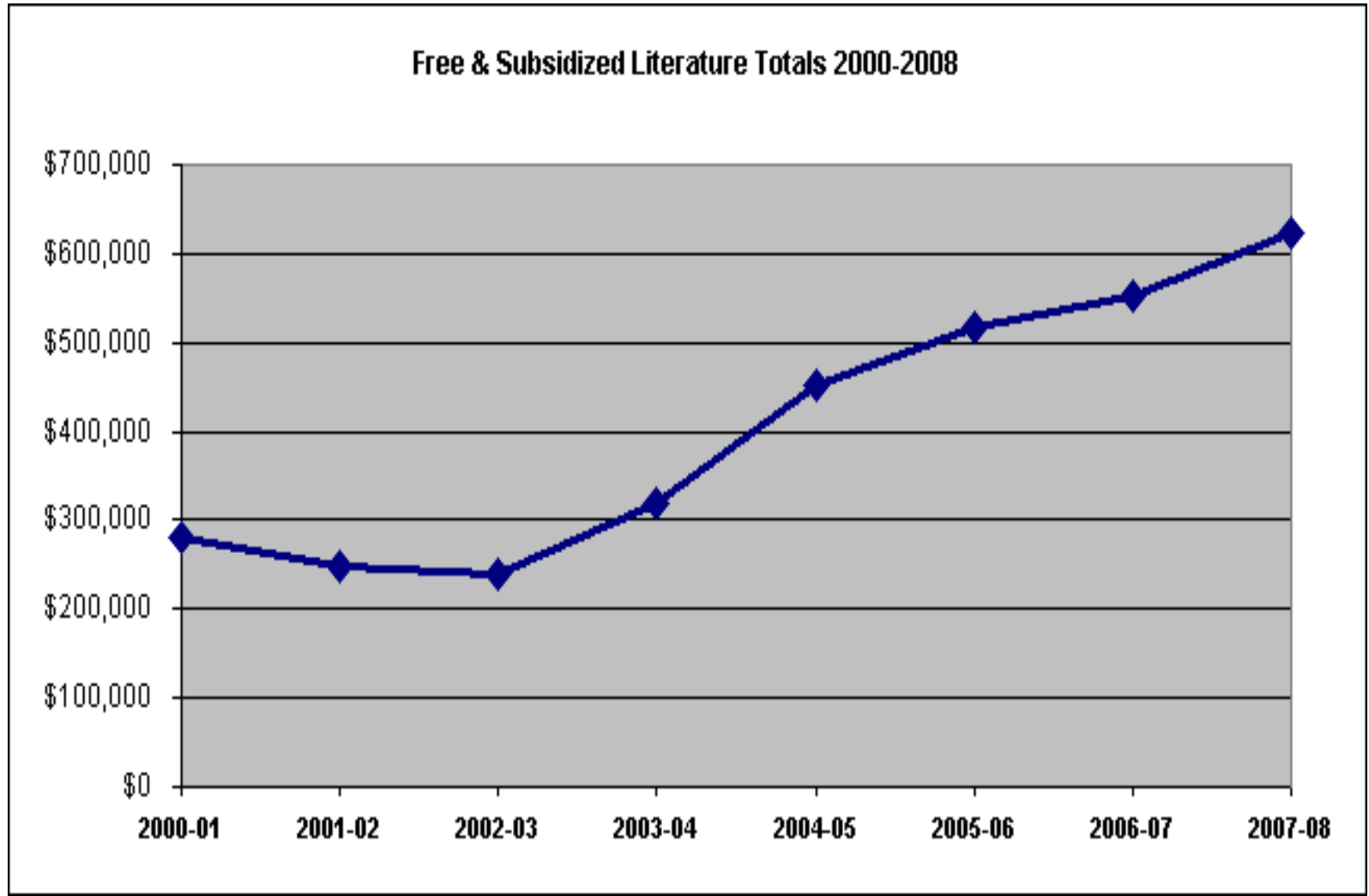
### Published Translated Titles







**Free & Subsidized Literature Totals 2000-2008**



# Internal Environment: Changing Constituency Base



## Protection of Intellectual Property

- ❖ In 2005 we said “*our registration efforts in some countries continue to make it difficult to impossible to gain registration in certain classifications. In addition, we are seeing more indication that **the possibility that our property will be infringed increases as we gain more public prominence. It is an ongoing challenge that professionals whose financial survival is dependant upon the use of NA in their treatment models increase the likelihood that some percentage will use our property inappropriately. We have become more expedient with the registration of our draft book length pieces in some places. It is clear that no matter what we do our ability to successfully defend our intellectual property in some nations will be slim to none; however this anticipated impediment should not deter us from diligent pursuit of international intellectual property registrations.***”
- ❖ In 2009 this is still the case. **We have stopped trying to register certain marks in some countries because there is no reasonable expectation that we will succeed.**

