

August 2025 DRAFT 2026-2029 Strategic Plan Report

Draft Solutions for Discussion

This short report is to help prepare participants for the August 2025 conference participant (CP) web meeting. The draft strategic plan, which begins on page 2, is the heart of the report.

Since the last planning report in June, the board reviewed the zonal planning session notes and notes from the discussions at the Interim WSC and used those ideas as the foundation to draft solutions for each objective. The August 2025 conference participant web meeting is focused on discussing those draft solutions.

As a reminder, Objectives are the goals we hope to reach—*what* we want to accomplish. Solutions are *how* we intend to accomplish the Objectives. The Solutions in the NAWS strategic plan are the work we want World Services to undertake on behalf of NA as a whole. Solutions don't have to include *everything* that might make progress on an Objective, just the steps we want to take in the cycle ahead, if the solution is prioritized.

At the August web meeting, participants will be asked:

- **Are these Solutions/ Is this Solution the right next step to address this Objective?**
- **Are there any ideas to improve the Solutions?**

In addition to the draft Solutions, we have added the CAR Survey ideas where they best seemed to fit under the plan Objectives. These two streams of input—the CAR Survey and the strategic plan—will ultimately need to come together to shape the work for the cycle. Right now, as you can see, it's not always a seamless fit between the two. Still, it seems useful to see all of the ideas in one document—the strategic plan Solutions and the CAR Survey ideas.

Participants will also be asked:

- **Considering the CAR Survey items and any other ideas, are there any new ideas for Solutions that should be considered—Solutions that are appropriate for World Services to take the lead on?**

The full list of CAR Survey ideas, with the results of the two rounds of prioritization that CPs undertook, is posted in the conference participant Dropbox. As a reminder, the CAR survey results help inform conference participants' decisions about priorities for new and revised literature and service material projects as well as Issue Discussion Topics for the cycle ahead.

The final CAR survey will include all items that had at least 25% support. Given that the lists are already much more than we could hope to undertake in a cycle, that seemed like a reasonable cut off. The only other items in the CAR Survey will be options for no new/revised recovery literature/service material.

Need more background on the planning process? All of the planning reports are posted at na.org/planning. If you are just joining the planning process, please take the time to review these reports. What we're doing in this CP meeting (and at the conference) will make a lot more sense when you can see where we are and what's been done so far.

This is the most collaborative planning process in NA history. It is exciting to be co-creating!

DRAFT 2026-2029 NAWS Strategic Plan

Key Result Areas, Issues, Objectives and Solutions

Key Result Area: PUBLIC RELATIONS

Issue: Credibility of NA

Objective 1: Raise Fellowship awareness of the importance of effective Public Relations in carrying our message, achieving our Vision and furthering Fellowship development.

Solutions:

- Create an internal, NA service campaign focused on the importance of engagement in public relations activities.
- Develop more Fellowship-facing PR training and tools to support member engagement in public relations.

CAR Survey Ideas:

- IDT - Social Media —ideas include group use and social media as a PR tool
- Revise Tradition 11 to include “social media”
- New service basics/service pamphlet - Social Media—ideas include use of AI to do to public relations work and application of the Traditions in social media
- Revise SP Social Media —Ideas include adding information about online meetings, updating social networking guidance, including information on PR and H&I
- Revise H&I Handbook
- Revise PR Handbook

Objective 2: Create PR tools for four target audiences, raising their awareness of NA as a viable program of recovery.

- General public (including families)
- Government (including criminal justice, policy)
- Addiction treatment
- Medical profession

Solutions:

- Create a PR campaign for each target audience.
- Update the pamphlet *NA: a Resource in Your Community*.
- Update presentations for professionals (clarifying NA’s position on DRT/MAT and the spiritual nature of the program).

CAR Survey Ideas:

- New service basics/service pamphlet - PR Tools For government/criminal justice

Key Result Area: SERVICE SYSTEM SUPPORT

Issue: Impact of the Rise of Virtual NA

Objective 3: Improve the ability of virtual groups and service bodies to fully participate in the service system and for their voices to be heard as part of the NA Fellowship's conscience.

Solutions:

- Collect best practices for virtual groups and areas to participate in NA Services (e.g., global center service entity; existing geo-based system).
- See solution under *Objective 5*.