# Internal Environment: Changing Constituency Base

## Involvement in Literature Development



- ❖ The global fellowship expectation for developmental involvement is continuing to increase and will constantly act to challenge NAWs to devise ways to address this expectation.
- ❖ The recently concluded project for the Basic Text did have a higher level of international participation which may be a small demonstration that we are better meeting this challenge.
- ❖ Often the demand for literature from these locations is simply an indicator of a general fellowship need. **We have international participation in all of our current projects. The Self Support project includes the first member from the Middle East that we have involved in a workgroup.**
- ❖ There is a growing divide between those who request more recovery material about specific topics and some US communities who think we already have enough or too much recovery literature. Some of this is probably simply personal perspective but some seems to be the proximity of other diverse NA communities.

# Internal Environment: Changing Constituency Base



## Translations

- ❖ **In addition to the quantity of request, our translations needs are much more complex now. The demand is coming from communities where finding competent translations resources is a serious challenge or the expense is prohibitive.**
- ❖ **We have learned from bitter experience that the use of professional resources is important for both translation efforts but also for proofing and copy editing. Our use of contractors has increased dramatically.**
- ❖ **These challenges will get worse as we try to meet the needs of some native populations in places like Africa.** Also we have the added complication of a major shift in costs because of both currency fluctuations and rate increase from our contractors across the board.
- ❖ **We have also seen an increasing demand for translated service material like the *PR Handbook* and Service Pamphlets.**

# Internal Environment: Changing Constituency Base

*Fellowship Development*



## *Or Lack of it in the US?*

- ❖ **This is something that we have many opinions about but no real data or strategically based discussions. This is a discussion that the board should begin and foster up to and including at WSC 2010.**

## *Particular Growth in the Middle East*

- ❖ **Iran has demonstrated itself to be an anomaly as it relates to any other NA community. There is no question that Iran is the largest NA community outside the US and we estimate that there are in excess of 15,000 regular meetings with some 250,000+ members and growing rapidly.**
- ❖ **We still enjoy a wonderful relationship with the Iranian government. Our branch in Tehran has 7 employees and is a consistent stable resource to recovering Farsi speaking members in Iran and around the world.**

# Internal Environment: Changing Constituency Base



To create some perspective the information below shows the materials Iran used:

- ❖ 30% of all Basic Texts and *Just for Today*
  - ❖ 35% of all *Step Working Guides*
  - ❖ 42% of all *It Works: How and Why*
  - ❖ 77% of all *Sponsorship* books
  - ❖ 21% of all *White Booklets*
  - ❖ 52% of IP #22, *Welcome to NA*
  - ❖ 34% of all 30 day keytags
  - ❖ Over 48% of all 18 month and 2 year medallions
  - ❖ 31% of all 4 year medallions
- 
- ❖ **Egypt has also grown rapidly and has more members than all other Arabic speaking communities combined.**

# Internal Environment: Changing Constituency Base



Growth in Central and South America.

- ❖ We have seen some changes to the service structure in Brazil with the addition of two regions. There are now three regions with 2,143 meetings in Brazil.
- ❖ In total Central and South America have 6,702 meetings. This is a 500% increase in meetings in 10 years.
- ❖ We are continuing with the shift in our operational practices in Latin America, by reducing our losses associated with the shipping and importation of literature into Brazil and Argentina by facilitating the local production of books.
- ❖ We have also continued to make literature available for less per unit which has increased the number of books distributed. **Our financial reality in Latin America continues to be that we do not really make money on most of the literature distributed there. These circumstances have not and will not change significantly in the near future.**

# Internal Environment: Changing Constituency Base



## *Fellowship Growth in China*

- ❖ *In 2007 we said “we are starting to see some progress as it relates to our growth in China. It seems clear that recent leadership in Southern China has resulted in a more concerted effort to establish a NA infrastructure in China. **We now have groups functioning in Beijing, Shanghai, Hong Kong, and Kunming. The most exciting part of that growth is the first Chinese speaking meeting that is primarily composed of Chinese members. It is still our belief that growth will be very slow given the reluctance of local community to accept addicts back into the society. Public attitudes about addiction in China are similar to those of the US in the 1950s.**”*
- ❖ These are still the general conditions in China. There is now a better NA infrastructure in China but we still have very small NA communities.



# Internal Environment: Changing Constituency Base

## *Fellowship Growth in Africa*



- ❖ In 2007 we said *“there is slow process of growth of the fellowship in Africa. There are now groups in South Africa, Mozambique, Tanzania, Kenya and some efforts to get meetings started in the Congo and other parts of Central and West Africa. Having material available in native languages will go a long way to helping the NA message be carried in these communities. There is some relationship to new meeting interest in places that have aid agencies providing assistance. Here has to be some caution exercised because in some communities we have no local NA population to support an influx of newcomers.”*
- ❖ **Although there is some effort being exerted by the South Africans and Kenyans to make the NA message more available in Africa this will still be an arduous process. This is a combination of economics, language, and local community support.**
- ❖ **We hope that supporting South Africa in many different ways will benefit their ability to reach out to their neighbors. The issue in much of this continent is the difficulty of effectively starting NA in isolation.**

# Internal Environment: Service System



- ❖ **This is and should be a continuing concern for us since it so directly affects our ability in NA to effectively carry the message.**
- ❖ **The focus is on this issue with both the Service System project and the WSC Seating issue.** We believe it should be and that the major focus for this activity will be covered in separate but related discussions.
- ❖ The two areas that we believe should be called out separately are Leadership and Communication. All of these issues are interconnected, but these two subjects have ongoing activity that should be evaluated and moved forward.
- ❖ One other area that is related to the Service System project that **we need to keep on our radar is the need to continue to promote and move forward planning at all levels and the need to develop a simplified approach to the APT.**

# Internal Environment: Service System



## *Leadership*

- ❖ This issue has been framed and discussed for several cycles. **The current focus is on the two-part leadership discussion sessions for this cycle**, and these should be evolved before WSC 2010. **We have already established that this issue impacts almost all others — service system, growth and development, NAWS and local community effectiveness, etc.**

The specific areas that were called out in previous cycles are:

## *Increasing Lack of Experience with World Services among New and Emerging NAWS Leaders*

- ❖ **The HRP and the board continue to discuss ways to improve this. The board still seems to wrestle with its own ability to effectively forward names for consideration to the HRP. The EC certainly takes this into account when selecting workgroup members and although that is a start it may not be enough.**

# Internal Environment: Service System



## *Leadership*

### *Lack of Leadership at the Local Level*

- ❖ We are actively working to better identify leaders at the local level (shining stars, assessing forum participants, etc.) Additionally, there are active discussions with the HRP about further ways to actually improve this area and the fellowship discussions to continue to promote this.

# Internal Environment: Service System

## *Communication*



- ❖ **Communication has been Objective One in the Strategic Plan since the first draft. All else depends on our effectiveness at this and it continues to be both our challenge and focus.** Our major efforts have been focused on key messages, fellowship interaction, Issue Discussion Topics, and NAWS publications.

## *Fellowship Interactions*

- ❖ **Much of NAWS activity is focused on direct or indirect interaction with the fellowship through workshops and zonal forums.** We train for facilitation each cycle and continue to evolve session profiles, session material, and our experience.
- ❖ **It seems the greatest need now is for more “training” or “train the trainers” as experienced leaders in the fellowship are already participating in and familiar with the content and focus of each cycle’s discussions.**
- ❖ **We have discussed trying to experiment more with this at the Worldwide Workshop scheduled for Boston in the fall.**

# Internal Environment: Service System



## *Fellowship Interactions*

- ❖ **The Executive Committee has already taken steps to reduce travel teams when possible and to question some requests.** We have continued to grow this activity on almost all levels. **The cost of the World Service Conference has risen from \$300,000 to \$500,000.** The cost of travel teams has risen.

## *Issue Discussion Topics*

- ❖ This has been an extremely effective focus from NAWS over the past many conference cycles. **Many of the past discussions, such as *Building Strong Home Groups*, continue to be requested and seem to provide some value.** Staff continues to evolve this material.
- ❖ **The topics for this cycle are *Leadership, Our Freedom-Our Responsibility, and Communication*.** They should be evaluated for their effectiveness before both the *Conference Agenda Report* and WSC 2010.