CAR Survey Ideas

- New IP/Booklet - Virtual Recovery —Ideas include getting clean on the screen, group booklet for online meetings, virtual membership and service basics, guidance for online meeting behavior
- New service basics/service pamphlet - Virtual Service —Ideas include guidelines for virtual platform, public relations, virtual areas and regions, connecting virtual groups to the service structure, virtual or hybrid service meetings

Issue: Lack of Cohesion in the Service System

Objective 4: Further the concept of coordination and collaboration within the service system and the understanding and appreciation of complementary roles and contributions to A Vision for NA Service.

Solutions:

- Create a contemporary guide to service in NA to replace *A Guide to Local Service*. Consider a modular-based approach similar in format to the *Basics* series. Include guidance on how to incorporate virtual groups in the service system. As resources are created, consider possible future alternative format versions of content (e.g., videos).

CAR Survey Ideas:

- New book/workbook/study guide - 12 concepts – ideas include: Concepts Working/Study Guide, Guiding Principles for Service Committees
- New service basics/service pamphlet - Fellowship Development — Ideas include best practices for outreach, what FD is, and guidelines for committees
- New service basics/service pamphlet - GSR Orientation/Workshop Guide
- New service basics/service pamphlet - Group Inventory/ Group Pamphlet to do Annual Review
- New service basics/service pamphlet - Area Service Basics

- New service basics/service pamphlet - Service Collaboration at all levels
- Revise A Guide to Local Service —Ideas include create a contemporary set of service tools to replace the Guide to Local Service, delete outdated information, add information on rural/remote areas and regions, add information on zones, add more best practices.
- IDT - Decision Making/Delegation —Ideas include consensus-based decision making and responsibility and authority over NA services
- Revise Planning Basics

Issue: Development and Organization of Trusted Servants

Objective 5: Through mentorship, training and tools, increase continuity of service and inspire members of all ages and stages of recovery to be of service.

Solutions:

- Create messaging and tools to help existing trusted servants create an environment that inspires members to be of service, and establish a pipeline for developing trusted servants on an ongoing basis.
- Create mentoring guidelines and resources to encourage younger members (in age and recovery) to be of service.

CAR Survey ideas:

- New service basics/service pamphlet - Mentorship in Service —Ideas include practical training and how to implement mentorship in service bodies
- New service basics/service pamphlet - Trusted Servant Development
- New service basics/service pamphlet - rotation and continuity in service
- IDT - Attracting Members to Service

Issue: Disruption in the Flow of Funds

Objective 6: Create tools for groups and service bodies to offer convenient ways for members to contribute, and to facilitate and encourage the distribution of funds through all components of the service system.

Solutions:

- Create a resource for groups to use to navigate electronic contributions.
- Create messaging and resources around the importance of giving and to inspire members to give (e.g., Unity Day, webinars, social media, reading cards, etc.).

CAR Survey Ideas:

- Update IP #24 Money Matters (2010)—Ideas include adding information on zonal forums and digital contributions

- IDT - Use of Funds, Fund Flow, and Fundraising —Ideas include 50/50 raffles, blockages in the flow of funds, anonymity in electronic funds
- New service basics/service pamphlet - Tools for Managing Electronic Funds for Groups and Service Bodies

Key Result Area: FELLOWSHIP SUPPORT

Issue: Safety and Belonging

Objective 7: Raise the level of consciousness regarding inclusiveness in our diverse Fellowship, and develop tools to support groups in ensuring that all members and potential members feel safe, welcomed, and included at in-person and virtual meetings.

Solutions:

- Investigate changes and/or additional wording to NA literature from gender specific language to gender neutral and inclusive language.
- Update the service pamphlet or develop a new pamphlet on safety in NA and dealing with predatory behavior.
- Update the *Group Booklet* to add guidance about safety and inclusion.
- Create a tool to deal with disruptive or inappropriate behavior in virtual meetings.
- See Solution under *Objective 8*