# Internal Environment: Service System



## *Issue Discussion Topics*

- ❖ The weakest link in this past cycle seemed to be both at the beginning and the end of this process. Choosing topics and their focus was a challenge for us. We did not have time to “test” our questions and processes before almost 50,000 copies were distributed.
- ❖ We also continue to struggle with ways to get effective feedback from delegates and the fellowship at the conclusion of this process. The majority of our information comes from workshops where NAWS was in attendance.

## *NAWS Publications*

- ❖ **We have made a decision to discontinue a publication for the first time in the history of the current World Board. *Meeting by Mail* only has two more issues to be published before it is discontinued.**

# Internal Environment: Service System



## *NAWS Publications*

- ❖ We expect that publications, and their expense, will continue to be a major focus for the WB and NAWS.
- ❖ The per-issue cost for English has been reduced this fiscal year for both *NAWS News* and the *NA Way*.
- ❖ Translations and distribution of our publications are issues that will still require ongoing discussions. Clearly the cost benefit of the translated versions has to be evaluated to determine if they are still viable for the populations they are intended to serve.
- ❖ **The English version of the magazine continues without clear evidence that the current distribution methodology makes sense. Our efforts to drive people to the electronic version have had marginal success at best.**



# Internal Environment: Service System



## *NAWS Publications*

- ❖ In the 2009 WB/Staff Management survey, NAWS communication vehicles were rated based on their effectiveness in achieving the following outcomes:
  - ❖ Engage the fellowship and solicit their input and feedback on issues of concern
  - ❖ Inform and report to the fellowship on NAWS activities
  - ❖ Further the development of NA communities and their effectiveness in addressing issues and meeting the needs of the fellowship
- ❖
- ❖ **Using a scale where “5” is *highly effective* and “1” is *not effective*, the World Board and Staff Management rated NAWS communication vehicles as follows.**

# Internal Environment: Service System



Communication Vehicle	Highly Effective			Not Effective		Overall Rating
	5	4	3	2	1	
NAWS News	16%	48%	32%	3%	0%	3.8
NA Way	10%	29%	45%	16%	0%	3.3
Reaching Out	0%	10%	30%	37%	23%	2.3
Conference Agenda Report	6%	45%	32%	16%	0%	3.4
Conference Report	10%	26%	39%	26%	0%	3.2
Annual Report	16%	19%	31%	34%	0%	3.2
World Wide Workshops	36%	45%	15%	3%	0%	<b>4.2</b>
Issue Discussion Topics	27%	20%	50%	3%	0%	3.7
Fellowship Development Workshops	52%	42%	6%	0%	0%	<b>4.5</b>
Zonal Forums and Workshops	24%	45%	30%	0%	0%	3.9
World Service Conference	22%	53%	22%	3%	0%	<b>3.9</b>
WCNA	15%	27%	36%	21%	0%	3.4

# Internal Environment: Service System



## *Comments on the rating of Communication vehicles:*

- ❖ Ratings may vary depending on the outcome to be achieved and whether the communication vehicle is the best for that outcome; other variables exist such as good content, but wrong delivery vehicle, etc. (e.g., NAWS News has good content, but getting it to members is a challenge; Workshops are powerful communication vehicles, but only for those that attend)
- ❖ **Information provided is good, but doesn't always get to the group member; most of the information is read by those in service only**
- ❖ **Much of the material and information is way over the heads of the average member, even if they know it exists and want to read it**
- ❖ Personal contact with the fellowship is still the best means to communicate; need to have advocates in each Region (beyond the RD and RDA) who are willing to and good at communication and being a pipeline of information to members (find these members at WCNA, WSC, workshops, etc.)

# Internal Environment: Service System



*Comments on the rating of Communication vehicles:*

- ❖ **Many are not using the communications/information disseminated and/or are not motivated to read it and respond – some things are out of our control**
- ❖ Maybe should consider some newer types of technology to engage certain segments of members (e.g., blogs, e-publications)
- ❖ Don't have effective ways to measure success of these publications (effectiveness of content or delivery)
- ❖ Publications can be unwieldy (too cumbersome, too long and/or lacking in clear focus)
- ❖ **Need to include as a communication vehicle the personal/direct communication between the WB and RDs.**

# Internal Environment: Resources



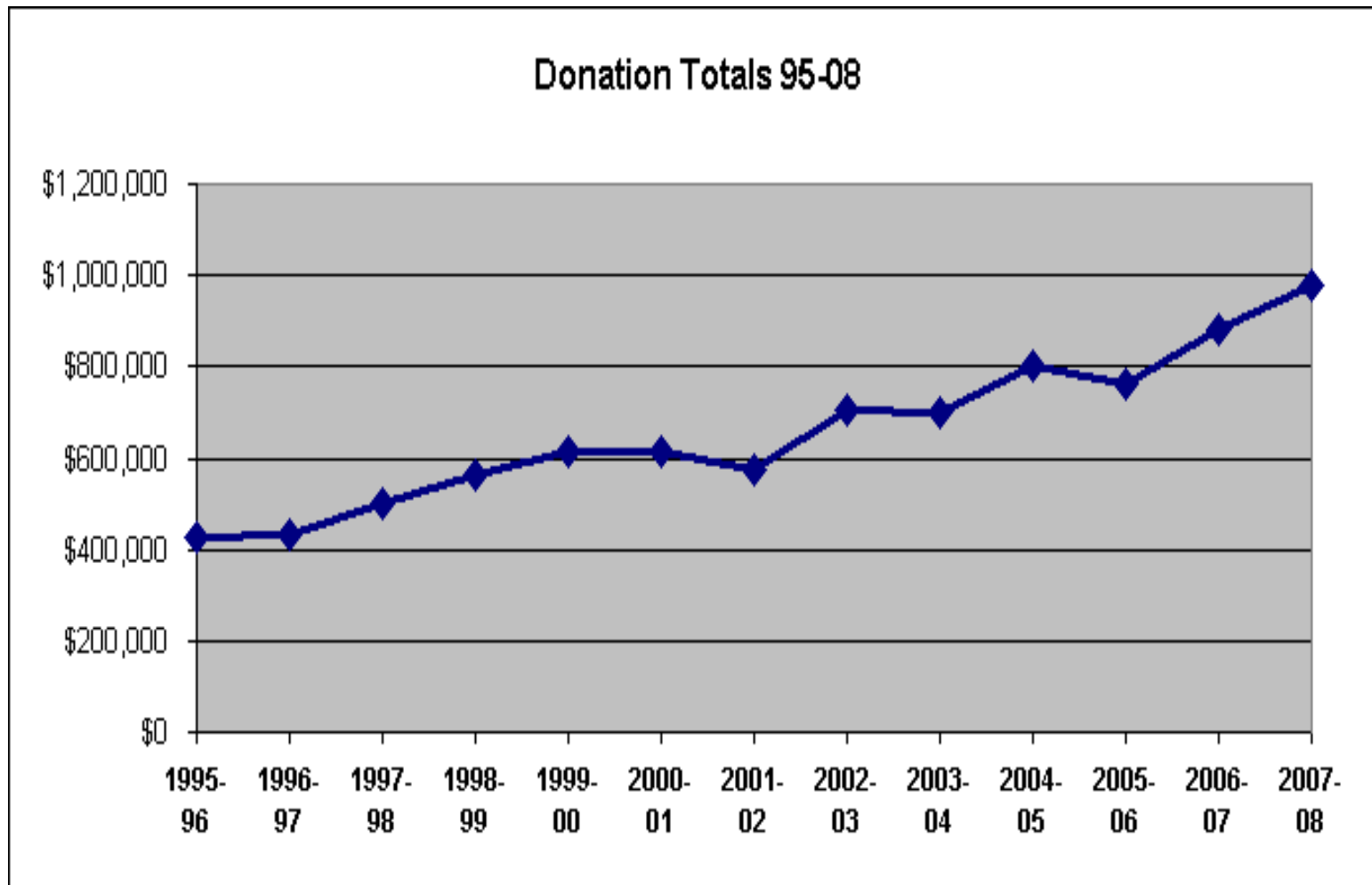
- ❖ **This is the issue mentioned earlier that we have growth and demand in the fellowship that is not matched by the places from where we receive the bulk of our income.**

## *Donations*

- ❖ **Donations continue to increase but unfortunately not at the same rate as expenses. Much of the fluctuation from year to year seems to be based on the success, or lack of it, for fellowship events.**
- ❖ **We do not have a culture of supporting NAWS through direct fellowship and group donations as many other twelve-step fellowships do.**
- ❖ **Our ongoing challenge seems to be telling our members why they should care when they have their own financial needs closer to home.**



# Internal Environment: Resources



# Internal Environment: Resources



## *Income from Recovery Literature*

- ❖ **The income from sales continues to increase but unfortunately not at the same rate as expenses.**
- ❖ **We seem to have made it through the worst of the financial upheaval resulting from the *Sixth Edition Basic Text* and the change over for medallions.**
- ❖ With the loss of over \$1,000,000 in the fiscal year and loss for the first six months of this fiscal year we must continue to pay attention to both revenue and expenses.
- ❖ Major customers — offices and non fellowship customers — continue to be the majority of our business. As an example, they purchased 4,300 copies of the second printing of the Commemorative Sixth Edition in the first week, out of an available 10,000 copies. And this was probably only because we imposed purchase limits for the first month.