CAR Survey Ideas

- New IP/Booklet - Disruptive and Predatory Behavior –ideas include how to identify behavior and create a safe environment
- New IP/Booklet - Welcoming Newcomers and Helping Them Stick and Stay, what to do as a newcomer and how to treat the newcomer
- Gender-neutral language - Investigate changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language
- Revise the *Step Working Guides* —Ideas include fewer leading questions, fewer questions in Step One, more questions in Step Four, more encouragement to journal, streamline the process, and number the questions
- Update IP #26 *Accessibility for Those with Additional Needs* (1998)— Ideas include acknowledging current technologies and adding something about non-visible disabilities
- Replace references to God with Higher Power throughout our literature
- Revise *The Group Booklet* —Ideas include adding information on addressing predatory behavior, how to make members feel welcome, virtual NA, the importance of Traditions and Concepts study meetings, common needs meetings, expanded information on trusted servant roles
- Revise SP Disruptive and Violent Behavior —Ideas include adding section on predatory behavior, addressing online meetings, adding text from the IDT

- IDT - Disruptive & Predatory Behavior —Ideas include safeguarding policies, aggression at service meetings, racism, sexual predation, creating a safe and inclusive environment, the line between legal and group decisions, use of cell phones, and children in meetings
- IDT - Helping Addicts Find Us —Ideas include use of technology to connect addicts with meetings and each other
- New IP/Booklet - Women in Recovery —Ideas include carrying the message in male dominated communities, women-centric issues such as motherhood, menopause, sharing experience
- New Step Guide - focused for more experienced members
- Update the booklet *Behind the Walls* (1990)—Ideas include adding services available and staying clean on the outside
- IDT - Unity —Ideas include maintaining NA unity despite external politics
- IDT - Retaining Old Timers

Issue: Medication-Assisted Treatment

Objective 8: In the spirit of our Third Tradition, achieve a common understanding across the Fellowship of what it means to be an NA member and how to create the space for addicts to choose membership, regardless of how they found NA.

Solutions:

- Develop resources for groups on how to make members and potential members feel welcomed.

CAR Survey Ideas:

- New IP/Booklet - DRT/MAT —ideas include looking for a stand or position that is clear, defining clean or abstinence, clarifying who can serve, labeling this as an outside issue, saving lives and helping members take root, including personal experience, PR and MAT, other medical treatments—medical marijuana/psychedelics for therapy
- Update the booklet *In Times of Illness* (2010) —Ideas include add information on medical marijuana, therapeutic use of psychedelics, and clarity around prescribed medications

Issue: Generational and Cultural Diversity

Objective 9: Continue to adapt communication methods and technology to meet a diverse membership's preferences for engagement.

Solutions:

- Develop a strategic approach to communication that is intentionally designed to attract younger members and make communication easier to absorb and disseminate, using newer technology. Ideas include:
 - Implementing WhatsApp/Telegram as an official form of World Service communication
 - Utilizing infographics and videos to convey pieces of information in reports

Key Result Area: WORLD SERVICE STRUCTURE AND OPERATIONS

Issue: Three-Year Conference Cycle

Objective 10: Further refine and describe the three-year conference cycle, including major meetings, policies, planning process, deadlines and guidelines.

Solutions:

- Use the experience gained over the two-cycle experiment to draft descriptions and guidelines for a three-year conference cycle and include in GWSNA. Address how to best use the time during and in-between in-person conferences.
- Evaluate and refine the collaborative planning process for ongoing implementation.

Issue: Future of the World Convention

Objective 11: Create a financially sustainable model for the World Convention (WCNA), in harmony with our Eleventh Concept, that meets the needs and expectations of the Fellowship in a changing world.

Solutions:

- Consider holding WCNA every five years, with flexible rotation of locations, and cap attendance.
- Explore how to monetize virtual attendance.

Issue: NAWS Sustainability

Objective 12: Building on Objective 6, raise understanding of the need for and importance of adequate financial resources in carrying the NA message of recovery.

Solutions:

- Send quarterly ‘thank you’ messaging with links to social media content.
- Encourage showing of Fellowship development videos at events and conventions throughout the service system.

Objective 13: Continue to evaluate and adjust activities at NA World Services to best support its roles and functions in a changing world.

Solutions:

- Continue to charge the Business Planning Group with helping the World Board respond flexibly and responsibly to the realities of a changing world in operating the business of NAWS.
- Continue use of focus groups as a flexible means to be more inclusive and accountable in seeking member input and engagement.