# Internal Environment: Resources

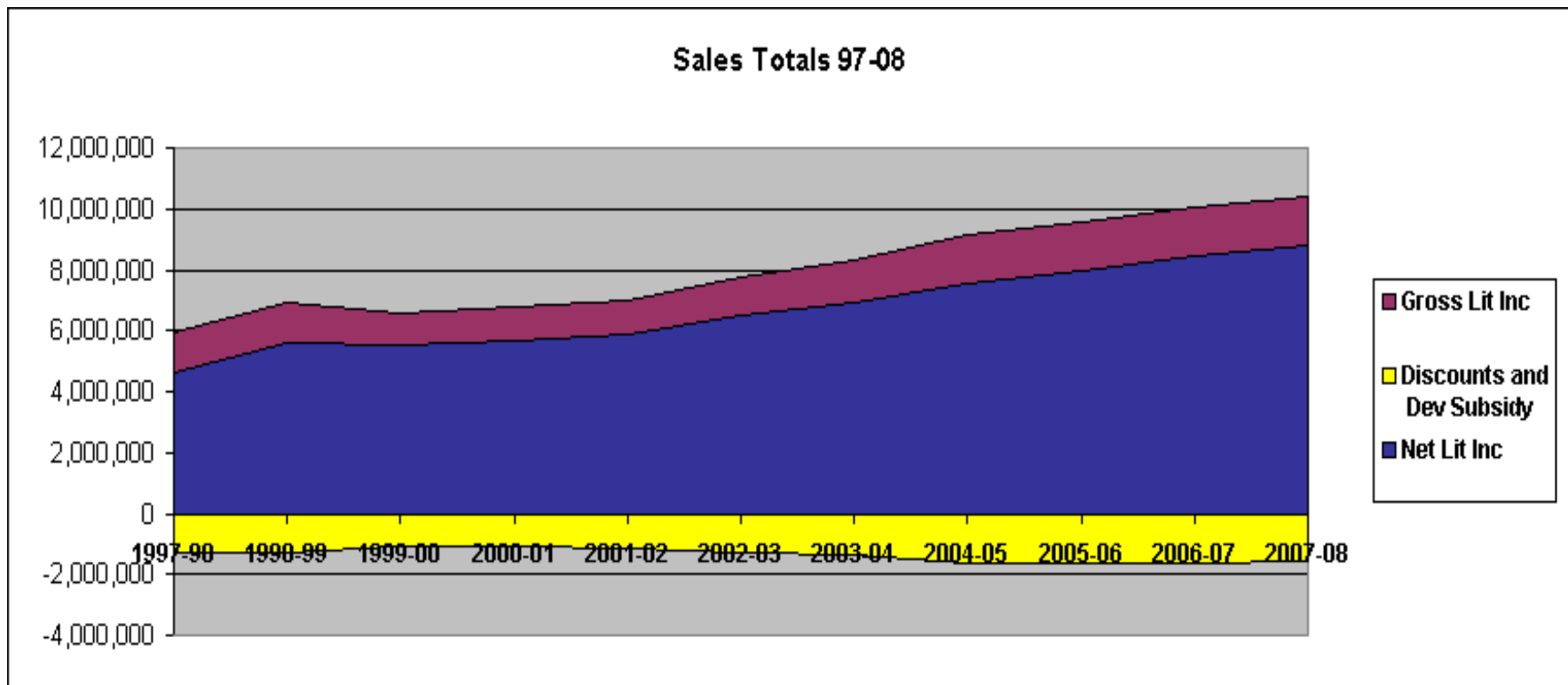


## *Income from Recovery Literature*

- ❖ At the same time, our average order size has decreased and our number of orders has increased. This means we are attracting smaller customers through the online shopping cart. We have already discussed plans to come up with non literature “merchandise” that would appeal to this customer type in order to create an additional revenue source.



# Internal Environment: Resources



# Internal Environment: Resources



## *NAWS Staff*

- ❖ **With our current economic condition, we have no plans to add staff or to replace existing openings.**
- ❖ **We currently have vacant positions on the PR Team for a writer-editor, the manager and assistant positions for events and conventions, and both an Executive and Team Assistant.**
- ❖ **All salaries are frozen this year and bonuses have been foregone. We will add a step to reduce work hours to the Emergency Action Plan in order to have an alternative to staff reductions in place. We are pleased that just for today, none of this is necessary to implement.**
- ❖ **The current level of project activity is unprecedented and that, along with travel and routine operations, is keeping staff at maximum capacity.**

# Internal Environment: Additional Trends & Issues



## *Fellowship Profile and Needs*

- ❖ **Accelerated NA growth outside the US, and corresponding service and literature needs**
- ❖ **Insensitivity inside the US to worldwide growth**
- ❖ **Maintaining unity with diverse special interest groups and a more culturally and demographically diverse fellowship**
- ❖ Increase in young people in NA
- ❖ Revitalization of approach to working the steps

# Internal Environment: Additional Trends & Issues



## *Service Structure*

- ❖ **Lack of meetings outside of metropolitan areas**
- ❖ **The need to refine or redesign the service structure including representation at the WSC**
- ❖ **The seating of new regions, especially non-US regions**
- ❖ **Alternatives to regional splits in the service structure**
- ❖ **Ongoing struggle about local autonomy versus need for centralized administration**
- ❖ **Communication between NAWS and key components of our service structure (i.e., ASC) weak or ineffective**

# Internal Environment: Additional Trends & Issues



## *Service Structure*

- ❖ Service System development
  - ❖ **Better use of Zonal Forums**
  - ❖ **Growth of the Conference**
  - ❖ **Building a service network to support FD efforts**
  - ❖ **Too much disconnect between NAWS and the fellowship**
- ❖ **Leadership/innovation in thinking about common needs, special interest group meetings and activities**

# Internal Environment: Additional Trends & Issues



## *Involvement and Leadership*

- ❖ The loss of the really "old-timers" and the need to hold on to heritage, institutional memory, and experience
- ❖ Experienced members are getting older
- ❖ **Growing apathy in service**
- ❖ Broader willingness to embrace the need for effective leadership at all levels of the service structure
- ❖ **Changing profile of the new member — older and younger members, more prescription addicts with "higher" bottoms; identification and sense of belonging may be an issue**
- ❖ More members with a lot of clean time

# Internal Environment: Additional Trends & Issues



## *Involvement and Leadership*

- ❖ More involved through IDT and other strategic planning tools as APT
- ❖ Board development
  - ❖ Comfort with workgroup leadership
- ❖ **Mistrust of World Services by some segments of the fellowship**
- ❖ **Continued work on leadership**
  - ❖ **More local training**
  - ❖ **Leadership mentoring program fellowship-wide**
  - ❖ **Development and grooming of shining stars (not just identification)**
  - ❖ **Engage more past leaders to address local needs**

# Internal Environment: Additional Trends & Issues



## *Resources*

- ❖ **Poor fund flow from groups through the rest of the service structure**
- ❖ **Too much reliance on conventions and events to provide funds for services**
- ❖ **Fewer resources to address increasing priorities**
- ❖ **Increase in number of pieces of literature; storage and distribution challenges**



# Internal Environment: Additional Trends & Issues



## *Literature and Translations*

- ❖ The need for translation into more languages
- ❖ **The need for faster and more efficient translations procedures which usually means paying for translations**
- ❖ **Continued need to direct targeted literature to young people and mature adults**
- ❖ **Develop pamphlets aimed at addicts contemplating stopping, for broad distribution to the general public (e.g., health centers)**



**TREND ANALYSIS: The exponential growth and demand for service in some areas outside of the US, and the concurrent decline in the capacity of NAWS to meet this demand.**



## Potential Implications

- ❖ **Lack of needed support to emerging communities**
- ❖ **Resulting degradation of NA core philosophy in these areas**
- ❖ Missed potential growth opportunities
- ❖ Misunderstanding of what certain communities need due to cultural differences
- ❖ Growing sentiment to decentralize the organization
- ❖ **Increased pressure for multi-lingual communication**
- ❖ **Seated regions from outside the US become more vocal at WSC about unfilled needs**
- ❖ **US regions become increasingly indignant at having to subsidize services for emerging communities**
- ❖ **Perception that NAWS has unlimited resources**
- ❖ **Insufficient resources for travel by NAWS personnel**
- ❖ Forced to prioritize what to support



## Potential Responses

### *Service Structure*

- ❖ **Encourage more outreach by and within the Zones; turn the Zones into service bodies that deal with growth within their zone**
- ❖ Build support network outside of US to help with common issues and shared experiences
- ❖ **Additional WS branch offices and distribution centers funded by locals to deal with problems closer to home**
- ❖ Examine changes/flexibility within the service system that will support this type of growth

### **Service Delivery Methods**

- ❖ **Expand on ‘partnership’ with trusted servants; travel teams including local talent**
- ❖ Increase train-the-trainer efforts to provide needed support; **more training of RDs and local trusted servants**
- ❖ Provide guidance ‘from afar’ (tools, Internet resources, etc.) to manage travel
- ❖ Increased use of technology, such as video conferencing, web-based strategies, etc.



## Potential Responses

### ***Service Mindset/Attitude***

- ❖ Need to break down the attitude that the ‘parent’ will take care of it; develop the sense of an accountable ‘global fellowship’
- ❖ **Engender a sense of responsibility in developed communities to support emerging communities** (e.g., develop a ‘sister region’ exchange and mentoring program)
- ❖ **Increase awareness, especially in countries outside of the US, of the need to support world efforts**
- ❖ Increased sense of personal responsibility for one addict to help another

### ***Use and Development of Resources***

- ❖ Consider additional revenue sources (e.g., enhanced merchandising efforts, including gifts that would appeal to a younger audience) and cost saving measures (e.g., delivering services electronically)
- ❖ Set and promote a ‘yearly contribution goal’ per group/area/region
- ❖ **Take full advantage of the introduction of the new self-support IPs to stress the urgency of increased donations**
- ❖ Target developmental efforts in communities where problems are likely to occur



# **TREND ANALYSIS: The unexplained lack of growth in the US fellowship**



## **Potential Implications**

- ❖ **Diminishing resources to meet the needs of a growing global fellowship**
- ❖ **Outdated system no longer supporting infrastructure**
- ❖ **Younger and older potential members not connecting with NA**
- ❖ **Loss of membership to other fellowships**
- ❖ **Long-term decline in structure and service; regions merging again**



## Potential Responses

### *Pro-active Outreach*

- ❖ Change approach to be more pro-active; we are now in a competitive market
- ❖ **Rethink the idea of the ‘12<sup>th</sup> Step Caller’, considering something more like the ‘12<sup>th</sup> Step Contact’ who can take a phone call from a professional, meet with a potential member, accompany him to a meeting, etc.**
- ❖ **Targeted outreach to areas where NA still doesn’t exist, in collaboration with regions**
- ❖ **Continued dialog about how to interface with the courts to ensure meetings preserve an atmosphere of recovery; focused research with drug courts and court-ordered members**
- ❖ **Outreach to younger and older potential members – make them feel welcome**
- ❖ **Greater outreach to rural communities (enlist the help of established communities)**
- ❖ **Stop fearing the recovery advocacy movement and find subtle ways for NA to be included**
- ❖ **Be more pro-active in providing information to the entertainment industry for more accurate portrayal of NA**





## Potential Responses

### *Research*

- ❖ Develop key indicators and metrics to better guide strategy development in this area
- ❖ Enhance research efforts to get a better handle on the issues and possible factors causing the trend (e.g., growth statistics in large urban vs. more widespread communities)
- ❖ Review research on boomers and retirement and encourage availability of meetings in senior/retirement/assisted living communities, etc. (get out ahead of the curve)



## Potential Responses

### *Service Structure/Delivery*

- ❖ Enhance service delivery strategies (e.g., electronic communication)
- ❖ **Make service more attractive; more targeted literature/workshops on giving back**
- ❖ Involve members from other countries in workshops in the US
- ❖ Greater recognition/rewards for volunteerism and membership growth/outreach by local communities ('carry the message' events; sponsor-sponsee gatherings, membership drives, etc.)
- ❖ **Coordinate discussion of situation using US Zonal forums, North American session at WSC, etc.; make them aware and garner their help in defining/solving the problem**
- ❖ **Increase expectation for service training, IDT, fellowship development workshops, etc. conducted by each Region**
- ❖ Develop roles for more mature members to they can make a difference
- ❖ **More common needs meetings**
- ❖ **More focus on planning and leadership**
- ❖ Additional workshops in the US

# The End

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Thank You

